



CANADIAN PARALYMPIC COMMITTEE



2014 ▾ 2015
CORPORATE ANNUAL REPORT





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ABOUT THE CANADIAN PARALYMPIC COMMITTEE

The Canadian Paralympic Committee is a non-profit, private organization with 25 member sports organizations dedicated to strengthening the Paralympic Movement. The Canadian Paralympic Committee's vision is to be the world's leading Paralympic nation. Its 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. By supporting Canadian high performance athletes with a disability and promoting their success, the Canadian Paralympic Committee inspires all Canadians with a disability to get involved in sport through programs delivered by its member organizations. For more information, visit www.paralympic.ca

LOOKING BACK WITH APPRECIATION; LOOKING AHEAD WITH ANTICIPATION

MESSAGE FROM PRESIDENT GAÉTAN TARDIF AND CEO KAREN O'NEILL

In this past fiscal year, we wound down the Sochi 2014 Paralympic Winter Games, celebrated our very successful Canadian Paralympic Team far and wide, and embarked with vigour on 2015 – proclaimed by the Governor General as the **Year of Sport in Canada**.

The excitement around the **Toronto 2015 Parapan American Games** has been galvanizing and a source of national pride to us all. What an exceptional occasion to host the Americas and provide an opportunity for Canadian athletes to showcase their skills on home soil. Our athletes, coaches, officials and sport members have left no stone unturned in their preparation, as has the Toronto 2015 Organizing Committee. Congratulations to all.

Amid the great enthusiasm and opportunity of a home Games, we continue to plan for the next quadrennial of upcoming Games in Rio 2016, PyeongChang 2018, Lima 2019 and Tokyo 2020. With high performance top of mind, our undertakings have included site visits and targeted investments in coaching, equipment and training, to name a few.

This past year has seen a sustained and dedicated focus on the implementation of our high performance strategy launched last year, titled **"Forward with Purpose."** We continue to work with our members and performance partners to focus on a clear and shared vision of becoming a world leading Paralympic nation. Each and every one of our decisions, allocation of our resources, design and selection of our programs and activities is based upon this shared vision.

Central to success for our community also rests in our ability to align and co-ordinate our endeavours amongst all of us throughout the year. Working with our sport members, performance partners and provinces and territories across the country, there is a lot of activity and investment in parasport. Let us continue to harness our energies and coordinate our collective efforts.

Highlights from this past year include:

Adjustments in how we provide service and support to our sport members on an ongoing basis, and in particular leading up to the Games.

We heard member feedback and have refined the approach for how we link with them ongoing, and in the suite of services and support we provide.

New initiatives with our members and partners which target key areas in our Paralympic athlete pathway including athlete identification, augmented daily training environment and coaching support, online programs to find a sport and a club, and programs for fundamental movement skills within an integrated environment.

Ongoing collaboration with our media consortium partners and sport partners to continue to elevate the Paralympic brand and promote Paralympic athletes and coaches through brand campaigns and extended coverage of world championships and Games.

And as always, building and leveraging the leadership, insight and contributions from our valued government and corporate partners. Our efforts and impact have been multiplied ten-fold through their sustained support and contributions, and for this we are most grateful.

As we look ahead to upcoming Games and the great challenges and opportunities they present, continued emphasis on effective implementation of our strategy is essential. Together, we must ensure that our strategy is sufficiently focused, that it is appropriately balanced across all of our key programs and our sport community, and that we are grounded with data and evidence so we can make the best decisions.

At the Canadian Paralympic Committee, we are athlete-centered. We believe in sport. We are dedicated to serving our members and the Paralympic community; and together, we look forward to continuing the crucial work of becoming a world leading Paralympic nation.

Thank you to all who have contributed to the advancement of the Canadian Paralympic movement, thus far. You play an important role in our athletes' success, Canada's success in Paralympic sport. We will see you on the road to Rio – and beyond.

SPORT

Podium Pursuit, System Development & Education

In collaboration with our sport members, our Sport department advanced its comprehensive planning towards podium results at upcoming Games in Toronto and Rio, while also preparing for future Games in PyeongChang and Tokyo. At the same time, our system development and education initiatives continue to progress, with the goal of identifying and supporting the future generation of Paralympic champions.

System Excellence and High Performance

In order to better service our sport members, we optimized our staff structure to support the strategy of one-on-one, 365-days-a-year relationships with each of our sports, supported by a new joint planning tool – a road map of preparation and planning required for Games.

Our two **Paralympic System Excellence Advisors** embedded within Canadian Sport Institute Pacific and Canadian Sport Institute Ontario have been active at supporting sport with focusing on athlete recruitment and athlete transfer. We have also made financial investments in both **coaching** and **daily training environments** in targeted sports in order to enhance and optimize current high-performance plans in preparation for Rio, Pyeongchang and beyond.

Classification was another area of focus, as we consulted both domestically and internationally to finalize the collection of feedback for the draft review of the new IPC Classification Code. Based on feedback gathered and ongoing dialogue with members, we have identified this area as a key priority for the future.

We were pleased to activate our partnership with the **Canadian Olympic and Paralympic Sports Institute Network - COPSIN**. This new partnership will keep Canadian Paralympic athletes at the forefront of training, preparation and innovation within the network.



► Five-time Paralympian and holder of 21 Paralympic medals in wheelchair racing, Chantal Petitclerc was announced as Rio 2016 Chef de Mission in September 2014.

Games Preparation & Enhancements

Our Rio 2016 Chef de Mission, **Chantal Petitclerc**, and several Canadian Paralympic Committee staff participated in the very productive National Paralympic Committee Open Day hosted by Rio 2016 in December 2014, which attracted some 17 countries, gathering information to share with our sports.

Norm O'Reilly was named Assistant Chef de Mission for 2016. O'Reilly is recognized internationally as a leading scholar in sport business and is Chair of the Department of Sports Administration at Ohio University's College of Business in Athens, Ohio.



► Three-time Paralympian and Toronto 2015 Assistant Chef de Mission Stephanie Dixon competed at the Sydney 2000, Athens 2004 and Beijing 2008 Paralympic Games and won a total of seven gold, 10 silver and two bronze medals. She still holds the world record in the 100-metre backstroke in her class (S9).

Our Toronto 2015 Chef de Mission, **Elisabeth Walker-Young**, was announced in May 2014 and our Assistant Chef de Mission, **Stephanie Dixon**, was announced in October 2014.

Several site visits to Toronto proved fruitful for both National Sport Organisations and the Canadian Paralympic Committee, and collaboration with the Canadian Olympic Committee on shared Village space and common areas is progressing well.

We were pleased to host NPC Korea for a visit in December 2014, building relationships before our first site visits to both PyeongChang and Tokyo in February 2015. The Asia reconnaissance visit included venue tours, tours of training centres, and meetings with both countries' Paralympic Committees.

In March 2015 we hosted a three-day Team Orientation Seminar in Toronto, combined with an official site visit with the Toronto 2015 host organising committee, with the theme "Optimizing Home Games Advantage." Lead speakers such as Peter Jensen spoke on resiliency, in addition to panellists John Atkinson (Swimming Canada high performance director), Brian McKeever (10-time Paralympic gold medallist, para-Nordic skiing) and Wendy Morgan (wheelchair curling team leader), who helped our sports leverage lessons learned from home Games pressures and opportunities.



► Toronto 2015 Chef de Mission Elisabeth Walker-Young competed at four Paralympic Games in swimming, winning six medals (three gold, one silver and two bronze). She was Team Canada's Assistant Chef de Mission at the London 2012 Paralympic Games.

A number of information sessions and working sessions were on the program, as well as meetings with venue managers and venue visits. In attendance were 29 NSO staff, 23 mission team members, 26 Canadian Paralympic Committee staff and eight observers from Sport Canada, OTP and COC.



► Tyler Mosher, a two-time Paralympian in both para-nordic skiing and para-snowboard, chairs the Canadian Paralympic Committee Athlete Council. Swimmer Chelsey Gotell, a 12-time Paralympic medallist over three Paralympic Games, is Vice-Chair.

New Athlete Council elected

Seven athletes were elected in November 2014 to the Canadian Paralympic Athlete Council, which acts as the athlete voice to the Canadian Paralympic Committee Board of Directors and its committees. This year the Council developed an athlete engagement strategy and selected candidates for election as athlete representative to the Americas Paralympic Committee, as well as for the Election Task Force during the Toronto 2015 Parapan American Games.

- Tyler Mosher, snowboard and Nordic skiing (Chair)
- Chelsey Gotell, swimming (Vice-Chair)
- Matt Hallat, alpine skiing
- Meghan Montgomery, rowing
- Tony Walby, judo
- Trevor Hirschfield, wheelchair rugby
- Brad Bowden, sledge hockey

Changing Minds, Changing Lives

We continued to manage the Changing Minds, Changing Lives program, which educates healthcare professionals and students, as well as community groups and others in a position to influence persons with a disability, on the benefits of sport and how to get involved.

CMCL had a strong year, delivering a training session for presenters who completed 133 presentations in total, surpassing the target of 86 presentations. The number of potential recruits reached totalled 501, well over the target of 224. As the volume of interested participants and potential recruits is high,

tracking recruitment and conversion will remain an area of focus going forward.

FUNdamentals Physical Literacy Resource

Our pioneering online resource launched last year has now reached 700 schools and organizations in 21 countries, with an estimated reach of between 700,000 and 1,000,000 children. CMCL coordinators received training on the resource this year and presentations of the resource took place at the PHE Canada National Conference and Canadian Sport for Life National Summit, among others.



► The FUNdamentals Physical Literacy Resource is free and available at education.paralympic.ca.



► Visit paralympic.ca/funding to learn more about funds available for parasport.

Grant Process

In order to continue to support the development of the parasport system, this year we approved total grants of \$434,000 to sport organisations through several funds, including:

- Parasport Jumpstart Fund in collaboration with Canadian Tire, supporting the costs of sports and recreational programs for children with a disability;
- Invacare Fund, which supplies equipment to the Para-Equipment Fund for sports such as wheelchair tennis, wheelchair basketball, and athletics; as well as hand cycles.
- Recruitment Program Fund and Para-Equipment Fund, which support equipment purchase, enhancement of program options, facility rental space, coaching, volunteer training and more.

Given the reach for these grants and to ensure the granting process is aligned with Paralympic Committee's high performance strategy, we underwent a complete review of the grant process for the coming year.

Games Legacies in Ontario and British Columbia

The Toronto 2015 Parapan Am Games provided a unique opportunity to inspire, galvanize attention and program focus for the Ontario Para Legacy Partners, several Ontario municipalities and the Canadian Paralympic Committee. The objective was to look at opportunities to leverage the power of the

Games to build increased numbers of participation of both athletes and coaches, to increase awareness of parasport, to increase accessibility and to enhance the alignment and co-ordination of the Ontario parasport system. The partners worked together closely to better align and co-ordinate programs in addition to targeted support to the municipalities.

A \$100,000 grant for equipment was generously provided from the Ontario government to several Ontario parasport organizations to support their efforts in building participation and a municipal forum was held to share best practices and connect with the parasport opportunities in Ontario. An evaluation of this work is currently being conducted and will be used to help shape the next phase and steps in Ontario.

We were also pleased to collaborate with the Government of British Columbia and ViaSport on the **Northern Sport Accessibility 2015 partnership**, as a legacy of the 2015 Canada Winter Games. The goal: a "made in the North" accessibility plan aimed at getting more northerners with a disability involved in sport. Our support focuses on long-term athlete development, from active start through learn-to-play stages. This funding will enhance existing service delivery while also providing new resources to communities that do not currently have access to sport development programming for persons with a disability.

Accessibility Directorate of Ontario

The Accessibility Directorate of Ontario (ADO) has been a key partner in establishing initiatives to increase participation, accessibility, and awareness of opportunities for people with a disability to become more active. We are heading into our third and final year in this project. Highlights include the Changing Minds and Changing Lives program, which delivered presentations this past year to universities and health care providers, linking to opportunities to become involved in parasport. As well, the original portal for sport links has now transitioned to a web-based program entitled "Find a Sport and Find a Club" tool which can more easily assist an individual in finding the right sport and opportunity to get involved.

SUSTAINABLE BUSINESS MODEL: PARTNERSHIPS AND CORPORATE SERVICES SURGE FORWARD

Though this fiscal year did not include a major Games, our partnerships team sustained corporate momentum through partner events, sponsor activations, the acquisition of a new partner and fundraising initiatives.

High-impact Partner Events

• CIBC Welcome Home events

On the heels of the Sochi 2014 Paralympic Games in March and April 2014, the Canadian Paralympic Committee and premier partner CIBC collaborated to deliver dynamic and personalized “Welcome Home” events for all our Paralympians at bank branches in their communities. The result: 29 celebrations involving 50 athletes in seven provinces.



▶ Sochi 2014 gold medallists Sonja Gaudet (wheelchair curling) and Josh Dueck (para-alpine skiing) met supporters at their hometown CIBC branch in Vernon, B.C.

• Corporate Sponsorship Summit

We were privileged to host over 40 representatives from our corporate partners at our annual Sponsorship Summit, held this year in conjunction with the Canadian Paralympic Congress in September 2014. Sessions included a preview of upcoming brand marketing plans, an overview of our Games hospitality programs, as well as an engaging presentation from Paralympic bronze medallists in boccia, Josh Vander Vies and Marco Dispaltro. The strong turnout was testament to our partners’ commitment and support in growing the Paralympic movement in Canada.

• Paralympic Day at Queen’s Park

The Canadian Paralympic Committee arranged a well-attended Paralympic Day at Queen’s Park, home of the Ontario provincial parliament, for Dec. 1, 2014. The day brought together over 80 MPPs with Paralympic athletes, executives and Board members to raise awareness of the Paralympic movement in Ontario and reinforce the importance of supporting the Toronto 2015 Parapan Am Games legacy strategy.



▶ Premier Kathleen Wynne and Speaker of the Legislature Dave Levac joined the CPC team on Paralympic Day at Queen’s Park.



▶ Canadian Paralympic Committee corporate partners Petro-Canada, CIBC and Canadian Tire (SportChek) participated in the Canadian Parapan Am team Media Summit where they were given access to capture unique content with 15 top athletes training for the Games.



▶ Paralympic athletes were again this year involved in numerous partner events, where they inspired employees, clients and associations. Highlights included wheelchair racer Josh Cassidy as keynote speaker at the Nov. 27 ACTIVE AT SCHOOL Province of Ontario launch event led by Canadian Tire Corporation.

COMMUNICATIONS & MARKETING

Building a strong foundation for Rio 2016

In this, an in-between Games year, the Canadian Paralympic Committee enthusiastically continued to position our athletes and coaches of the Sochi 2014 Paralympic Games as part of key activations, while proactively planning for and promoting the upcoming Games in Toronto and Rio.

Through our ongoing efforts to narrow the gap between Paralympic Games to generate awareness for our sport and athletes, new initiatives such as live coverage of additional broadcast properties (World Championships), Media summit and tours have provided value added to our member NSOs. Ongoing collaboration with NSOs in providing added capacity and financial resources continues to elevate our ability to strengthen the Paralympic brand.

Like our athletes, we continue to innovate and push the bar forward.

Sustaining a consistent presence in Broadcast and Digital

With a successful launch of our Canadian Paralympic Media Consortium, we took the initiative to ensure that Paralympic sport continued to be a presence on television and digital platforms this year. Coverage included the 2014 Women's World Wheelchair Basketball Championship held in Toronto; the Sochi 2014 Celebration of Excellence in Ottawa and Alberta, the 2015 IPC Alpine Skiing World Championships in Panorama, B.C., as well as working with the CBC to increase the visibility of parasport during coverage of Sports Day in Canada from the Abilities Centre in Whitby, Ont.

Through our inaugural Media Summit in March 2015, our team proactively facilitated an unprecedented amount of pre-Games content production, enabling our Media consortium partners, non-rights holder broadcasters, media and corporate partners to capture unique content with 15 Parapan Am medal hopeful athletes. An estimated 285 interviews took place and feedback was positive. This groundwork will pay dividends in storytelling for both the Toronto 2015 Parapan American Games and the Rio 2016 Paralympic Games.



▶ Josh Dueck speaking to kids

Furthering our Fundraising

- We created an in-house Fundraising team this year consisting of two staff who, with the strong support of Board members and several Paralympians, executed a successful inaugural fundraising campaign, "From Playground to Podium." The campaign, launched to coincide with Giving Tuesday (Dec. 2) and International Day of Persons with Disabilities (Dec. 3), raised just under \$70,000. Our thanks to Canadian Tire Corporation, Petro-Canada and Pfizer Canada, who all contributed to a matching fund.

New corporate partner comes on board

- On March 2, 2015, the Canadian Paralympic Committee and Fasken Martineau announced a new partnership that will see the law firm support the organization through to 2018 as official legal partner, along with a fundraising component. Fasken Martineau is a leading international business law and litigation firm with offices in Toronto, Montreal, Calgary, Vancouver, Ottawa and Quebec City. To celebrate the partnership, all six Canadian offices were visited by accomplished Canadian Paralympians who shared their compelling personal journeys in sport.



▶ Para-snowboarder Michelle Salt and IPC Governing Board Member Patrick Jarvis visited the Calgary office of Fasken Martineau.

Corporate Services

Canadian Paralympic Committee corporate services continued to advance the organization through ensuring fiscal accountability and management, capacity building, and development on risk management, governance and core organizational values.

"Living our Values" was a strong theme this year, as we engaged in a process to reflect and agree as an organization on the core values we stand for and embody. Excellence – Focus – Integrity – Team now serve to inspire us in our daily work, along with guiding us in decision-making.

Our office lease expires mid-next fiscal year and an evaluation and analysis of space needs and opportunities available has been conducted to ensure sufficient infrastructure to support our strategic priorities.



▶ Becky Richter, a world record-holding wheelchair racer and thrower from Saskatoon, Sask., takes part in the Media Summit, gaining valuable experience and exposure on her road to Toronto and Rio.

Sustainable presence in the media

Paralympic athletes and the Paralympic movement figured prominently in the media again this year, with more than 450 million media impressions generated – a remarkable success for a non-Paralympic/Parapan Am Games year. The focus was to build a strong momentum towards our Parapan American Games by showcasing our medal hopefuls with the intent to build household names, as well as supporting TO2015 strategic areas such as ticket sales and media coverage.



► Chantal Petitclerc had barely returned home from the Glasgow 2014 Commonwealth Games, where she served as Chef de Mission, when it was time to announce her appointment to the same role for the Rio 2016 Canadian Paralympic Team.



► Swimming was the first sport to name its athletes selected for nomination to the Toronto 2015 Parapan American Games team. The March 23, 2015 announcement at the Toronto Pan Am Sports Centre pool, with Chef de Mission Elisabeth Walker-Young and 40 swimmers, was live streamed on cbcports.ca. The news generated 56 articles and 21 million media impressions.

Brand Marketing focus on #PARATOUGHness

Following the organization's strategic refocus last year, a **Brand Guidelines** book was created, covering our visual identity, strategy and brand tone.

Our inaugural fall 2014 fundraising campaign, "**From Playground to Podium,**" centred on the message that the Canadian Paralympic Committee's quest to be at the top of Paralympic podiums is fueled by its belief that outstanding performances by high performance athletes with a disability will also change attitudes and inspire greater levels of physical activity for all Canadians.

Our Toronto 2015 brand campaign, "**The Games are Tough. The Athletes are Tougher**" is the tagline driving the campaign leading in to the Toronto 2015 Parapan American Games. The campaign is focused on the athletes' toughness and sport in the forefront, with disability as the secondary message. Our rallying cry will ignite Canadians to support and celebrate their Parapan Am Team.



► As part of the Toronto 2015 brand campaign, the hashtag #PARATOUGH was used throughout including our experiential activations; to see how tough parasport is.



► The 2014 Sport Awards recognized outstanding achievements from the past year.

Connecting athletes with Canadians

Following the Sochi 2014 Paralympic Games, the demand for Canadian Paralympians to make appearances and presentations remained strong. In 2014-15, we facilitated 267 athlete placements, which compares favorably to previous year's activities.



► The 2014 Celebration of Excellence was the most cohesive series of 85+ events in Ontario and Alberta ever facilitated by the Canadian Paralympic Committee in collaboration with the Canadian Olympic Committee and the Government of Canada, since its inception after the Vancouver 2010 Games. Over 200 Paralympians, Olympians and coaches participated from June 3 to 7, 2014.

Digital and Social Media

As we evolved in our communications and brand marketing strategies, our usage of digital and social media became a critical source for fan engagement. As such, we forged working relationships with Twitter Canada and several other leading organisations to improve upon the traditional media and broadcast strategies with the goal of increasing our footprint.

PARALYMPIC.ca

Our websites, paralympic.ca and paralympique.ca, as well as our mobile app, underwent an accessibility audit to ensure they are fully accessible for those with a visual impairment. There were over a quarter of a million (264,502) page views with the number growing each fiscal into the lead up of the Toronto 2015 Parapan Am Games.

Social media

@CDNParalympics continues to maintain and grow a dynamic, interactive and engaged social media presence. Our overall social media audience on all our platforms (Facebook, Twitter, Instagram and YouTube) posted another year of encouraging growth of 9.3% and finished the year with a total audience of 46,210.

Facebook accounted for the most audience growth, with 1,869 new fans added. However, Instagram was our fastest-growing channel, with 31.8% follower growth. Twitter grew by 13% and ended the year with 14,291 followers, and 87,747,043 potential impressions.

Facebook engagement (7,077,480 impressions) was highlighted by announcements of teams for the Toronto 2015 Parapan American Games, medals from World Championships, and unique content from training sessions.



FINANCIAL STATEMENTS

Financial Statements, March 31, 2015

	2015	2014
Assets		
Current assets		
Cash and cash equivalents (Note 3)	4,202,787	2,915,335
Accounts receivable (Note 4)	774,177	1,994,446
In-kind contributions receivable	395,428	387,250
Prepaid expenses	454,968	52,306
	5,827,360	5,349,337
Capital assets (Note 5)	119,640	126,307
Intangible assets (Note 6)	241,819	225,132
Total Assets	6,188,819	5,700,776
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	2,210,743	2,254,682
Deferred revenue	1,702,634	1,281,929
Deferred in-kind contributions (Note 8)	395,428	387,250
	4,308,805	3,923,861
Deferred contributions related to capital and intangible assets (Note 9)	361,459	351,439
	4,670,264	4,275,300
Net assets		
Unrestricted net assets	1,518,555	1,425,476
Total Liabilities + Assets	6,188,819	5,700,776

	2015	2014
Revenue		
Government contributions (Note 10)	5,301,767	6,018,930
Sponsorships	1,785,068	2,618,720
Other	200,928	188,339
Interest	13,427	23,544
Amortization of deferred contributions related to capital and intangible assets (Note 9)	214,111	222,456
In-kind contributions (Note 8)	737,460	764,838
Total Revenue	8,252,761	9,836,827
Expenses		
Administration and leadership	1,139,331	1,224,950
Amortization of capital and intangible assets	214,111	222,456
Communications	1,676,136	1,953,651
Franchise Holders Working Group	257,398	376,684
Games	675,512	1,704,233
High performance	1,636,761	1,377,261
Paralympic development	1,126,878	1,274,452
Partnership	696,095	959,165
Utilized value, in-kind contributions (Note 8)	737,460	764,838
Total Expense	8,159,682	9,857,690
Excess (deficiency) of revenue over expenses	93,079	(20,863)



PREMIER PARTNERS AND OFFICIAL SUPPLIERS

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

FUNDING PARTNER



SPORT PARTNERS



PREMIER PARTNERS



OFFICIAL PARTNER



OFFICIAL SUPPLIERS



BROADCAST AND MEDIA CONSORTIUM



MEMBERS

PARALYMPIC SPORT MEMBERS



AFFILIATE MEMBERS



