

**CANADIAN
PARALYMPIC
COMMITTEE
2011-2012
ANNUAL REPORT**



paralympic.ca

guadalajara 2011®



Canadian Paralympic Committee
Comité paralympique canadien

CONTENTS

| | |
|---|----|
| A Message from the President and CEO/Director General | 3 |
| Enhance Podium Performances | 4 |
| Paralympic Teams Program | 5 |
| Build a World-Class Paralympic System | 6 |
| Create Corporate Partnerships | 8 |
| Expand Awareness and Build the Brand | 10 |
| Thank You to the Government of Canada, our Sport Partners and Members | 12 |
| Financial Statements | 13 |
| Our Members | 14 |

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

PARTNERS



Canadian
Heritage
Sport Canada

Patrimoine
canadien



TEAM SPONSORS



SUPPLIERS



A MESSAGE FROM THE PRESIDENT

It is with great pleasure that I present to you the 2011-12 Annual Report of the Canadian Paralympic Committee (CPC).

This past year was highlighted with tremendous performances from Canadian athletes at the 2011 Parapan American Games

in Guadalajara, Mexico, as well as diligent preparations, publicity and qualifying events for the London 2012 Paralympic Games.

Canada has played a significant role within the Paralympic story. Our athletes have been recognized as

among the world's best, our administrators seen as the founders of our movement and officials and volunteers recognized as pioneers and visionaries.

And this is what we must be recognized for in the future as well. The CPC as an organization is in the midst of its five-year strategic plan, one which we remain steadfast and confident will allow us to continue demonstrating sport excellence, providing exemplary leadership, and ensuring that all Canadians with a disability have the opportunity to pursue a passion in sport at the highest levels.

We are thankful and appreciative for the trust and support from our membership but do not take this for granted and know that we must continue to constantly address how we can better work together.

While we are obviously proud of our past accomplishments, we know that there is still much to be done. We need to continue being explorers, taking risks and pursuing any and all ways to make our athletes and coaches the very best in the world. I believe we will, through these efforts, become the leading Paralympic nation.

David Legg

President
Canadian Paralympic Committee



A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER AND DIRECTOR GENERAL

As with all great journeys, the success we have collectively achieved in this past year is the result of a culmination of efforts. The remarkable athletes, coaches, trainers, volunteers

and leaders across our membership ranks have helped grow the Paralympic Movement to new levels.

We are driven, every day, by our vision to be the world's leading Paralympic nation.

This is measured not only in gold medal performances, but through building the brand,

providing the best grassroots programs and recruitment campaigns, creating Paralympic curricula for schools, collaborating on athlete high performance programs and hosting Team Canada at Parapan Am and Paralympic Games – all while inspiring the next generation of athletes.

This work, in partnership, with Sport Canada, Own the Podium, Canadian Sport Centres and our members is having a significant impact across Canada.

We have been fortunate to establish a solid and secure financial base through the generosity of the Government of Canada, allowing us to tackle major initiatives within the sport and disability communities. And we are making good progress on corporate funding with the goal of matching private and public sector funds by 2015.

This past year presented some challenges to our organization with respect to our fundraising and securing broadcast coverage of the London 2012 Paralympic Games. We will analyze both areas with the goal of gaining greater success in the near future.

With passionate and dedicated staff, coupled with unparalleled partner support and a tireless Board, we look forward to continuing to build on the inspiration of everyone within the Paralympic Movement.

Thanks to our members, partners, Government of Canada and sponsors, together we are advancing sport for people with a disability, to ensure world class opportunities for all Canadians.

Henry Storgaard

Chief Executive Officer and Director General
Canadian Paralympic Committee



ENHANCE PODIUM PERFORMANCES

CPC's primary high performance strategic objectives include increasing podium performances at the Paralympic Games, and embedding Paralympic sport within the Canadian sport system. In pursuit of these goals, CPC implemented a number of new initiatives in 2011-12:

PARALYMPIC EXCELLENCE SERIES

For the first time, CPC was able to gather 125 of our leading Paralympic athletes, coaches and sport science personnel from both summer and winter sports for the inaugural Paralympic Excellence Series in May 2011. Information was shared regarding the upcoming London 2012 Games and CPC's pre-Games and on-site services, in order to ensure no detail would be overlooked as athletes and their coaches prepared their final Games plans.

ELITE ATHLETE EQUIPMENT FUND

CPC established the Elite Athlete Equipment Fund in order to help ensure Canadian potential medallists have access to the very best equipment when competing at the Paralympic Games. CPC partnered with Own the Podium to develop a list of podium potential athletes and their equipment needs, and then allocated a total of \$100,000 (including \$50,000 in 2011-12) to elite Canadian athletes competing at the London 2012 Paralympic Games. Projects included new racing chairs, a customized bike, new wheels and rims for the wheelchair basketball teams and new sets of sails.

COACHING

CPC partnered with Own the Podium and the Coaching Association of Canada to establish the ACE Coach Mentorship pilot program targeting professional development opportunities for coaches in four Paralympic sports: Swimming, Wheelchair Rugby, Alpine and Cross Country. CPC looks forward to expanding the pilot program to additional sports in future years.

HIGH PERFORMANCE PARTNERSHIPS

Own the Podium

Own the Podium continues to be a key performance partner of the CPC, providing essential support to NSO Paralympic high performance programs. In addition to our funding contribution, CPC actively participates in the sport review process for both summer and winter sports, providing additional Paralympic knowledge and expertise to the review discussions.



Wheelchair basketball veteran Dave Durepos was named Team Canada flag bearer for the Opening Ceremony at the 2011 Guadalajara Parapan American Games.

Canadian Sport Centres

CPC has identified the need to work more closely with the network of Canadian Sport Centres (CSCs), and in 2011-12 initiated a series of grants to support each of the seven CSCs to purchase accessible training and performance equipment for Paralympic athletes and sport scientists at each Centre. CPC will work with the CSC network to identify additional partnership opportunities in support of enhanced Paralympic performance in future years.

Toronto 2015

The hosting of the 2015 Parapan American Games in Toronto presents a tremendous opportunity to enhance awareness of Paralympic sport and recruit new athletes, coaches and officials into the Paralympic system, along with showcasing Canada's best athletes competing in front of a home crowd. CPC continues to work closely with Toronto 2015 to identify all potential opportunities to leverage hosting the Games in pursuit of CPC's strategic objectives to increase recruitment, enhance podium results and raise awareness.

Zeus Games Management System

CPC joined a multi-national initiative to purchase the Zeus Games Management System, securing a seat on the Governing Board of the new organization and the ability to direct the future development of the system. CPC has utilized the Zeus system since Athens 2004 to manage team registration for the Games, to track Paralympic and Parapan American Games results, and to serve as CPC's main contacts database for the entire organization. The joint ownership of the software will reduce costs and enhance the ability of the Zeus partners to direct the future development of the product and ensure it continues to evolve to meet our needs.

PARALYMPIC TEAMS PROGRAM

It was an extremely busy year for CPC's Paralympic Teams program, with London 2012 preparations intensifying and the initial site visit conducted for Sochi 2014, but of course the highlight was Team Canada's success at the Guadalajara 2011 Parapan American Games.

Team Canada's primary goals in Guadalajara were to secure the maximum number of qualification slots for London 2012



Tracey Ferguson and the women's wheelchair basketball team won silver in Guadalajara, earning themselves a berth at the London 2012 Paralympic Games.

and to simulate and test the Games services to be provided on-site in London, while obtaining valuable multi-sport Games experience for the next generation of Canadian Paralympians.

The CPC was successful in providing a world-class level of support to Canadian athletes, and fostered a performance environment that featured an unprecedented level of Team Canada spirit and unity.

Overall, Canada earned a total of 63 medals (13

gold, 22 silver, 28 bronze) and the team of 135 athletes secured numerous qualification slots for the London 2012 Paralympic Summer Games. In addition, Canada's up-and-coming athletes, along with many coaches and mission staff, received invaluable multi-sport Games experience which will serve them well as they prepare for future Games in Toronto 2015 and Rio 2016.



Women's goalball standout Nancy Morin led her team to a bronze medal performance in Guadalajara.



Alister McQueen won two bronze medals in Guadalajara - in the 200 metres and javelin throw.

With Canada serving as the next host of the Parapan American Games, CPC worked closely with the Toronto 2015 observer team on-site in Guadalajara to identify best practices and establish strong partnerships with the America's region NPCs which will facilitate the staging of the best-ever Parapan American Games in Toronto 2015.

The London 2012 Paralympic Games were another focus, as the CPC implemented a number of new initiatives in order to support our member NSOs in their Games preparations, including an advance site visit for NSO technical delegates in each sport and the allocation of funding grants to encourage NSOs to host pre-Games staging camps in Europe immediately prior to the Games. In addition, CPC established an out-of-Village accommodation centre in proximity to the Paralympic Village for additional Canadian staff and supporters.

Finally, preparations have already begun for the Sochi 2014 Paralympic Winter Games. CPC completed our first site visit to Sochi, inspecting the Paralympic Village and competition venues and conducting initial meetings with Sochi 2014 staff across numerous functional areas. CPC supported a technical staff person from both Alpine and Cross Country to participate in the visit and inspect their competition venues; Sledge Hockey and Wheelchair Curling representatives will conduct a similar site inspection next year.



BUILD A WORLD-CLASS PARALYMPIC SYSTEM

In 2010-11 we were pleased to share the System Development strategy that was created in collaboration with our partners, as we worked towards the common goal of addressing systemic barriers to participation in sport for people with a disability.

The 2011-12 year gave us the opportunity to move into full implementation, beginning with the expansion of the CPC Development staff. Over the year we welcomed three additional staff members to the team who have since been digging deeper into the advancement of our domestic system with our ever-growing sport network.

This diagram below features our approach to System Development and also helps to explain our staffing structure.

- The blue circles highlight the three main ways we engage with and support the parasport system;
- The red boxes show the CPC programs and initiatives associated with each area;
- The Paralympic Online Database (formerly known as the Spatial Mapping Initiative), Membership and Partnerships programs support the entire structure.

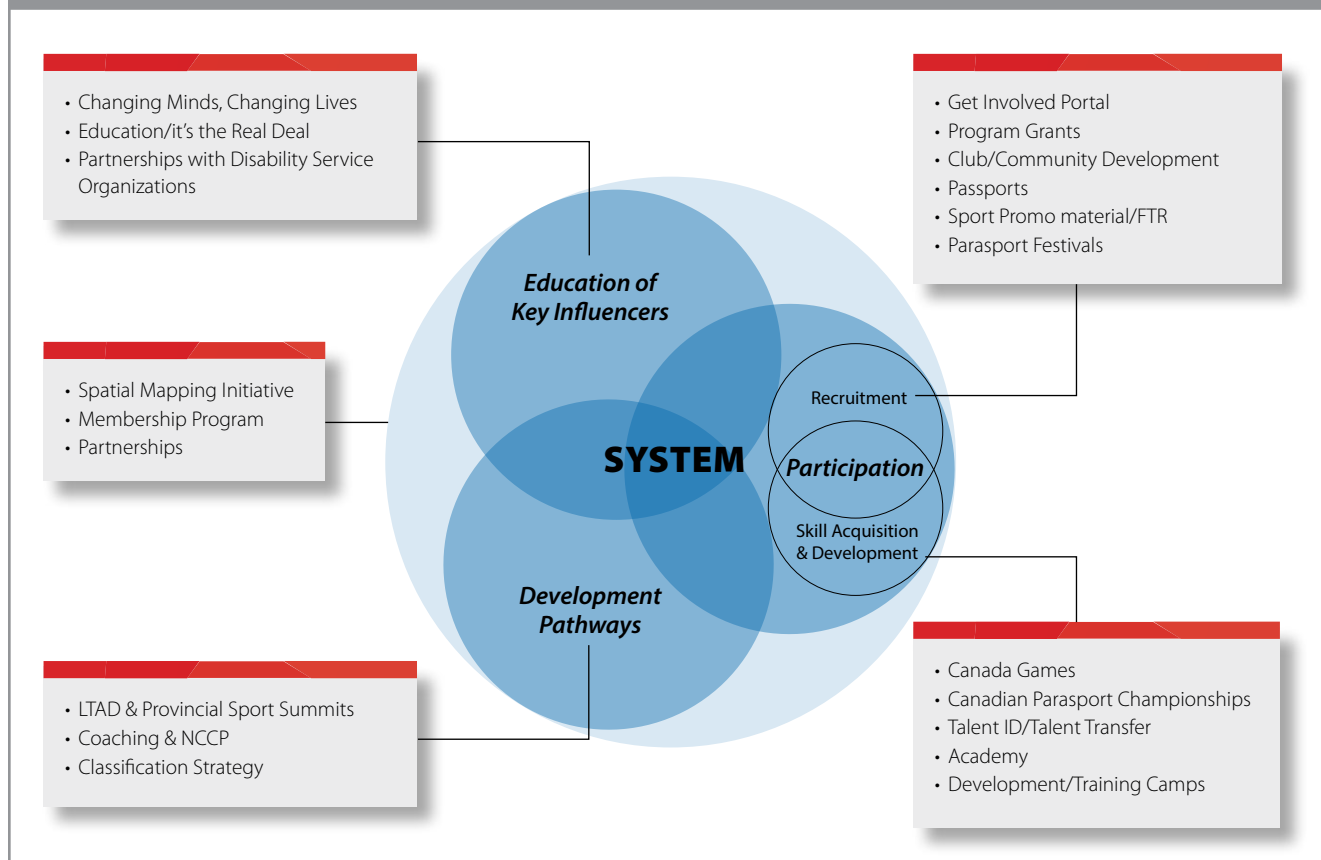
EDUCATION OF KEY INFLUENCERS

In December of 2011 Stuart McReynolds, *Senior Coordinator, Education Programs*, joined the CPC Development team.

Key successes over the 2011-12 year include:

- Reinstated annual Paralympic Schools Week in February of 2012 with huge success; 43 schools participated representing over 14,000 participants across eight different provinces – a record 1,459 posters and letters of good luck were submitted to the CPC in support of our London 2012 Paralympic Team;
- Hosted our first-ever Educators Conference (in conjunction with the 2012 Recruitment Conference), attended by eight senior education representatives;
- Over 100 presentations were delivered to key influencers to over 5,500 Canadians; received a notable increase in requests for “parasport 101” presentations from outside of our typical healthcare audiences.

PARASPORT SYSTEM DEVELOPMENT





During Paralympic Schools Week, students across Canada designed posters to cheer on Team Canada in London. These posters decorated the walls of the Canadian Athletes' Lounge at the Games.

PARTICIPATION

In June of 2011 Laura Ferris, *Coordinator, Recruitment Programs*, joined the CPC Development team.

Key successes over the 2011-12 year include:

- Provided over \$400,000 in grassroots funding (including over \$115,000 that was matched by community partners) to more than 20 sports from 10 different provinces and one territory, at the local, provincial and national levels;
- Conducted six Parasport Festivals in Ottawa, Toronto, Halifax, Calgary and Regina; more than 700 people attended, of whom 125 were identified as "valuable recruits" into parasport, as either a participant, coach, volunteer or community champion;
- Launched the newly developed "Get Involved" online portal as a gateway to our members' programs and the opportunity to participate in parasport;
- Hosted the 2012 Recruitment Conference in Regina, SK in March of 2011; approximately 50 key stakeholders in attendance.



Para-Cycling coach Stephen Burke of Calgary, Alberta introduces a Parasport Festival participant to using a hand cycle for the first time.

"The CPC grant allowed us to expand our sledge hockey program. We were able to purchase some sledges that are adjustable for younger kids. By having these at our disposal, it allowed them to have a positive first experience on the ice. This is crucial as many of these kids are experiencing sport for the first time. Our club could not have afforded to purchase all of this equipment on our own. Thank you for your support."

Ken Hall, Director of Sledge Hockey, Cruisers Sports for the Physically Disabled



Paralympic athletes, such as swimmer Chelsey Gotell, spoke at 43 schools across the country during Paralympic Schools Week.

DEVELOPMENT PATHWAYS

In June of 2011 Marie Dannhaeuser, *Senior Coordinator, Development Pathways*, joined the CPC Development team.

Key successes over the 2011-12 year include:

- Provided post-Summit implementation grants to four sports in support of plans from their 2010-11 Summits (Swimming, Wheelchair Rugby, Wheelchair Basketball and Boccia);
- Supported the hosting of four new Summits: Rowing, Wheelchair tennis, Soccer and Para-Alpine;
- Hosted a para-specific seminar at the annual Sport 4 Life Conference with over 30 sport organizations in attendance, focusing on para-LTAD;
- Initiated a review of the CPC Membership program and services to revitalize it in accordance with our new strategic plan and partners within the Paralympic Movement.

CREATE CORPORATE PARTNERSHIPS

For the Partnerships team, the 2011-12 year was busy, productive and filled with opportunity. We continued to work with our partners to activate mutually beneficial programs to fully leverage the partnerships.

Activations for the London 2012 Paralympic Games started during this fiscal year and continued busily through to Games time, with new partner Procter & Gamble's innovative "Thank You, Mom" campaign kicking off in the spring.

In addition, CPC's Paralympic Games VIP corporate hospitality program was planned and preparations made to host over 60 VIPs in London during the Games – for corporate, sport and government dignitaries.

"This is an opportunity to not only make a difference within an industry, but also to be a part of helping individuals achieve their goals and dreams. While JLT will focus on keeping athletes safe, mitigating premiums and providing support to national sport organizations, the Canadian Paralympic Committee will be able to focus on preparing athletes to become the world's leading Paralympic nation."

Alexis Harke, Managing Director and National Practice Leader, JLT Sports and Entertainment Canada.



A new four-year partnership between the Canadian Paralympic Committee and Jardine Lloyd Thompson (JLT) Canada began in June 2011, with national sport organizations benefiting immediately from risk-management tools created for hosting sport competitions.

New Partners Come on Board

The fiscal year saw five new corporate partners come on board to support the CPC:

- RBC Insurance
- JLT Insurance
- Procter & Gamble
- Power Corporation of Canada
- Invacare

These partnerships together total \$1.335 million of new revenue to the Paralympic Movement.

Existing Partnerships Successfully Renewed

Renewals of existing partnerships secured in this fiscal include:

- Petro Canada
- Air Canada
- Hudson's Bay Company
- Additional renewals are in the works and can be anticipated shortly!

A heart-felt thank you to all our corporate partners for their investment in the Canadian Paralympic Committee.

The Canadian Paralympic Committee announced in January 2011 that RBC Insurance will sponsor the 2012-13 Recruitment Program Fund.

"RBC Insurance is thrilled to join the Canadian Paralympic Committee in helping grow the Paralympic Movement in Canada and enabling more people with a disability to become involved in sport. Since many grassroots sports programs have limited resources and rely on volunteer contributions, this Fund will help increase those resources to offer quality introductory sports programming for Canadians with a disability."

**Neil Skelding, president and CEO,
RBC Insurance**

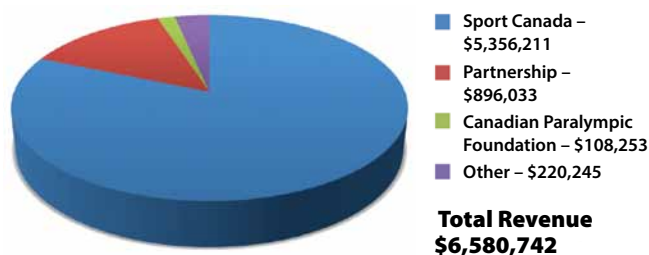


Procter & Gamble, a new partner for the CPC, was active in the market place with their "Thank You, Mom" campaign, partnering with Canadian Paralympic wheelchair racer Michelle Stilwell as the face of a retail program which provided financial support to the CPC through the sales of their products in Sobeys in Ontario and Quebec.

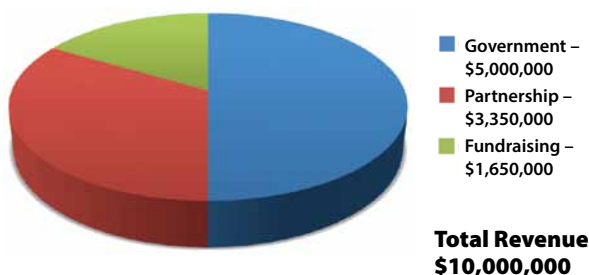


Our athletes – in this case swimming Paralympian Elisabeth Walker-Young – deliver compelling and motivating presentations to our partners.

REVENUE BY SOURCE – 2011/12



REVENUE BY SOURCE – 2015/16 (projected)



EXPAND AWARENESS AND BUILD THE BRAND

Building awareness of the Paralympic brand and its athletes continued to be a key priority for the organization in 2011-12. Key initiatives in this endeavor included the 2011 Parapan American Games in Guadalajara, Mexico; the One Year to Go to London media blitz on Aug. 29, 2011 and the launch of the winter Super Athletes marketing campaign in January 2012 (with the summer Super Athletes series launched in April).

In addition, Communications continued to build awareness of the "Get Involved" multi-sport recruitment web portal; promoted Parasport Festivals, grants, school programs and speakers; prepared for the next phase of the CPC parasport recruitment strategy; and collaborated with member organizations and corporate partners to publicize joint events and announcements such as the inaugural Women's U25 World Wheelchair Basketball Championship.

In total, CPC had over 317 million media impressions in 2011-12 (317,744,169) in print, broadcast, and online – an encouraging increase of more than 300% over the 75 million garnered the previous year.



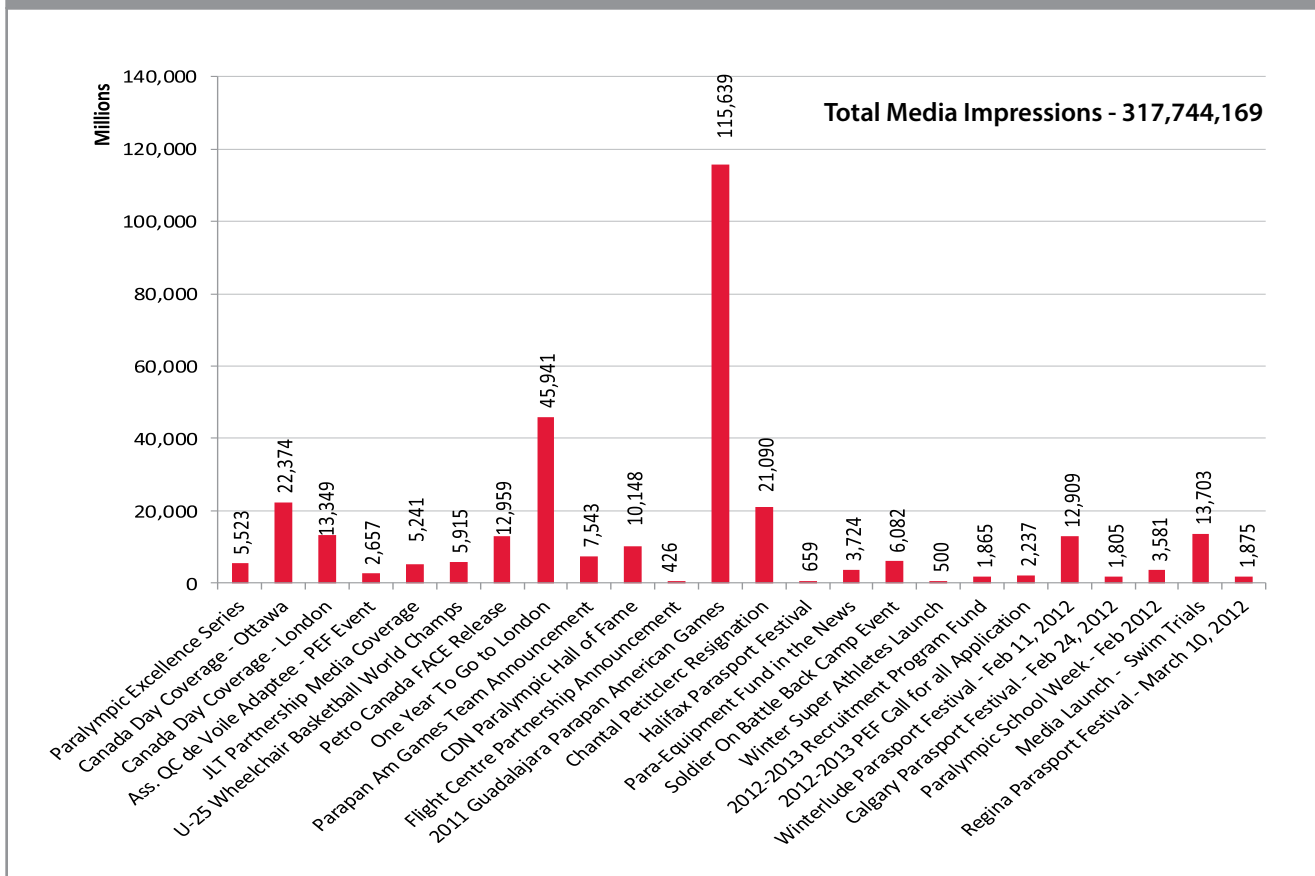
**THEY ARE THE FIGHTERS.
THE ODDS-DEFIERS.
THE NEVER-SAY-NEVERS.**

**DISCOVER CANADA'S
PARALYMPIC SUPER ATHLETES**

Through an unshakeable determination, fierce passion and sheer willpower, they have accomplished what many athletes dream of doing, but few actually can: To go beyond the norm to achieve the impossible.

ABOUT THE SUPER ATHLETES CAMPAIGN
In the lead up to the London 2012 Paralympic Games, the Canadian Paralympic Committee launched a bold marketing campaign enticing viewers to Meet Canada's Paralympic SUPER ATHLETES. The campaign features 21 para-athletes who exemplify determination, perseverance and undeniable dedication to their sport. Access the campaign on Facebook, YouTube, Web or on Twitter.

MEDIA REACH – CPC INITIATIVES 2011-12





David Eng of the Men's National Wheelchair Basketball Team promoted CPC's Canada Day 2011 festivities on Parliament Hill.

The following assets were created and are available to all Members to assist in building awareness for their athletes and sports:

- Guadalajara Parapan American Games website, photos, daily newsletter, daily highlights videos and a summary Parapan American Games video;
- Continuously updated and searchable Image Bank of high resolution photos including sport-specific sets from Games, special events, members and partners;
- London 2012 Video and Super Athletes vignettes and PSAs, including a "behind the scenes" video profile, exploring how the athlete got started in parasport and encouraging viewers to get involved;
- Sport-specific and co-branded with members Super Athlete advertising and promotional items including banners, web and print ads, tattoos, autograph cards, and t-shirts;
- A thriving online community with ever-increasing visitors, followers, subscribers and "friends" on four social media platforms: CPC website, Twitter, YouTube and Facebook;
- Guadalajara Media Guide, including athlete and head coach biographies in English and French;
- An athlete speaker's manual and clothing package, to further professionalize school and corporate presentations.

BY THE NUMBERS

- 1,286 total stories were generated during the fiscal year, of which 511 (40%) made the sport section, improving on the 25% in the sport section in 2010-2011;
- Page views on the CPC website increased by 19%, growing from 255,463 to 304,223;
- Visitors to the CPC website increased to just over 240/day from an average of 200/day last year;
- Our Twitter followers doubled this year, growing from 1,559 to 3,127;
- On Facebook, the total number of people who "liked" our page increased from 5,869 to 8,067;
- We earned 1,835,246 total social media impressions for the year on Facebook, Twitter, and YouTube;
- Curler Sonja Gauet's Super Athletes vignette was shown during the Tim Hortons Brier and the Ford Women's World Curling Championships on TSN, TSN2 and RDS, garnering 25 million media impressions;
- 199 athlete presentations across Canada through our Paralympic Heroes speaker's bureau reached over 317,000 Canadians;
- CPC has ongoing communications with 330 alumni athletes and this year held its first webinar – on building a career after sport – with corporate partner Adecco.



As part of our "One Year to London" media activities on August 29, 2011, swimmer Summer Mortimer, wheelchair racer Michelle Stilwell and Team Canada London 2012 Assistant Chef de Mission Elisabeth Walker-Young interviewed at CBC and Canada AM.

THANK YOU TO THE GOVERNMENT OF CANADA, OUR SPORT PARTNERS AND MEMBERS

The CPC is grateful for the ongoing financial support of the Government of Canada. This investment has enabled us to make the great strides outlined in this report – and will underpin our ambitious initiatives going forward as well.

We are now two years in to the five-year plan. Looking ahead to London 2012, Sochi 2014, Toronto 2015 and Rio 2016, the future is bright. From playground to podium, together let us build our country in to a world leading Paralympic nation. Go Canada Go!



A GOOD SPORT – The Honourable Bal Gosal, Minister of State (Sport) visits the Cruisers Sports for the Physically Disabled club in Brampton, Ont., celebrates their Para-Equipment Fund grant and tries his hand at wheelchair basketball.



WHAT A TEAM – Onsite in Guadalajara, Mexico at the 2011 Parapan American Games: David Legg, CPC President; Gary Lipinski, President, Métis Nation of Ontario (MNO); Ian Troop, Chief Executive Officer, TORONTO 2015 Pan American/ Parapan American Games Organizing Committee; the Honourable Bal Gosal, Minister of State (Sport); the Honourable David C. Onley, Lieutenant Governor of Ontario; Henry Storgaard, CPC Chief Executive Officer and Director General.

FINANCIAL STATEMENTS

Balance Sheet as at March 31, 2012

| | 2012 | 2011 |
|--|---------------------|---------------------|
| CURRENT ASSETS | | |
| Cash and Cash Equivalents | \$ 3,034,950 | \$ 1,544,028 |
| Investments | – | 14,761 |
| Accounts receivable | 439,755 | 2,122,840 |
| In-Kind Contributions receivable | 390,694 | 260,849 |
| Prepaid expenses | 105,337 | 18,709 |
| | \$ 3,970,736 | \$ 3,961,187 |
| Capital assets | \$ 165,293 | \$ 194,014 |
| Intangible assets | 250,394 | 292,423 |
| | \$ 4,386,423 | \$ 4,447,624 |
| CURRENT LIABILITIES | | |
| Account payable and accrued liabilities | \$ 1,175,037 | \$ 2,263,739 |
| Deferred revenue | 1,083,303 | 611,115 |
| Deferred in-kind contributions | 390,694 | 260,849 |
| | \$ 2,649,034 | \$ 3,135,703 |
| DEFERRED CONTRIBUTIONS RELATED TO CAPITAL AND INTANGIBLE ASSETS | | |
| | \$ 415,687 | 486,437 |
| | \$ 3,064,721 | \$ 3,622,140 |
| NET ASSETS | | |
| Unrestricted net assets | \$ 1,321,702 | \$ 825,484 |
| | \$ 4,386,423 | \$ 4,447,624 |

Statement of Revenue and Expenses year Ended March 31, 2012

| | | |
|---|---------------------|---------------------|
| REVENUE | | |
| Government contributions | \$ 5,356,211 | \$ 4,644,992 |
| Grant from Canadian Paralympic Foundation | 108,253 | 65,000 |
| Sponsorships | 896,033 | 1,053,307 |
| VANOC | – | 415,000 |
| Other | 18,564 | 57,081 |
| Interest | 31,888 | 10,870 |
| Amortization of deferred contributions related to capital and intangible assets | 161,665 | 31,773 |
| In-kind contributions | 8,128 | 45,701 |
| | \$ 6,580,742 | \$ 6,323,724 |
| EXPENSES | | |
| Administration and leadership | \$ 1,165,309 | \$ 1,368,132 |
| Amortization of capital and intangible assets | 161,665 | 31,773 |
| Communications | 1,085,568 | 1,463,993 |
| Franchise Holder Working Group | 228,893 | – |
| Games | 826,819 | 217,867 |
| High Performance | 927,592 | 1,104,370 |
| Paralympic development | 1,233,949 | 1,181,995 |
| Partnership | 446,601 | 392,356 |
| Utilized value, in-kind contributions | 8,128 | 45,701 |
| | \$ 6,084,524 | \$ 5,806,187 |
| EXCESS OF REVENUE OVER EXPENSES | \$ 496,218 | \$ 517,537 |

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:

PARALYMPIC SPORT MEMBERS



AFFILIATE MEMBERS

