

Dear Canadian national team athletes,

I arrived at my first AthletesCAN Forum as an eager newcomer, and was instantly swept up in the energy and solidarity of National Team athletes from Olympic, Paralympic, Commonwealth, Pan/Parapan American Games and world championship sports coming together, sharing the challenges and joys and of what it means to be a Canadian athlete.

Five years later, I arrive at Forum, which has gone from an event bringing together athlete representatives, to a 5-day international conference, with a fully produced and televised Awards celebration. The recent year has been a journey where AthletesCAN has re-invested in the importance of recognizing and celebrating National Team athletes, while sticking true to its roots of being the most inclusive, independent and athlete-centered organization in the Canadian sport system, and quite possibly the world. We continue to believe that central to Canada's podium performance and sport culture are both individual athlete leadership, and the collective voice of National Team athletes. We also believe that athletes, as individuals, must be protected and afforded fundamental human rights. It is with this spirit that AthletesCAN became a signatory to the Universal Declaration of Player Rights in Washington, DC in December, 2017.

As we approach the half way point of our Strategic Plan for 2016 – 2020, it will be important for AthletesCAN to refocus, given the reality of our limited resources. While our priorities remain grouped in three areas: leadership, representation and organizational excellence, we are aware that we occupy a unique position in the sport system and are often called up to lend our hands or perspective to many initiatives. We will continue to balance and strategically evaluate our involvement to drive meaningful change. I am pleased to attach a summary of our 2017 – 2018 performance to this letter.

Thank you for your confidence in me and our board of directors. I look forward to the year ahead, as AthletesCAN continues to be a game changer in Canadian sport and beyond.

Yours in sport,

A handwritten signature in black ink, appearing to read "Dasha Peregoudova".

Dasha Peregoudova

### LEADERSHIP

| 2020 KPI  | 2016-2017 Result                              | 2017-2018 Result                    | Status |
|---|---|-------------------------------------|--------|
| 75% of Athlete Representatives / NSOs are using the AthletesCAN standardized Athlete Report annually      | Standardized Athlete Report under development | 30%                                 |        |
| 50% of senior national team athletes complete the Athlete Report survey                                   | Athlete Report Survey under development       | Survey not distributed in 2017-2018 |        |
| 25% of NSOs have an active or recently retired athlete on their Board of Directors                        | Unknown                                       | Accomplished                        |        |
| 50% of NSOs have an Athletes' Council   | 25%   | 32%                                 |        |
| 50% of sports have at least one athlete participating in a KidsCAN event                                  | 25-30%  | 55%                                 |        |
| 450 athletes have participated as a sport leader in a KidsCAN event since inception                       | 330   | 375                                 |        |
| 25,000 young Canadians have participated in a KidsCAN event since inception                               | 23,500  | 23,750                              |        |
| Sport Solution has increased its human resource capacity to handle athlete related issues by 50%          | Accomplished                                  |                                     |        |
| Sport Solution plays an integral role in the development of at least one new leadership resource annually | Athlete Agreement Project                     | Bylaws Project research             |        |
| Each Athlete Leadership Award has its own presenting sponsor  | Accomplished (2/2)                            |                                     |        |
| 25% of NSOs/sports nominated an athlete for Athlete Representative of the Year                            | Awards acquired                               | Awards under development            |        |

## REPRESENTATION

| 2020 KPI  | 2016-2017 KPI   | 2017-2018 KPI   | Status |
|---|---|---|--------|
| 100% of Athlete Representatives are contacted by phone / in person annually   | N/A   | 103% (72 meetings)  | Green  |
| 100% of national teams are engaged by AthletesCAN through in-person meetings / conference calls annually                      | N/A   | 2-3 teams   | Red    |
| 80% of member sports are in attendance at AthletesCAN Forum   | 65% (38 sports)   | 82% (48 sports)   | Green  |
| AthletesCAN released a position paper on at least 2 issues identified by national team athletes every year                    | Bylaw Paper researched; Anti-Doping/Russia position               | Bylaw Paper in final stages; Ongoing statements re: anti-doping | Green  |
| The Athlete Assistance Program is annually reviewed and athlete stipends reflect current Consumer Price Index                 | 18% increase  | Efforts ongoing   | Green  |
| Develop Athlete Advisory Committee to advise AthletesCAN and system stakeholders on athlete funding model on an ongoing basis | Committee under development                                       | Ad-Hoc Committee Created  | Yellow |
| 50% of NSOs have adopted AthletesCAN's athlete agreement recommendations  | 2% (1 NSO)  | 14% (7 NSO)   | Green  |
| 25% of NSOs have adopted the AthletesCAN recommended Coaching Report Card   | Report Card under development with Coaching Association of Canada |   | Red    |

## ORGANIZATIONAL EXCELLENCE

| 2020 KPI   | 2016-2017 KPI                           | 2017-2018 KPI | Status |
|--|---|---------------|--------|
| Percentage Increase of overall budget  | 0%                                      | 0%            |        |
| Percentage of funding comes from donations   | 0%                                      | 0%            |        |
| Percentage of funding comes from corporate partnerships  | 28%                                     | 16%           |        |
| 100% of policies are up-to-date  | Annual Policy Review                    |               |        |
| Risk Registry is up-to-date  | Annual Review                           |               |        |
| Board members' skills sets are evaluated semiannually and directors are provided with professional development opportunities budget permitting | Bi-Annual Board Evaluation              |               |        |
| Board members undergo an annual performance review   | Yes                                     | No            |        |
| Board member exit interviews are conducted   | Completed                               | Completed     |        |
| Board Advisory Committee meetings take place quarterly   | Yes - Ad-Hoc Meetings                   |               |        |
| Report quarterly to national team athletes   | 2 out of 4 quarters                     | Completed     |        |
| The Annual Report is presented to members prior to AGM   | President's Report Delivered to Members |               |        |