Who we are

The Coaching Association of Canada (CAC) unites stakeholders and partners in its commitment to raising the skills and stature of coaches, and ultimately expanding their reach and influence. Through its programs, the CAC empowers coaches with knowledge and skills, promotes ethics, fosters positive attitudes, builds competence, and increases the credibility and recognition of coaches.

Our Mission

To enhance the experiences of all athletes and participants in Canada through quality coaching.

2018 – 2022 Strategic Plan

The CAC’s four-year strategic plan includes Strategic Imperatives, Key Performance Indicators, the National Coaching Certification Program (NCCP) Code of Ethics, and Organizational Enablers.

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**STRATEGIC IMPERATIVE 1**

**COACHING EDUCATION**

To create, deliver, and promote excellence in education and lifelong learning to benefit the NCCP partnership.

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**STRATEGIC IMPERATIVE 2**

**COACHING LEADERSHIP**

To grow the value and influence of coaching throughout society.

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**STRATEGIC IMPERATIVE 3**

**COACHING PROFESSION**

To enhance and build the profession and safe sport practices in the best interest of the public.

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**STRATEGIC IMPERATIVE 4**

**ORGANIZATIONAL EXCELLENCE**

To mobilize and align the CAC’s resources, services, and leadership capacity.
Key Performance Indicators

In 2019 – 20, the CAC will gather baseline data for these KPIs, which will help the organization measure its performance against its Strategic Imperatives.

**Partner Satisfaction:** More than 75% of CAC’s NCCP Partners are satisfied with CAC’s responsiveness, innovation, and impact of our leadership.

**New Coach Diversity:** Increase the diversity across the 60,000 new coaches each year and enable existing coaches to be more inclusive.

**Sustainable Delivery Capacity:** CAC’s NCCP Partners have the delivery capacity to meet 90% of demand.

**Embedding ProCoach and Safe Sport:** The profession of coaching and Safe Sport practices are entrenched within the majority of sport system partners.

**Team Belief in Impact:** 95% of the CAC Team (board and staff) report a belief that the collective contributions of the organization are significantly and positively impacting coaching in Canada.

**Women’s Equity:** Increase participation in the NCCP, apprenticeship, and mentorship programs by 5%.

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**NCCP Code of Ethics**

The NCCP Code of Ethics reflects the fundamental values of safety, responsible coaching, engaging in relations with integrity, respecting athletes, and honouring sport. These values are expressed as **five core ethical principles**:

1. **Athlete and Participant Health and Safety**
2. **Responsible Coaching**
3. **Integrity in Relations with Others**
4. **Respect**
5. **Honouring Sport**

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**Organizational Enablers**

- One Culture
- Invest in People
- Transformative Technology
- Incite Insight
Fiscal Year 2018 – 19 at a Glance

The CAC closed the year having marked significant progress and many achievements across all elements of its Strategic Plan. For example:

**Partner Satisfaction**
Partners rated their satisfaction with us at 85.7%, surpassing our annual target of 75% and up from 78.4% in the previous year.

**NCCP Coach Education**
We continued our work to revise and release five product modules to be released this fiscal year in three media formats. We made three modules free during National Coaches Week and saw a 450% increase in completions over the previous year.

**Transformative Technology**
We completed our migration to the cloud, which will increase our scalability and further strengthen our data security and privacy capabilities. We also migrated the first six NSOs to our Learning Management System (LMS), a process we will continue in the coming years.

**Event Delivery**
We held a successful Partners Congress and hosted our annual Petro-Canada Sport Leadership sportif conference, where 91% of attendees reported being either satisfied or very satisfied with their experiences.

**Diversity and Inclusion**
We created a new position focusing on diversity and inclusion and secured a federal grant to develop eLearning modules on preventing gender-based violence in sport.

**Coaching Profession**
We led a series of Provincial / Territorial summits on Safe Sport, to culminate in a national summit in May 2019. Also, we retooled the Chartered Professional Coach (ChPC) brand to be more intuitive and relevant.

**Brand Equity**
We developed and implemented an NCCP Brand Policy and Guidelines following consultations with partners and stakeholders.
Pride, Progress, Performance

We started our refreshed four-year strategic journey in fiscal year 2019. As you read the FY 2018 – 19 At a Glance, you will be proud of what we accomplished in 365 days. Our quest for innovation and simplification drove us to refine, improve, and create tools and experiences that better serve our partners, coaches, employees, and the sport community.

Looking ahead to what we aim to achieve in FY 2019 – 20 is exciting – and a bit daunting. Our country consists of diverse peoples, cultures, and languages. Diversity and inclusion is top-of-mind. Safe Sport is top-of-mind. Advancing the quality and the content of the National Coaching Certification Program (NCCP) is top-of-mind.

Our beliefs in One Culture, Investing in People, Transformative Technology, and Inciting Insight are also of great importance and can enable us to make the best decisions in the face of such exciting opportunities and challenges to influence and shape the coaching community in Canada.

We will also need to make the best decisions in terms of fiscal responsibility. We should all be proud of the belief our partners and sport community have in us. This is evident in the increasing number of requests for involvement, input, participation, and thought leadership.

In FY 2019 – 20, we must balance asks against resources and strive to meet and exceed partners’ expectations, while also demonstrating value and aligning decisions to the Government of Canada’s priorities of Safe Sport, gender equity, governance, and organizational excellence.

We are exceedingly proud of the team and our successes at the CAC. The passion, commitment, effort, and results we have shown continue to far exceed anything we could truly wish for. The team is outstanding, and we are honoured to continue to be at the helm of such an incredible organization.

Paul Carson
Chair, Board of Directors
Coaching Association of Canada

Lorraine Lafrenière
Chief Executive Officer
Coaching Association of Canada
The National Coaching Certification Program is a collaborative program of the Government of Canada, provincial/territorial governments, national/provincial/territorial sport organizations, and the Coaching Association of Canada.

The programs of this organization are funded in part by the Government of Canada.
Supporting Lifelong Learning

To support the CAC philosophy of Lifelong Learning, the organization created new partnerships and nurtured ongoing ones to provide new and meaningful professional development opportunities for coaches. The Locker now recognizes several new modules including Keeping Girls in Sport (developed by Canadian Tire Jumpstart Charities, CAAWS, and the CAC), Commit to Kids for Coaches (created by the Canadian Centre for Child Protection) and many new modules from Sport for Life that address physical literacy, diversity and inclusion, and Indigenous culture training.

NCCP Highlights – Diversity and Inclusion

In recognition of Canada’s diverse population, the CAC engaged an external organization to conduct a diversity and inclusion audit to assess current NCCP development and delivery practices. Following a discussion of the results, the NCCPDelivery Advisory Committee developed five key themes or strategies to make the NCCP more accessible to more coaches across Canada. Further, the CAC is building an innovative direction to deliver NCCP multi-sport modules (MSMs) that will better inform partners of revisions.

Supporting Master Coach Developers

Supporting the development of the Master Coach Developer workforce to deliver the NCCP is a continued priority. To that end, the organization placed considerable emphasis on the workforce that supports coach evaluation and certification. The CAC hosted an NSO Evaluation Summit, at which research was presented on the barriers to and facilitators of coach certification. Emerging priorities – including strategies to augment the coach evaluator workforce – were also identified. Further, the CAC supported 22 National Sports Organizations (NSOs) in the development of their Master Coach Developers programs.
NCCP Highlights – NCCP Development

The CAC continued to work with its partners in the development of their NCCP. In the past year, a number of National Sport Organizations (NSOs) moved towards developing their Competition contexts. Below is a list of NSOs that met Conditional Approval (CA) or Final Approval (FA) status.

- **Competition – Introduction**
  Gymnastics Canada - Artistic Discipline (FA)

- **Competition – Introduction, Advanced Gradation**
  Gymnastics Canada - Artistic Discipline (FA)

- **Competition – Development**
  Boxing Canada (CA)
  Gymnastics Canada - Artistic Discipline (CA)

- **Competition – Development, Advanced Gradation**
  Karate Canada (CA)
  Shooting Federation of Canada (CA)

- **Competition – High Performance**
  Judo Canada (CA)
  Shooting Canada (CA)
  Karate Canada (CA)
  Ski Jumping Canada (CA)
NCCP Delivery

Number of trainings achieved per NCCP stream

- **Community Sport**: 26,067 Coaches
- **Competition**: 12,575 Coaches
- **Instruction**: 14,271 Coaches

= **52,913** Coaches Trained!

NCCP Events

- Total NCCP events (courses/workshops, and evaluations): **35,073**

New NCCP Coaches

- **65%** Male
- **35%** Female

60,266 New Sport-specific Coaches Entered in the Locker
Partnerships to Develop High Performance Coaches

The CAC continued to work with OTP, COC, CPC, and Sport Canada to better define the NCCP High Performance coach context and develop a model of coach development in alignment with Canada’s Coaching Enhancement Program. Collaboration with the Canadian Olympic and Paralympic Sport Institute (COPSI) Network to harmonize the evaluation for NCCP Competition-Development Advanced Gradation and NCCP High Performance contexts with the Advanced Coaching Diploma (ACD) created a clearer model for NSOs to develop their NCCP coach programs. Two NSO workdays and enhanced funding helped four NSOs receive approval for their programs.

Revised Multi-sport Modules

The CAC revised five NCCP multi-sport modules (MSMs) in 2018. As part of this work, the organization developed NCCP Sport Nutrition into an eLearning module and updated NCCP Make Ethical Decisions to better support coaches in legal situations and reflect the Rule of Two. Further, the CAC revised the NCCP Planning a Practice, NCCP Design a Basic Sport Program, and NCCP Developing Athletic Abilities modules to be more closely aligned with each other.
Enhancing the Value of the NCCP Advanced Coaching Diploma

The CAC conducted an extensive program assessment to identify needs and means to enhance the value of the NCCP Advanced Coaching Diploma. Results show that the program clearly enhances the quality of coaching by driving significant changes in coaching behaviours, especially with regard to critical thinking. The CAC is now developing an action plan to enhance clarity through coaches’ assessments and to enhance the mentorship process.

Five-Year NCCP Forecast

The NCCP forecast was developed and implemented to help NSOs and the CAC identify gaps and needs in coach education and development across the NCCP Partnership over the next five years. Twenty-two NSOs completed the process. The results from the forecast exercise helped better inform the NSOs and the CAC of the needs and priorities to develop NSO Coach Developer workforces, as well as priority needs for future initiatives such as NSO NCCP revisions.
Diversity and Inclusion

In July, the CAC created a new position focusing on diversity and inclusion and became an employer partner with the Canadian Centre for Diversity and Inclusion. The CAC also contracted Nanos Research to interview 15 CEOs from NSOs and Provincial/Territorial Coaching Representatives (PTCRs) and surveyed NSO coaching administrators to identify their current initiatives, gaps, and requests for support in developing coach education materials that will engage diverse groups, including new people to Canada. Findings will determine further programming and support for 2019 and beyond.

Grants and Partnerships

The CAC received a five-year grant from the Public Health Agency of Canada (PHAC) to develop online coach education resources addressing gender-based violence in sport. The project will develop, implement, and evaluate a program to help coaches recognize, prevent, and address gender-based violence and teen-dating violence, and to promote healthy relationships in and through sport.

Elsewhere, the CAC provided grants to seven NSOs for female coach professional development, which benefitted more than 20 coaches. Further, the CAC collaborated with the COC’s Game Plan program to award $1,000 NCCP grants to eight female coaches in support of their progress toward their NCCP Competition-Development and ACD coach development.
Coaching Enhancement

Through the OTP Coaching Enhancement Program, the CAC supported more than 30 next generation and high performance female coaches through individual 360-degree feedback assessments and individual professional development workshops.

University Mentorship and Apprenticeships

Twenty-three coaches participated in the Canada Games Apprenticeship Program for Women in Coaching. McGill University trained 22 mentors using the NCCP Mentorship Module and the CAC-CAAWS Female Coach Mentorship Model resources. We continued to support the Alberta Women in Sport Leadership Impact Program, which has benefited more than 500 women to-date. Finally, we published three issues of the Canadian Journal for Women in Coaching.

Indigenous Coaching

Last year, 12 apprentice coaches completed the Canada Games Aboriginal Coaching Apprenticeship Program. All are continuing their coaching pathway to high performance with continued support from their mentors. The module will inform non-Indigenous coaches about Indigenous identities and guide them to learn more through the NCCP Aboriginal Coaching Modules.

National Coaches Week

National Coaches Week, a time to celebrate coaches’ tremendous positive impact on athletes and participants across Canada, took place from September 22 – 30, 2018. The CAC launched the week with an official proclamation from the Senate and hosted the Minister of Science and Sport and members of local NSOs at a national kick-off event.

The campaign saw tremendous engagement across the NCCP partnership and a growth in participation from community-level clubs; university and professional athletes shared their #ThanksCoach messages as well. Responses to the online campaign more than doubled compared to the previous year. In addition, more than 11,800 people used one of the campaign hashtags on Twitter and close to 7,000 coaches completed one of the free NCCP eLearning modules.
As my first time attending such an event, I found it to be very educational and a wonderful conduit to meet other like-minded coaches... I was very much appreciative of the recognition of coaches across this great nation of ours.

– 2018 Petro-Canada Sport Leadership sportif conference delegate
More than 500 delegates attended SLS18 under the theme of *Performance Influencers.*
Petro-Canada Sport Leadership Awards Gala

The Petro-Canada Sport Leadership Awards Gala honoured 47 coaching leaders during a glittering evening themed Palais de Glace on November 9th, in Ottawa.

Freestyle Alberta’s Rob Kober, ChPC, received the Jack Donohue Coach of the Year Award. Manon Perron, ChPC, received the Geoff Gowan Award for her lifetime contribution to coaching development. They were joined by Greg Henhawk of Six Nations of the Grand River, ON, who received the Investors Group National NCCP Coach Developer Award. Tennis Canada received the Sheila Robertson Award for its outstanding contributions to coach education and professional development. The Gala also honoured 44 Petro-Canada Coaching Excellence Award recipients.

2018 Partners Congress

The CAC held its annual Partners Congress in Ottawa, June 5 – 7. The Honourable Kirsty Duncan, Minister of Science and Sport, addressed 152 delegates representing 87 organizations including NSOs, P/TCRs, MSOs, as well as representatives from Sport Canada.

In her keynote address, IBM Vice-President Beth Bell captivated attendees with inspiring messages of diversity and inclusion and energized them with her insights into user experience and innovation.
## CAC by the Numbers

<table>
<thead>
<tr>
<th>Social Media and Online Stats</th>
<th>Coach and Partner Services</th>
<th>#CoachToolKit Videos</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Twitter Followers</strong> 11,600</td>
<td>NCCP Making Head Way</td>
<td>24 Tips per Year Generated.</td>
</tr>
<tr>
<td><strong>Facebook Page Likes</strong> 15,600</td>
<td>17,487 completed</td>
<td>400,000 Impressions (all platforms)</td>
</tr>
<tr>
<td><strong>Instagram Followers</strong> 1,200</td>
<td>60,266 new sport-specific coaches in the Locker</td>
<td></td>
</tr>
<tr>
<td><strong>Email Subscribers</strong> 165,000</td>
<td>534 are ChPCs</td>
<td></td>
</tr>
<tr>
<td><strong>The Locker Logins</strong> 460,823</td>
<td>35% are female</td>
<td></td>
</tr>
<tr>
<td><strong>coach.ca Page Views</strong> 2,764,669</td>
<td>60,266 new sport-specific coaches in the Locker</td>
<td></td>
</tr>
</tbody>
</table>

### NCCP Coach Breakdown

- **17,487** NCCP Making Head Way completed
- **60,266** new sport-specific coaches in the Locker
- **534** are ChPCs
- **35%** are female
- **195** have received their NCCP Advanced Coaching Diploma

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IT Strategy and Renewal

The CAC undertook an exciting project to shape the future direction of technology within the coaching education community. The organization partnered with IBM and collaborated with several NSOs to arrive at a six-theme IT strategy. The strategy defines a way forward through organizational excellence, improved user experience and increased engagement, analytics, data, and infrastructure modernization. Implementation has begun in certain key areas: revamping coach.ca, enhancing reporting capabilities, and a long-term commitment to enhancing functionality within the Locker. Further engagement continues with the sport community to define priorities of this multi-year technology journey.

The CAC ran two Women in Coaching Receptions at the 2019 Canada Winter Games in Red Deer.
Through its Coaching Profession program, the CAC strives to:

1. Build a professional coach community
2. Champion the Responsible Coaching Movement
3. Create valued services for coaches and coach employers

ChPC Model Review
The CAC Board endorsed the Chartered Professional Coach (ChPC) designation and reaffirmed it as the standard for coaching in Canada. The designation proposes a renewed model that recognizes the coaching profession at the early stages of a coaching career, at any level of coaching, and through NCCP-delivered courses and CAC-accredited post-secondary programs alike. The new ChPC program will champion athlete and coach safety on and off the field of play.

Commonwealth Games and Canada Games Support
The CAC and Coach House provided meeting space, business, administrative, technical support, and locker assistance for coaches during both the Commonwealth and Canada Games.

As part of Commonwealth Games Canada Mission Staff, the CAC hosted Coach House at the Gold Coast Commonwealth Games in Australia. The CAC also collaborated with the Canada Games Council and the 2019 Red Deer Host Committee to provide support and professional development and networking opportunities to coaches at the 2019 Canada Winter Games.

Also in Red Deer, expert sport leaders led themed nightly Fireside Chats that drew between 140 and 200 coaches over the two weeks. Coach House also ran two nightly Women in Coaching Receptions, a Community Aboriginal Coaching Module, and an Aboriginal Coaching Reception.
Delegates to the Manitoba Safe Sport summit in Winnipeg, March 20, 2019.
Responsible Coaching Movement Champions

The Responsible Coaching Movement (RCM) continued to strengthen safety and guide ethical behaviour in sport for the benefit of children, participants, and coaches. Since its launch in 2016, more than 382 organizations have signed the RCM Pledge. FY 2019 saw 214 organizations take the pledge, up 127% from last year.

By taking the pledge, these organizations have committed to implementing supportive policies and process that adhere to three key focus areas: Rule of Two, Background Screening, and Respect and Ethics Training.

Through an ongoing partnership with Canadian Centre for Child Protection, the CAC offered each NCCP Partner and RCM Champion free access to the Commit to Kids for Coaches eLearning Module. Further, Respect Group provided one free training module for each RCM Champion.

Safe Sport Summits

The sport community in Canada recognizes that a systemic culture shift is required to address and eliminate abuse, harassment, and discrimination in sport. The well-being of our athletes and children in sport must be at the forefront of all that we do.

To that end, the CAC, with additional financial support from Sport Canada, began a series of Safe Sport summits to take place in every province and territory. The summits were conducted in partnership with Provincial/Territorial Coaching Representatives (PTCRs). To complement the summits, the CAC also created an online survey that invited interested individuals to contribute their views. The CAC had conducted eight summits as of March 31, with the remaining five taking place in the spring of 2019.

The goal of the summits and survey was to contribute to the development of a universal code of conduct for sport in Canada. Each incorporated working sessions for participants to review existing codes and to develop recommendations to incorporate into a national report. The report will set the stage for the National Safe Sport Summit held in collaboration with the NSO National Safe Sport Working Group May 8 – 9, 2019.

The initial work at the summits focused on the most egregious forms of sexual violence and abuse while gaining an understanding of current pan-Canadian best practices, challenges, and opportunities for change. Steps toward a universal Code of Conduct for sport in Canada will serve as a basis for the management of abuse, discrimination, and harassment cases and as a model for common sanctioning for those who breach the code.
By focusing on **Organizational Excellence**, the CAC strives to:

1. Relentlessly pursue the values of the Chartered Professional NCCP Coach.
2. Make responsive and evidence-based decisions.
3. Diversify its funding to enhance organizational sustainability.

**International Programs**

The CAC provided coaching support in Bahrain, Barbados, South Africa, and with PanAm Sports (PASO). The CAC continues to partner with the Bahrain Olympic Academy on NCCP international Level 4 training. The last cohort completed its final evaluation in December, 2018, and a new agreement is in place for 2019 – 2020. In addition, the CAC continues to partner with South African Sports Confederation and Olympic Committee to support their coaching system development.

**Best-in-Class Employee Experience**

The CAC continued its commitment to providing a best-in-class experience to its employees. Staff enjoy volunteer and professional development days, and partake in and organize frequent social and sporting activities throughout the year, including a weekly 5k Friday run. The organization held professional development sessions with leadership expert Drew Dudley and formed an Employee Satisfaction Working Group to continue to drive a positive work culture.

**Organizational Research Strategy**

The CAC conducted extensive research and consultation to create its Research Strategy. The Strategy is to inform evidence-based decision-making and to support the NCCP Partnership. Thirty-two researchers from 12 post-secondary institutions accepted the CAC’s invitation to explore ways to collaborate. The CAC is now developing an implementation plan with the support of the Canadian Council of Physical Education and Kinesiology Administrators (CCUPEKA).

**Project Pulse Update**

The CAC continued its work on Project Pulse, the official feedback channel for NCCP workshops. The project was rolled across eight organizations for 599 events and drew substantial subjective feedback from 5,328 participants. This feedback was provided to the respective NCCP delivery partners. The pilot program is currently being revised to deliver more value to NCCP delivery partners.
Corporate Partnerships

The CAC’s corporate partners play a vital role in shaping the lives of athletes, youth, and coaches in Canada. We are indebted to these partners for their support of the CAC’s coach education, development, and recognition programs.

Petro-Canada continued to recognize excellence in coaching. The company provided $550,000 to 55 coaches and their athletes through its Petro-Canada Fueling Athlete and Coaching Excellence (FACE) Program. Further, it honoured 44 coaches with its Petro-Canada Coaching Excellence Award, and drove thought leadership in sport at the Petro-Canada Sport Leadership sportif conference and Petro-Canada Sport Leadership Awards Gala. Together with the CAC, Petro-Canada has honoured more than 1,200 individual coaches since 1986.

The CAC’s continued partnership with TeamSnap provided coaches with bi-monthly coaching tips and advice through the #CoachToolkit resource, which includes videos and content provided by leading high performance coaches from across Canada. Their ongoing support of the NCCP Fundamental Movement Skills module educated more than 3,287 workshop participants.

IG Wealth Management recognized NCCP Coach Developers for their passion and dedication to the NCCP with the National and Community NCCP Coach Developer Awards. They inspired and educated those new to coaching with the Get Coaching! online resource, which saw more than 5,000 sessions completed in FY 2018-19.

The CAC would like to thank IG Wealth Management for its generous support of the coaches in Canada over the course of its 26-year partnership. Over this time, the company helped develop thousands of community coaches through its Community Coaching Grants, and provided generous financial support to coach education, development, and recognition programs such as the NCCP Coach Development Awards. These initiatives brought important public recognition to coaches in Canada and acknowledged their incalculable contributions to the development and success of athletes at home and on the world stage.

The programs of this organization are funded in part by the Government of Canada.
Revenues and Expenditures

Revenues ($6,153,249) and Expenditures for fiscal year 2018 – 2019 for the 12-month period ending 31/03/2019

Revenues

- Partners and Sales: 18%
- Petro-Canada Sport Leadership Conference: 5%
- Sponsors: 4%
- International Programs: 1%
- Others: 1%
- Public Funds / Government of Canada: 71%

Expenditures

- Salaries and Benefits: 42%
- Information Technology: 3%
- Administration: 7%
- Professional Coaching: 6%
- Education and Partnerships: 31%
- International Programs: 1%
- Marketing and Communications: 10%
Board of Directors

**Paul Carson**
Chair  
Vice-President, Hockey Development, Hockey Canada

**Dany Boulanger**  
High Performance Coach Member  
Head Coach, ARO – Club de plongeon de Québec

**Janice Dawson, ChPC**  
National Sport Organization Member

**Sarah Junkin**  
Community Representative  
Coordinator, Run Jump Throw Wheel Program – Saskatchewan Athletics

**Sherry Robertson, ChPC**  
National Sport Organization Member  
Sports Medicine, Nutritional Biochemistry, Nutrition and Dietetics RD

**Manon Landry Ouellette**  
Provincial/Territorial Coaching and Sport Leadership Council Representative  
Executive Director, Coach New Brunswick

**Bill Greenlaw**  
Provincial/Territorial Government Representative  
Executive Director Communities, Sport and Recreation  
Nova Scotia Department of Health and Wellness

**Lynn Boudreau**  
Provincial/Territorial Coaching and Sport Leadership Council Representative  
Senior Sport Coordinator, Sport PEI

**Greg Perreaux**  
Provincial/Territorial Coaching and Sport Leadership Council Representative  
Executive Director, Coaches Association of Saskatchewan

**Elise Marcotte**  
Athlete Member  
Marketing and Communications Manager, Game Plan Olympian 2008 – 2012

**Monica Lockie**  
National Sport Organization Member  
National Performance Centre Director, Skate Canada

**Kerry Mummery**  
Canadian Council of University Physical Education and Kinesiology Administrators (CCUPEKA) Representative  
Dean – Faculty of Kinesiology, Sports and Recreation, University of Alberta

**Daniel Domitrovic**  
Member-at-Large  
High Performance Hockey Coach

**Jason Peters**  
Member-at-Large  
First Nation Manager, Obashkaandagaang First Nation
CAC Staff

**Senior Leadership**

Lorraine Lafrenière  
Chief Executive Officer

Mark Donnison  
Chief Operating Officer

**Education Partnerships**

Peter Niedre, ChPC  
Director, Education Partnerships

Neale Gillespie  
Senior Coaching Consultant

Gérard Lauzière, ChPC  
Senior Coaching Consultant

Adam Sollitt  
Coaching Consultant

**Professional Coaching**

Shelley Coolidge, ChPC  
Manager, Professional Coaching Services

**Marketing and Communications**

Natalie Rumscheidt  
Director, Marketing and Communications

Delaney Turner  
Manager, Marketing and Communications

Yolande Usher  
Manager, Corporate Partnerships and Marketing

Pascal Villeneuve  
Coordinator, Communications

Evelyn Anderson  
Coordinator, Corporate Partnerships and Marketing
Information Technology

Jeff Mees
Lead, Technology Platforms

Darren Larose
Senior Systems Analyst

Jean-Christophe Charbonneau
Developer Analyst

Dario Nujic
IT Administrator

Coach and Partner Services

Chris Patterson
Coordinator, Coach and Partner Services and Data Analysis

Jennifer White
Coordinator, Coach and Partner Services and Professional Coaching

Nathalie Joanette
Coordinator, Coach and Partner Services

Diversity and Inclusion

Isabelle Cayer
Manager, Diversity and Inclusion

Finance and Operations

Martial Desrosiers Drainville
Associate Director, Operations

Erica Bergman
Manager, Finance

Claudia Gagnon
NCCP Project and Product Manager

Vickie Lemire
Executive Coordinator

Kaymin Roorda
Coordinator, Finance
CAC Sport Partners

The CAC is a partner-driven organization that relies on the strength of its relationships to achieve its mission. The coach and sport leader development and education system in Canada is a result of the work of highly committed individuals from many different organizations who strive for coaching excellence from playground to podium.

National Sport Organizations

Alpine Canada Alpin  
Archery Canada  
Athletics Canada  
Badminton Canada  
Ballon sur glace Broomball Canada  
Baseball Canada  
Biathlon Canada  
Bobsleigh Canada Skeleton  
Boxing Canada  
Bowls Canada Boulingrin  
Canada Basketball  
Canada Skateboard  
Canada Snowboard  
Canada Soccer  
Canadian 5-Pin Bowlers Association  
Canadian Blind Sports Association  
Canadian Cerebral Palsy Sports Association  
Canadian Fencing Federation  
Canadian Handball Association  
Canadian Lacrosse Association  
Canadian Luge Association  
Canadian Sport Parachuting Association  
Canadian Team Handball Federation  

Canadian Tenpin Federation Inc.  
Canadian Weightlifting Federation  
Haltérophile Canadienne  
Canadian Wheelchair Sports Association  
Canoe Kayak Canada  
Climbing Escalade Canada  
Cricket Canada  
Nordiq Canada  
Curling Canada  
Cycling Canada Cyclisme  
Diving Plongeon Canada  
Equine Canada  
Field Hockey Canada  
Football Canada  
Freestyle Canada  
Golf Canada  
Gymnastics Canada  
Hockey Canada  
Judo Canada  
Karate Canada  
Nordic Combined Ski Canada  
Orienteering Canada  
PGA of Canada
Racquetball Canada
Ringette Canada
Rowing Canada Aviron
Rugby Canada
Sail Canada
Shooting Federation of Canada
Skate Canada
Ski Jumping Canada
Softball Canada
Speed Skating Canada
Squash Canada
Surf Canada
Swimming Canada
Canada Artistic Swimming
Table Tennis Canada
Taekwondo Canada
Tennis Canada
Triathlon Canada
Ultimate Canada
Volleyball Canada
Water Polo Canada
Water Ski and Wakeboard Canada
Wheelchair Basketball Canada
Wrestling Canada Lutte

**Provincial/Territorial Coaching Representatives**

Alberta Sport Connection
viaSport British Columbia
Sport Manitoba
Coach New Brunswick
Government of Newfoundland and Labrador,
Dept. of Tourism, Culture and Recreation

Sport Newfoundland and Labrador
Communities, Sport and Recreation,
Province of Nova Scotia
Sport North Federation
Government of Nunavut,
Sport and Recreation Division
Government of Ontario, Ministry of Tourism,
Culture and Sport
Coaches Association of Ontario
PEI Department of Health and Wellness
Sport PEI
Ministère de l'Éducation et de
l'Enseignement supérieur
SportsQuébec
Coaches Association of Saskatchewan
Government of Yukon, Dept. of
Community Services

**Canadian Olympic and Paralympic Sport Institutes.**

Canadian Sport Centre Atlantic
Canadian Sport Institute Pacific
Canadian Sport Institute Calgary
Canadian Sport Centre Manitoba
Institut national du sport du Québec
Canadian Sport Institute Ontario
Canadian Sport Centre Saskatchewan
ORGANIZATIONAL EXCELLENCE

CAC Sport Partners

National Multi-sport Service Organizations

Aboriginal Sport Circle
Active for Life
AthletesCAN
Canadian Association for the Advancement of Women and Sport and Physical Activity (CAAWS)
Canadian Centre for Child Protection
Canadian Centre for Ethics in Sport (True Sport)
Canadian Collegiate Athletic Association
Canadian Council of University Physical Education and Kinesiology Administrators (CCUPEKA)
Canada Games Council
Canadian Olympic Committee
Canadian Paralympic Committee
Canadian Swimming Coaches and Teachers Association
Commonwealth Games Canada
HIGH FIVE
International Support Program to the African and Caribbean Sport (PAISAC)
Own The Podium
Parachute Canada
Physical and Health Education Canada
Respect Group
School Sport Canada
Special Olympics Canada
Sport Dispute Resolution Centre of Canada

Sport for Life Society
Sport Matters Group
U SPORTS

Provincial/Territorial Aboriginal Sport Bodies

The CAC would like to thank the work of the Provincial/Territorial Aboriginal Sport Bodies for the delivery of the ACM:

Aboriginal Sport and Recreation New Brunswick
Indigenous Sport and Wellness Ontario
Sport and Recreation – Government of Nunavut
Yukon Aboriginal Sport Circle Aboriginal Sports Circle of the Northwest Territories
Indigenous Sport, Physical Activity and Recreation Council – British Columbia
Indigenous Sport Council (Alberta)
Federation of Sovereign Indigenous Nations (Saskatchewan)
Manitoba Aboriginal Sports & Recreation Council Inc.
First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC)
Eastern Door and North
Mi’kmaw Sport Council of Nova Scotia
PEI Aboriginal Sports Circle
Aboriginal Sport and Recreation Circle of Newfoundland and Labrador
The CAC provided meeting space, plus business, administrative, technical support, and locker assistance for coaches during the 2018 Commonwealth and 2019 Canada Games.
Front Cover: Saskatchewan High Performance Wheelchair Basketball Coach Katie Miyazaki, ChPC
Back Cover: Neco Towtongie, NCCP Development 1 Certified Hockey Coach and Member of the 2019 Canada Games Aboriginal Coaching Apprentice Program

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