



# Coaching Association of Canada 2023 / 2024 **Annual Report**





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Coaching Association of Canada  
Association canadienne des entraîneurs

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.

We aim to enhance the experiences of all athletes and participants in Canada through quality coaching. We foster this through key pillars of coaching leadership and sustainable coaching education.

Our coach development programs and services support coaches from grassroots to professional levels, and beyond.

The Coaching Association of Canada's office is situated on the unceded territory of the Algonquin and Anishinaabe Peoples.

## **Our Aspirational Values:**

### **We Seek to Understand**

Endeavour to know our community.  
Listen with purpose.

### **We Cultivate Inclusion**

Welcome diversity. Celebrate differences.  
Nurture a united sport family.

### **We Are Curious**

Innovate for the future of coaching. Continue to learn and grow.

### **We Act with Courage**

Embrace challenges. Take informed risks.  
Adversity makes us stronger.

### **We Lead and Serve with Gratitude**

Act with a gracious heart. Inspired by the opportunity to shape coaching in Canada.

# CAC Strategic Plan

At the start of the 2018–2022 planning cycle, we identified four strategic imperatives and 14 related goals to sustain our mission to enhance the experiences of all athletes and participants in Canada through quality coaching. This strategic approach has proven effective, and we have continued to build on these imperatives and goals into 2023, further reinforcing our commitment to supporting coaches and athletes across the country.

## Coaching Education

**Create, deliver, and promote excellence in education and lifelong learning to benefit NCCP partnership.**

- Continuing improvement in programs and services through coach learning and systems expertise
- Meaningful partnerships to impact coach knowledge and behaviour
- Increased access through platforms and innovation beyond the classroom

## Coaching Profession

**Enhance and build the profession and safe sport practices in the best interest of the public.**

- Build professional coach identity
- Champion the Responsible Coaching Movement
- Create valued services for coaches and coach employers

## Coaching Leadership

**Grow the value and influence of coaching throughout society.**

- Influence the public to elevate the value of the coach
- Unite stakeholders through platforms and events
- Mobilize and disseminate knowledge
- Distinguish Canada internationally

## Organizational Excellence

**Mobilize and align the CAC's resources, services and leadership capacity.**

- The CAC relentlessly pursues the values of the Chartered Professional Coach
- The CAC's decisions are evidence-based and responsive to the partnership
- Inclusion is a fundamental part of the CAC's practices
- Enhance organizational sustainability through diversification of funding



# From the Chairperson

**Dear CAC Partners and Stakeholders,**

It gives me great pleasure to present the 2023-24 Coaching Association of Canada Annual Report, reflecting on a year marked by the CAC's unwavering commitment to accessible and safe sport, equity, diversity, and inclusion, as well as the promotion of quality coaching and leadership.

As I approach the conclusion of my time as a member of the CAC Board of Directors, I feel honoured to have been involved in a leadership role with such an important and influential organization. Over the past 14 years I have served alongside almost 50 different board members who have all played a role in shaping the Canadian Sport landscape. From the early years of building a "best in class" governance model to guiding the organization with positivity and optimism through a number of challenges that have faced the sport system, the focus has always been on building the resources to support the growing needs of the sport community.

In recent years and through this term, our focus on accessible sport has been paramount, ensuring that barriers to participation are minimized, and opportunities to participate in sport are available to all. Through our efforts, we have strived to make sport more inclusive, welcoming individuals of all backgrounds and abilities.

Safety has been a top priority, with stringent measures in place to protect the well-being of all participants. By fostering a culture of safety, we aim to create an environment where everyone can thrive and excel.

Equity, diversity, and inclusion have been at the forefront of our initiatives, promoting a level playing field where every individual is valued and respected. Our commitment to these principles has been unwavering, driving positive change within our organization and beyond.

At the core of the CAC's mandate, quality coaching and leadership have been instrumental in our success, ensuring that athletes and participants receive the guidance and support they need to reach their full potential. Through our coaching and leadership programs, we have empowered individuals to become role models and mentors, inspiring others to achieve greatness.

As we look ahead, we remain dedicated to our mission of making sport accessible, safe, and inclusive for all. Together, we can continue to build a brighter future through the power of sport.

Thank you for your support throughout the year and your commitment to work alongside the CAC board and staff to ensure sport continues to play a prominent role in Canadian society.



**Sincerely**  
**Paul Carson**  
**Chairperson, CAC Board of Directors**

# From the CEO

I would like to take this opportunity to thank Paul Carson, CAC's outgoing Chair of the Board. His steadfast leadership and dedication to every individual who has contributed to the Board of Directors and the Senior Staff has been unrelenting. Particularly as we navigated the troubled waters of many disruptions with safe sport, and COVID-19, it has been a pleasure to build and grow the CAC with his guidance over the last 14 years.

This past fiscal year has been another year of growth for the CAC thanks to the NCCP Partnership. Our focus on engaging additional partners and securing financial support from various government departments, sponsors and strategic stakeholders has resulted in the highest investment in CAC programs and services in the organization's history. We intend to continue mobilizing external partners to inspire a nation through sport, providing quality coaching along with programs and services to enhance the quality of sport environments.

I would like to thank the team, who are committed every day to improving on behalf of the hundreds of thousands of coaches from coast to coast to coast. Our aspirational values of Seeking to Understand; Cultivating Inclusion; Remaining Curious; Acting with Courage, and above all Leading and Serving with Gratitude remain as our fundamental guiding principles.

I celebrate 10 years in this leadership position with the CAC and I continue to be inspired by the privilege of serving the coaching community in Canada.



**Sincerely,**  
**Lorraine Lafrenière**  
**Chief Executive Officer**







National  
Coaching  
Certification  
Program

## PARTNERS IN COACH EDUCATION

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.



Coaching Association of Canada  
Association canadienne des entraîneurs



The programs of this organization are funded  
in part by the Government of Canada







# At a Glance



# From the Chief Operating Officer

The Coaching Association of Canada is proud to share the advances and initiatives undertaken by our dedicated team in 2023.

- The funding from the Community Services Recovery Fund empowered us to focus on enhancing accessibility, diversity, and inclusion in coach education. Through updated eLearning modules that meet accessibility standards, infrastructure modernization to improve mobile access, and a survey to gain insights into the coaching community's demographics, we've taken significant steps toward creating a more inclusive coaching environment.
- Our now-complete Mental Health in Sport initiative, which aimed to improve mental health literacy among sport coaches and participants across Canada, signifies a leap forward in weaving essential well-being resources into the fabric of our sport community. This project, with support from the Public Health Agency of Canada (PHAC), involved delivering updated eLearning modules, launching a knowledge hub with various resources, and implementing a broad marketing campaign, all aimed at raising awareness and normalizing conversations around mental health in sports.
- We celebrated the fifth and final year of the Support Through Sport program, an educational program aimed at addressing and preventing gender-based violence and teen dating violence which has helped to build the capacity of coaches in promoting healthy relationships in and through sport.
- The launch of the Abuse-Free Sport initiative has been fundamental in creating a sporting environment where respect and safety prevail. In December 2022, the CAC joined the Abuse-Free Sport initiative and by January 2023, we completed the required documentation and revisions to policies and adopted fully the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS).
- CAC Partners rated their satisfaction with the CAC at 88%, once again surpassing our annual target of 75%. We received significant positive feedback about CAC staff and how they collaborate, support, communicate, and respond to partners' needs. The survey also provided important insights that have been incorporated into our 2024-2025 annual plan.

In collaboration with CAC partners, the 2023/24 annual plan was shaped based on three critical themes: the interplay of mental health with equity, diversity, and inclusion; adapting to shifts in volunteerism; and the growth of online learning for coaching. Going forward, our goals are to refresh NCCP training content, enhance the capability of NCCP coach developers, advance women's representation in coaching, and continue to create quality sport environments. These focus areas and goals are the foundation of our strategy and demonstrate our unwavering commitment to advancing amateur sports and coaching across Canada.

**Sudeshna Nambiar**  
**Chief Operating Officer**  
**Coaching Association of Canada**



Funded by the  
Government  
of Canada



The programs of the Coaching Association of Canada are funded in part by the Government of Canada. The Government of Canada's contribution to our sport system in Canada is critical and sustains Canada's successful sport program development for all participants. The CAC is proud to work in partnership with Sport Canada as we strive to build and strengthen our collective safe, inclusive, and valuable sport system.



## In memory of Terry Valeriote, first coordinator of the NCCP

**1947 - 2023**

Terry Valeriote was a visionary who leaves an enduring legacy in Canadian amateur sports.

As the first coordinator of the National Coaching Certification Program (NCCP), Terry helped to build a program that has trained and educated countless coaches in minor sports across Canada and around the globe.

Terry also played a pivotal role in the development of long-term athlete development models. He collaborated with national technical directors in basketball, volleyball, and soccer on pilot projects that emphasized the importance of nurturing a strong foundation for young athletes to safeguard their long-term physical and emotional well-being.

Because of Terry's vision and pioneering spirit, today all national sports in Canada have comprehensive athlete development models. His impact will continue to shape the landscape of sport in Canada for generations to come.



# Coaching Education

**Create, deliver, and promote excellence in education and lifelong learning to benefit the NCCP partnership.**

Continuing improvement in programs and services through coach learning and systems expertise.

Meaningful partnerships to impact coach knowledge and behaviour.

Increased access through platforms and innovation beyond the classroom.







## National Coaching Certification Program **Delivery**

NCCP delivery and attendance is still increasing on an annual basis as sport continues to grow. Over the last year, we saw an increase of 16% in NCCP attendance across both multi-sport and sport specific NCCP training. We attribute this to both eLearning and synchronous online delivery which increased by 23% and 20%, respectively.

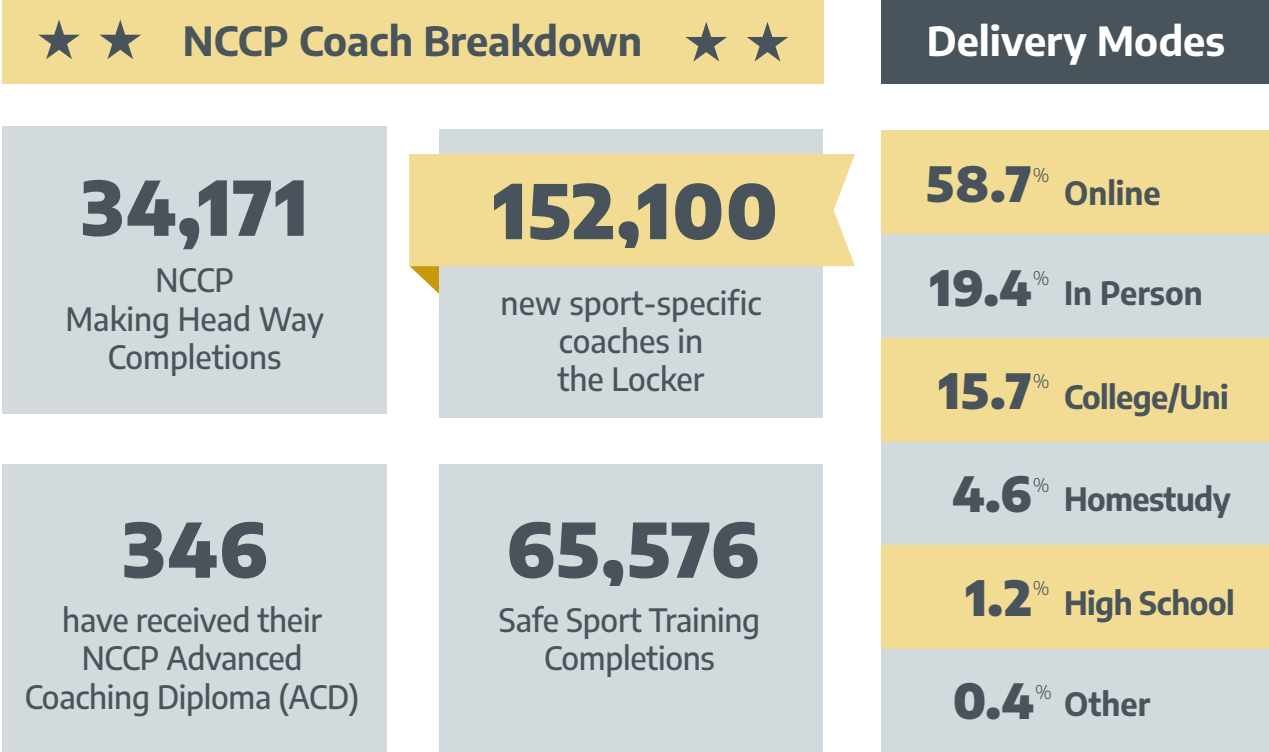
The primary drivers of NCCP eLearning continue to be *NCCP Make Ethical Decisions Online Evaluation*, *NCCP Making Head Way in Sport*, and *NCCP Coach Initiation in Sport*. Multi-sport NCCP Make Ethical Decision delivery increased by 23% over the 2022/23 fiscal year. However, in-person delivery also contributed to this increase as attendance was up by 11% from the previous year.



# NCCP Delivery



\*Non-binary/Genderqueer/Gender fluid/Two-spirit



# CAC’s Teen Dating Violence (TDV) and Gender-based Violence in Sport Project comes to completion

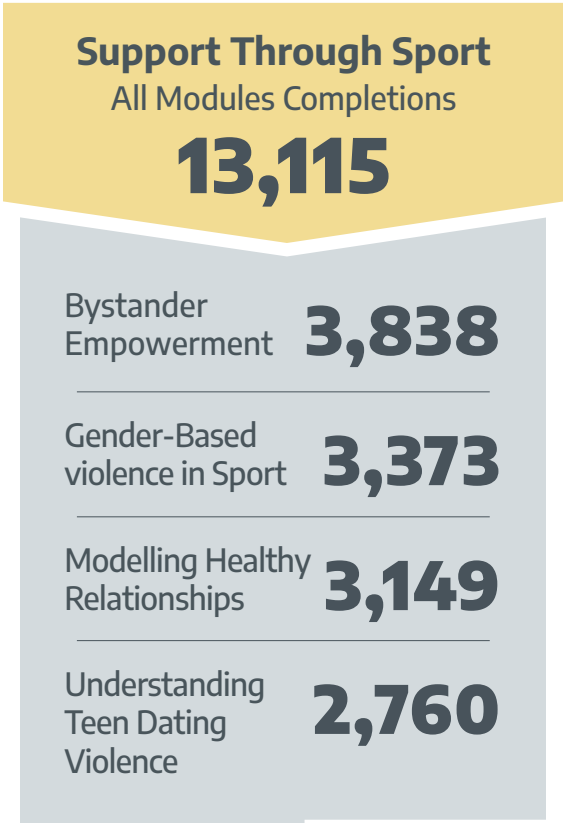
With funding from the Public Health Agency of Canada, the Coaching Association of Canada completed a 5-year project aimed at helping sports coaches recognize, prevent, and address gender-based violence (GBV) and teen-dating violence (TDV), while promoting healthy relationships in sports. This educational program included the collaboration of a diverse 15-member task force, comprising CAC partners, subject matter experts, and practitioners, and worked with Dr. Gretchen Kerr and the University of Toronto’s Safe Sport Lab.

To gain insights into coaches’ roles in addressing GBV and TDV, the CAC surveyed 182 coaches and 133 athletes, which led to a report that guided the development of over 100 advocacy materials, infographics, marketing graphics and four eLearning modules to support coaches, sport leaders: **Understanding Teen-dating Violence, Bystander Empowerment, Gender-based violence in sport, Modelling Healthy Relationships.**

*Financial contribution from*



Public Health Agency of Canada      Agence de la santé publique du Canada



The CAC ran digital campaigns during the UN's 16 Days to End Violence, reaching over 300,000 people each year, to promote awareness and focus on these critical issues within the sports community. By 2023-24, the educational program had been evaluated through surveys and focus groups, leading to the refinement and republishing of the four eLearning modules.

Between June 2021 and December 2023, 2,555 coaches participated in post-module surveys and follow-up surveys six months later. The findings revealed that coaches felt their knowledge, confidence, and competence had improved significantly after completing the training, indicating a positive impact. The CAC plans to continue monitoring these results through ongoing "Pulse" surveys to ensure the sustained effectiveness of the program.

## Participant Feedback

**90-97%** satisfied with the module



Most agree / strongly agree they remember the content well



agree they are a more effective coach because of the training

*"Kudos to the team that developed & implemented this training. Concise and full of important information. I feel this information will help others outside of a sport context as well." – Participant*

All our project assets and resources such as posters, infographics, research reports and eLearning modules, FAQs and marketing assets for promotion of the educational program can be found here:

<https://coach.ca/sport-safety/support-through-sport>

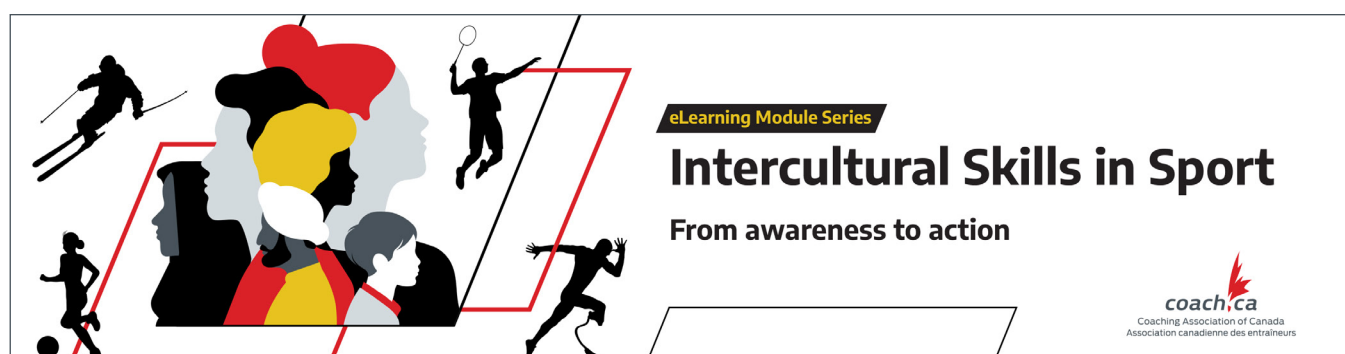
<https://coach.ca/sport-safety/support-through-sport/toolkit>





# Intercultural Skills in Sport

Throughout the year the CAC team worked to develop a free Intercultural Skills in Sport eLearning module series which will be launched in July of 2024. The module includes an accompanying marketing toolkit, a hiring template for non-biased interviews questions for board and coach recruitment, and tools to help sport organizations address culture and inclusivity. The module will feature a pilot mentorship program for newcomer coaches, developed in collaboration with local sports organizations. The CAC is currently running this pilot, which aims to connect new coaches with experienced mentors to foster skill development and integration into the sports community. A comprehensive report detailing the program's outcomes and insights is expected to be available by September.



## NCCP Training Modules

From 2018 – 2023, the CAC revised all NCCP multi-sport modules, in consultation with partners. The process was reviewed to determine how to keep NCCP content updated, while minimizing the impact on the partnership. Revisions to modules that have

content based on international research will continue to follow a cycle aligned with the review. Other revisions will focus on being responsive to the needs of coaches and emerging evidence and maintaining quality assurance.



# 2022 International Consensus Conference on Concussion in Sport

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The findings of the 2022 International Consensus Conference on Concussion in Sport were published in June 2023, and the CAC worked closely with a task force of concussion experts, medical doctors, and our system partner, Parachute Canada, to review

them. Thanks to the financial contribution of Sport Canada, the NCCP Making Head Way in Sport eLearning module is being revised to align with the new research, and it is set to be released in July 2024.

## Official Languages Project

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With additional funding provided by Sport Canada, the CAC completed a project to enhance the accuracy of the NCCP multi-sport materials in both official languages, and to support NSOs in securing translation services for their NCCP programs. In 2023/24, the CAC's bilingual lexicon was

updated with the support of its French partners. This was followed by a review and update to seven NCCP multi-sport modules. A total of 10 NSOs received support for translation of NCCP sport-specific content.

Funded by the  
Government  
of Canada

| **Canada** 

## NCCP Advanced Coaching Diploma Program

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The first cohort of the revised NCCP Advanced Coaching Diploma program started in September at the Canadian Sport Institute Ontario. Out of 35 applicants, 30 coaches enrolled in the program. This is a substantial increase over the past five years which saw

an average enrollment of just 15 coaches. The collaboration with different stakeholders including the Coaches Association of Ontario, Sport for Life, and Own the Podium, provided great opportunities for system alignment.





# NSO Approvals 2023-24

The CAC continued to work with its NSO partners in the development and revisions of their NCCP. In the past year, several NSOs moved toward developing their NCCP contexts. Below is a list of NSOs that met Conditional Approval (CAP) or Final Approval status.

| NSO                       | Context                                      | Approval |
|---------------------------|--|----------|
| Canada Skateboard         | Community Sport                              | CAP      |
| Canada Soccer             | Instruction Intermediate (Childrens License) | CAP      |
| Climbing Escalade Canada  | Community Sport, Comp Int                    | CAP      |
| Cricket Canada            | Comp Int                                     | Final    |
| Field Hockey              | CDAG   | CAP      |
| Luge Canada               | CDAG   | CAP      |
| Luge Canada               | Comp HP                                      | CAP      |
| Rowing Canada             | CDAG   | CAP      |
| Rugby Canada              | Comp-Dev                                     | Final    |
| Rugby Canada              | Community Sport-Initiation                   | Final    |
| Bobsleigh-Skeleton Canada | CDAG - Skeleton                              | CAP      |
| Bobsleigh-Skeleton Canada | Comp HP - Skeleton                           | CAP      |
| Snowboard Canada          | CSP-INIT                                     | CAP      |
| Squash Canada             | CSP-Init                                     | Final    |
| Surf Canada               | Instruction Beginner, Comp Int, Comp Dev     | CAP      |
| Tennis Canada             | CDAG   | CAP      |
| Triathlon Canada          | CDAG   | CAP      |
| Wrestling Canada          | Comp Dev                                     | Final    |



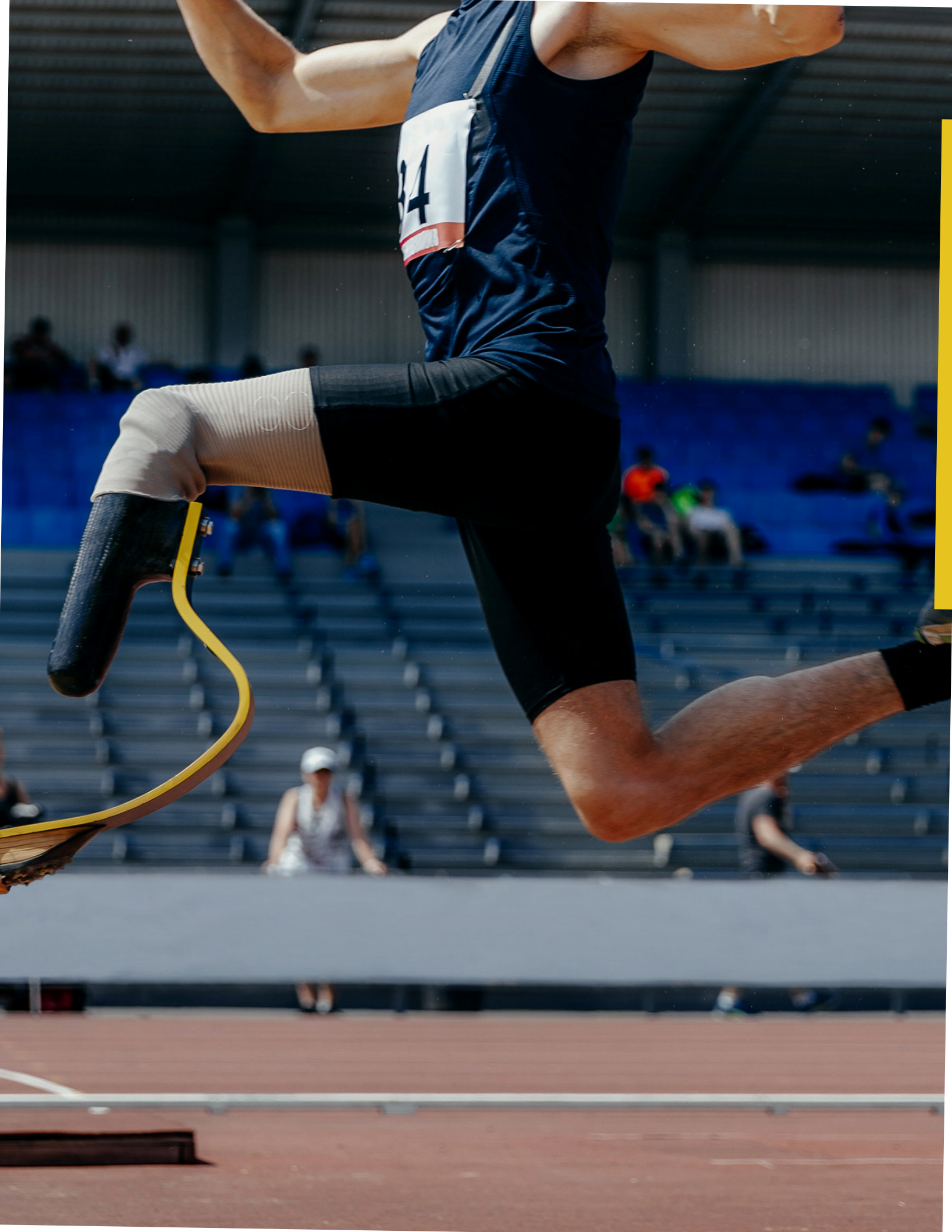
# NCCP Certification Policy and Certification and Professional Development Policy

All NSOs with existing custom Maintenance of Certification schemes were either successfully carried over with their existing scheme or successfully reverted to the default Maintenance of Certification scheme as of January 1st, 2024. All documents relating to this project have been updated

on coach.ca and reflect the current picture of Maintenance of Certification schemes for each NSO.









# Coaching Leadership

**Grow the value and influence of coaching throughout society.**

Influence the public to elevate the value of the coach.

Unite stakeholders through platforms and events.

Mobilize and disseminate knowledge.

Distinguish Canada internationally.



# Mental Health and Sport Resource Hub

[coach.ca/mental-health-hub](https://coach.ca/mental-health-hub) ►

**MENTAL  
HEALTH  
IS OUR  
SPORT**

**coach,ca**

Coaching Association of Canada  
Association canadienne des entraîneurs

## Mental Health is Our Sport

On March 31, 2024, the CAC completed a two-year project to improve the mental health literacy of sport coaches and participants across Canada, and to normalize conversations around mental health. This project was made possible with financial contribution from the Public Health Agency of Canada (PHAC), and was created to

support coaches and sport leaders in groups that were disproportionately impacted by the COVID-19 pandemic including remote socioeconomically disadvantaged, and Indigenous communities; newcomers to Canada; the school system; and the Canadian Armed Forces.

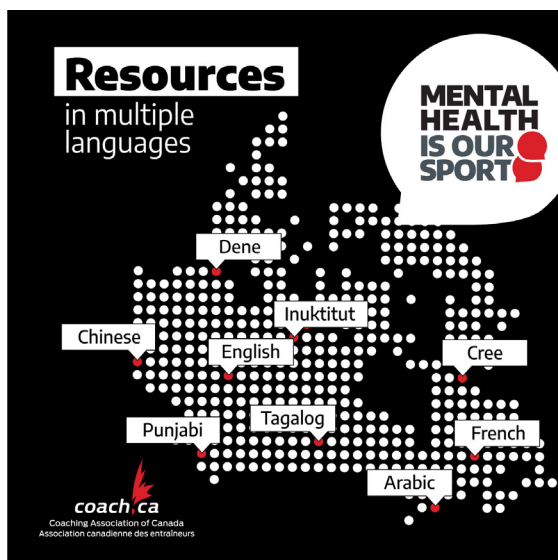


## Mental Health Literacy eLearning Modules

With the support of partner organizations, we successfully updated and delivered the mental health content of four NCCP multi-sport modules to coaches and sport leaders. We trained 36 new NCCP Learning Facilitators and supported the PTCRs in achieving 1,873 deliveries to 20,774 coaches. We also funded the enhancement of three Canadian Centre for Mental Health and Sport workshops, trained 15 new Learning Facilitators, and supported the delivery of 57 free workshops to train 1,043 coaches. Finally, we translated the Mental Health in Sport eLearning module into eight new languages including Arabic, Chinese (Traditional), Dene (Chipewyan), Farsi, Inuktitut, Plains Cree, Punjabi, and Tagalog.

8

**New Languages**



## Mental Health Knowledge Hub

We launched a consolidated mental health knowledge hub on the CAC website in February 2023. There are currently 82 resources in various languages and formats on the hub, and since the launch, it has seen more than 96,000 visitors.

96  
K

**Visitors to the Hub**



## Integrated Marketing and Communications Strategy

To promote the Mental Health and Sport Resource Hub and the mental health resources available to new and diverse audiences across Canada, we launched a marketing campaign that included digital and print ads, media interviews and articles, radio, engagement with 58 sport events, and 48 meetings with community organizations. The campaign reached more than 265 million people, and more than 1.9 million of them actively engaged with or responded to our promotion.

265  
M

**People reached**



# CAC Research Strategy

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Following the 2023 assessment of the CAC Research Strategy, the CAC developed a plan to continue to support quality coaching programs, policies, and practices with enhanced knowledge mobilization. The plan is designed to continue broadening the network and creating more opportunities for connections to enhance the current NCCP revision process. Two Research Insights webinars were held again in 2023-2024.

## Para Sport and Coaching in Canada

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Based on previous research projects and extensive consultation, a new strategy was developed to support our mandate and mission to enhance the experiences of all athletes and participants in Canada, including those with disabilities, through quality coaching. Supported by partnerships and with a focus on meaningful, visible, and connected inclusion, the strategy focuses on four areas of intervention: Coach Development; Coach Training; Coaching Environment; Coaching profession. This is a thoughtful and intentional journey and reflects our commitment to making sport in Canada more diverse, inclusive, and welcoming.





# Locker Improvements

## Proactive Monitoring and Troubleshooting

The CAC is enhancing the Locker with proactive monitoring and troubleshooting features to promptly identify and address potential system issues. These improvements aim to maintain optimal performance and prevent any inconvenience to our partners, ensuring issues are resolved swiftly and efficiently before they can impact system functionality.

### DID YOU KNOW?

The Locker was an early adopter of cloud and was migrated to the Microsoft Azure cloud in 2017.

The Locker has over 125,000 lines of code, in addition to the vast database programming.

The Locker database itself contains millions of records of information spanning back to the 1970s!



### Timeline Highlights

- 2012** 1st version of the Locker & Integration of the existing eLearning modules
- 2013** Locker Connector 1.0
- 2014** Maintenance of Certification
- 2016** Integration of Professional Coaching
- 2017** Integration of Advanced Coaching Diploma
- 2018** Pulse 1.0
- 2020** Locker Insights

The Locker is currently on major version 11. Version 12 is already underway which adopts Microsoft's latest .NET platform released just 6 months ago.



## Events

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### Petro-Canada Sport Leadership sportif Conference and Awards Gala

The Petro-Canada Sport Leadership sportif conference (SLS23) was held in Calgary in November 2023, and welcomed 420 delegates from across Canada. The theme, Mental Health is Our Sport, set the groundwork for improving mental health literacy and coach self-care in 2023 while supporting the well-being of everyone in our sport community. SLS23 featured the insights of 34 experts and had 31 event sponsors and a sold-out trade show. According to our survey, 91% of delegates were satisfied or very satisfied with their experience, and 96% said the conference provided a welcoming and inclusive environment.



## Awards Gala

In November 2023, the CAC celebrated the outstanding accomplishments of coaches and sport leaders during the **Petro-Canada Sport Leadership Awards Gala**. 250 delegates shared this special evening with our esteemed award recipients. The prestigious **Lifetime Achievement Award** was presented to Gerry Peckham. Nathalie Brochu from Handball Canada was the recipient of the **Coach of the Year Award**; Barbara Cooper, ChPC, was recognized with the **National NCCP Coach Developer Award**; and W-Inspire by United DFC from Dartmouth, Nova Scotia received the 2023 **Impact Award**. A total of 94 coaches across 36 unique sports were presented with the **Petro-Canada Coaching Excellence Award**. The CAC was also honoured to support the Aboriginal Sport Circle in presenting the **National Indigenous Coaching Awards** to Savanna Smith and Tyndall Fontaine; as well as the Canadian Paralympic Committee in presenting the Tim Frick Paralympic **Coach Excellence Award** to Heather Hennigar and Robin McKeever; and the 2023 Development Coach of the Year Award to Ken Hall. We were pleased to learn that 92 % of gala attendees were satisfied or very satisfied with the event.

92%

**Gala Attendee  
Satisfaction Rate**



**Gerry Peckham**  
Lifetime  
Achievement  
Award Winner



**Nathalie Brochu**  
Coach of the Year  
Award Winner



**Kim Wallace**  
W-Inspire by United DFC (Dartmouth, NS)  
Impact Award Winner

## Partners Congress

In June 2023, over 130 partners convened at the RA Centre in Ottawa for the two-day Partners Congress to engage in sessions and discussions. Attendees actively contributed feedback, shaping the future of the Coaching Association of Canada through a post-event survey. Results showed a high satisfaction rate, with a 90% overall experience rating and unanimous agreement on the value of breakout sessions. Key themes emerged that emphasized diversity in coaching, improving sport safety policies, nurturing inclusive partnerships, re-evaluating post-pandemic NCCP delivery, and enhancing community-level sport provision tailored to coach needs.







JOIN US TO SAY  
#THANKSCOACH

SEPTEMBER 16-24, 2023  
Visit [coach.ca/NCW](https://coach.ca/NCW)  
for free tools and information

## National Coaches Week

The 2023 **National Coaches Week** (NCW) campaign took place from September 16 - 24, an annual tradition to celebrate coaches from across the country. The NCW digital campaign generated 1.47 million impressions and 75,000 engagements, which contributed to 27,271 visits to the NCW landing page. More than 3,000 tweets included the campaign hashtags and generated 20 million potential impacts. During the week, 20 organic social media posts were published, totaling over 195,000 in reach and impressions.

Twelve eLearning modules were available at no cost throughout the week, and they were completed 9,161 times, with over 23,267 coaches logging into their accounts during that week. In addition, 5,568 new Locker accounts were created, which is a 16% increase from NCW 2022 and nine times the weekly average. The new structure of the NCW Participation Guide was downloaded 24,919 times from the dedicated NCW week email—21,236 more times than in 2022—and led to strong engagement, use of the new, customizable graphics, and positive feedback from our partners.

## Positive Coaching Stories

Some of the great thank you notes coming in during National Coaches Week from athletes at Tamarack Gymnastics.

Thanks coach Alix for pushing me to do hard things and teaching me new fun skills, and you always make gymnastics a challenging but fun place to be.

Madi is The best coach  
in the hole world,  
♥️  
Peanut

She teaches us skills on the bars and is always encouraging. Thanks Coach Madi 😊  
RAVEN, Brooklyn

The Coaching Association of Canada's international presence is strengthened with each program we implement as we prioritize building coaching expertise and capacity in key parts of the world. 2023 was a pivotal year that included significant milestones including our first ever agreement with an international federation, hosting the inaugural Coach House in partnership with PanAm Sports in Chile, and receiving international recognition from Singapore Sport with the Distinguished Partners Award in front of 1,000 international peers. These international efforts help the CAC with its mission in Canada by integrating leading practices, global expertise, and financial resources in the best interest of our Canadian Sport System.

Seven topics in the NCCP International Level 4 program underwent content revisions prior to or during the delivery of these module deliveries in Bahrain. The final two modules will be updated during the next cohort for this program. We received valuable input from the content experts that delivered the workshops and added five people to our group of content experts for delivery of the Level 4 program. The feedback from our hosts in Bahrain was very positive.

To distinguish CAC's international programs and add to brand recognition, a new brand mark was created and launched alongside our new webpage on coach.ca. Our online presence was enhanced with the launch in Q3 of the **International Programs** website.





## Highlights of the International Program activities from 2023/24

In 2023, the CAC worked with Special Olympics Canada, Racquetball Canada, and Equestrian Canada to develop promotion opportunities for certain programs in their coach development programs. We helped with the promotion of these programs at the 2023 ICCE Conference in Singapore in November, and we will continue to encourage these, and other NSOs, to look for opportunities to make their content available to their sport in other countries.



## Bahrain

- Delivered the final three of four Fundamental Movement Skills programs to coaches and teachers.
- Trained over 120 participants and seven Learning Facilitators to keep the program sustainable in Bahrain.
- Updated NCCP International Level 1-2-3 content to enhance the existing program.
- Trained 11 new Learning Facilitators and two current LFs.
- Continued the current NCCP Level 4 delivery. This cohort has 32 coaches, and their final evaluation is in April 2024.
- NBA International purchased the license to 12 eLearning modules that will be adapted to their international coaching needs and will be hosted on their Learning Management System.
- Coach House at PanAm Games was co-led by CAC and PanAm Sports staff. In addition to providing networking opportunities, Coach House offered professional development sessions by inviting Games coaches to speak on topics of their choosing. Surveys and interviews conducted at the Games will help inform future CAC initiatives.



## International Partners

Bahrain Olympic Committee, Barbados Olympic Association, International Council for Coaching Excellence, Jordan Olympic Committee, Panam Sports Organization, Sport Singapore



# Numbers to Highlight

Inside Coaching Subscribers

14% increase in subscribers from the beginning until the end of the fiscal year

April 2023

228,746

March 2024

266,778

Coach.ca by the Numbers

Page Views

5.6M

New Users

860K

Top 5 Visited Pages on Coach.ca

The Locker

NCCP

Safe Sport Training

Maintenance of Certification

NCCP Multi-sport Training

CPS & Analytics

Tickets Resolved

19,935

Average Response Time

3h 53m

Training sessions to NCCP Partnership on Locker Services

70 Sessions

f

19,518 Fans

X

13,106 Followers

o

6,646 Followers

in

19,972 Followers



## Equity Diversity and Inclusion

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### Mentorships and Partnerships

Throughout the past year, the CAC has continued to maintain and strengthen our mentorship programs and partnerships. In 2022-23, 12 mentees and 8 mentors participated in the mentorship program. The CAC hosted a monthly mentor CoP and mentor summit to complete a thorough review of our program, focusing on a key target group of coaches for future opportunities.

We continued our partnership with Game Plan to help athletes transition into coaching and saw an increase in grant recipients; 14 athletes participated in the program, 10 of which were female. We also launched the 2025 Canada Games Apprenticeship Program in partnership with PTCRs, PTSOs, the Aboriginal Sport Circle (ASC), and the Canada Games Council.

Through our quarterly publication, The Canadian Journal for Women in Coaching, we provided timely, accurate, and targeted information to help create a healthier and more positive environment for women coaches.

### Newcomer Mentorship

The CAC partnered with Action for Healthy Communities to develop a Newcomer Mentorship pilot with six mentee and mentor coaches. An evaluation and report will be shared with the partnership.

### Anti-racism and Safe Sport Communities of Practice

In collaboration with the University of Ottawa, the CAC developed a Community of Practice on Anti-Racism in Coaching and Safe Sport model to be used by sport organizations. 37 coaches participated in these communities of practice.



# Grants and Funding

## Equity Diversity and Inclusion NSO grants

In 2022/23 the CAC issued 10 grants to National Sport Organizations to support coaching development initiatives and expand opportunities for equity-deserving coaches. 93 coaches benefited from the programs.

| Organization                      | Project Name   |
|-----------------------------------|--|
| Canadian Blind Sports Association | Coach Mentorship – Junior Goalball                                       |
| Curling Canada                    | Women Curling Coaches Rock   |
| Boccia Canada                     | Women in Coaching Mentorship Program                                     |
| Karate Canada                     | Changing the NCCP Game   |
| Orienteering Canada               | NCCP Program for New Provincial Organization                             |
| Raquetball Canada                 | Female Coach Apprentice Program  |
| Speed Skating Canada              | Female Coach Group Mentorship Program                                    |
| Triathlon Canada                  | Female Development Coach Support to attend Jr. National Development Camp |
| Biathlon Canada                   | Women in Biathlon Mentorship & Coach Experience Program                  |
| Special Olympics Canada           | NextGen Coaching Apprentice Program                                      |

## Partnership Development Grant; University of Ottawa

We have continued our collaboration with the University of Ottawa and partnered to deliver the first Social Learning Certification for Sport Leaders. The three-year process is for a limited number of participants, and in this first year, 20 participants engaged in monthly online sessions to take a deep dive into the landscapes of practice and nurturing communities. Participants will engage in additional learning activities between sessions.







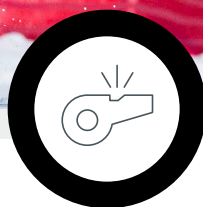
# Coaching Profession

**Enhance and build the profession and safe sport practices in the best interest of the public.**

Build professional coach identity.

Champion the Responsible Coaching Movement.

Create valued services for coaches and coach employers.





# Responsible Coaching Movement (RCM) Champions

The RCM is a call to action for sport organizations, parents and coaches to embed responsible coaching practices across Canada both on and off the field of play. As of March 31, 2024, over 1711 Champions have taken the pledge. Throughout the year the CAC provided webinars, quarterly newsletters, and the opportunity to connect with RCM champions one on one. We also sent out surveys to champions to help us monitor the quality and effectiveness of the program. Ontario University Athletics is the governing body for university sports in Ontario, and their 20 Universities have committed to implementing the RCM and activating True Sport.



## Pledged Organizations

| Pledged Orgs       | Total | Pledged Orgs       | Total |
|--------------------|-------|--------------------|-------|
| MSOs               | 22    | MSOs               | 23    |
| NSOs               | 59    | NSOs               | 61    |
| PTCRs              | 12    | PTCRs              | 12    |
| PTSOs              | 246   | PTSOs              | 252   |
| Club               | 1005  | Club               | 1292  |
| Other              | 25    | Other              | 30    |
| University College | 18    | University College | 40    |

Total as of April 1, 2023 (1387)

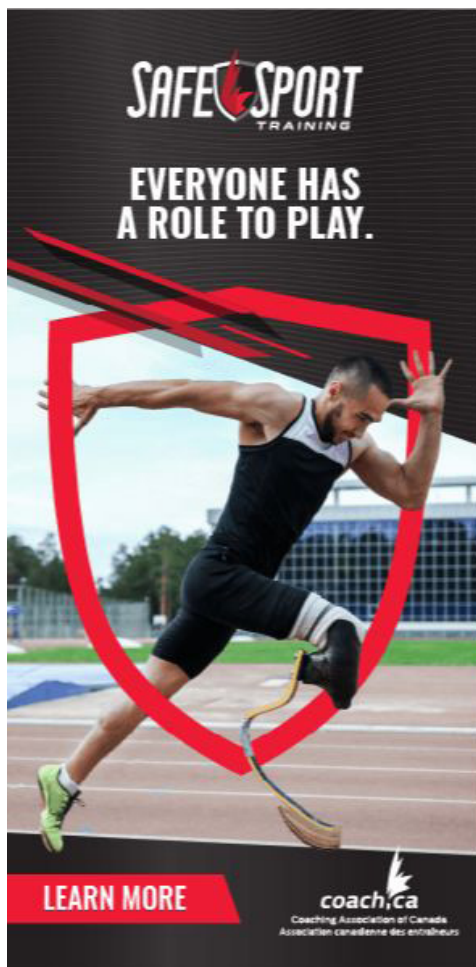
Total as of March 31, 2024 (1711)

# Safe Sport Roundtable

This year, 30 sport leaders attended our Safe Sport Roundtable. The objectives were to:

- Provide an update on the current landscape and progress since the January 2023 Round table, align with the Interim National Safe Sport Working Group (INSSWG) on priorities for the sport and coaching community, and
- Prioritize and develop tools for coaches and sport leaders that support athletes.

As a result of the Roundtables, a new Safe Sport Community of Practice was derived from an already established community of Safe Sport practitioners, in addition to a new collaboration with the University of Toronto to develop new coaching resources to support positive coach-athlete relationships.





# Professional Coaching Program

In 2023/24, 1,094 coaches renewed or received a Registered Coach license or Chartered Professional Coach (ChPC) designation. In collaboration with Commonwealth Games Federation, the Canadian Olympic Committee, and the Canadian Paralympic Committee, all coaches selected for the 2023 Trnbago Youth Games, the 2023 Gangwon Youth Games, the 2023 Parapan American Games and Pan American Games and the Paris 2024 Paralympic and Olympic Games have attained a Registered or ChPC status. That means these coaches have fulfilled various requirements including reference checks, ethical conduct, background screening, and Safe Sport training.



# Organizational Excellence

**Mobilize and align the CAC's resources, services and leadership capacity.**

The CAC relentlessly pursues the values of the Chartered Professional Coach.

The CAC's decisions are evidence-based and responsive to the partnership.

Inclusion is a fundamental part of the CAC's practices.

Enhance organizational sustainability through diversification of funding.





# Community Services Recovery Fund

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The Coaching Association of Canada is proud to have been selected to receive funding from the Government of Canada’s Community Services Recovery Fund.

With this funding, we have embarked on a multifaceted project aimed at increasing accessibility while improving the coaching landscape across Canada. With an expected completion date of June 30th, 2024, the project focuses on elevating the coach experience.

## Community Services Recovery Fund



### Demographic Insights

We surveyed coaches within our database and learning management system, the Locker, to gain valuable insights into the composition of the coaching community. In total, 7,586 users completed the survey, and the insights will help us align our efforts with our strategic goal of enhancing the diversity of new coaches including new citizens to Canada.

### Accessibility Enhancements

In consultation with an accessibility committee and eLearning experts, the CAC updated 12 existing multi-sport eLearning modules to ensure that they meet the stringent Web Content Accessibility Guidelines (WCAG) 2.1 AA standards, and added descriptive voiceovers to support a variety of learner needs. The addition of an accessibility tool applied to all the Locker’s eLearning modules enables coaches to navigate them using a number of accessibility supports. These updates will enable universal access across all platforms, including mobile devices, and foster a more inclusive educational experience.

## Infrastructure Modernization

To allow greater access to education and training for coaches nationwide, we have modernized and optimized the infrastructure of the Locker to provide an improved education experience for coaches. Upgrades to the mobile Locker platform, means coaches can now easily access eLearning education directly on their mobile devices. With a thorough analytics review, we will have a stronger understanding of a coach's journey from the webpage through to our eLearning.

## Community Outreach

This funding has empowered us to take significant steps towards enhancing diversity, accessibility, and inclusivity in coach education. Through a multi-faceted promotional campaign, the CAC aims to expand our reach to diverse communities across Canada.

Recognizing the profound impact of COVID-19 on volunteerism in the sports sector and athlete participation, this initiative underscores the CAC's commitment to empowering coaches and athletes throughout the nation, creating a more inclusive and accessible coaching environment—and a brighter future for coaching in Canada.





# Corporate Partnerships

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We are grateful to our National Corporate Partners for their support of the CAC's coach education, development, and recognition programs.

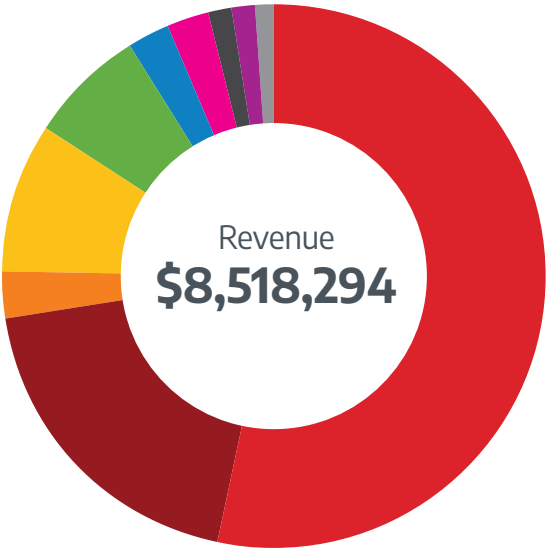


Our long-standing partnership with Petro-Canada™ enables us to celebrate and support coaches through several programs. As the title sponsor of the Petro-Canada Sport Leadership sportif conference (SLS23), Petro-Canada provided the opportunity for

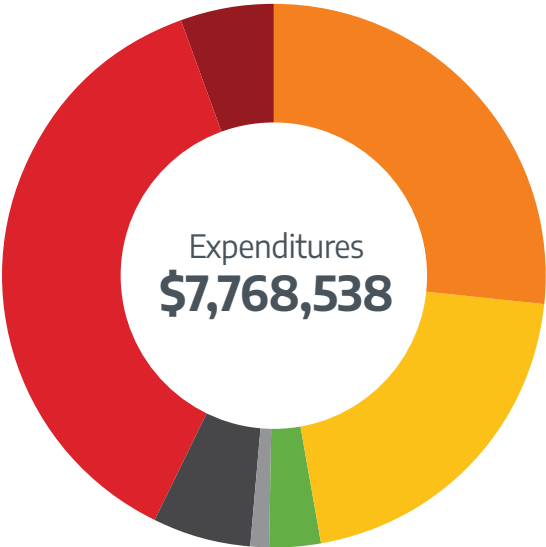
professional development and collaboration among sport leaders in Canada. At the Petro-Canada Sport Leadership Awards Gala, 94 coaches across 36 unique sport disciplines were honoured with a Petro-Canada Coaching Excellence Award. Since 1986, 1,445 individuals have received this award. The CAC also supported Petro-Canada in the activation of the Fueling Athlete and Coaching Excellence (FACE™) Program, which provides \$550,000 in direct funding annually to support 55 next-generation athletes and their coaches.

We are also grateful to the 31 organizations who joined us as sponsors of the 2023 Petro-Canada Sport Leadership sportif conference. Their support enabled us to provide an exceptional opportunity for delegates to learn, network, and connect.

# Revenue and Expenditures



|  |                                       |           |
|--|---------------------------------------|-----------|
| <span style="color: red;">●</span>     | Sport Canada                          | 4,553,149 |
| <span style="color: darkred;">●</span> | Public Health Agency of Canada        | 1,639,915 |
| <span style="color: orange;">●</span>  | Other Grants                          | 232,961   |
| <span style="color: yellow;">●</span>  | E-Commerce                            | 763,220   |
| <span style="color: green;">●</span>   | Partners Fees and Sales               | 583,673   |
| <span style="color: blue;">●</span>    | Sponsorship                           | 220,835   |
| <span style="color: magenta;">●</span> | International Projects                | 208,985   |
| <span style="color: black;">●</span>   | Registration Fees                     | 120,821   |
| <span style="color: purple;">●</span>  | Unrealized Gain (loss) in Investments | 112,753   |
| <span style="color: gray;">●</span>    | Other Revenue                         | 81,982    |



|  |                                    |           |
|--|------------------------------------|-----------|
| <span style="color: red;">●</span>     | Salaries and Benefits              | 2,892,442 |
| <span style="color: darkred;">●</span> | Sport Safety                       | 421,764   |
| <span style="color: orange;">●</span>  | Administration                     | 2,090,207 |
| <span style="color: yellow;">●</span>  | Education and Partnerships         | 1,592,168 |
| <span style="color: green;">●</span>   | Innovation and Business Enablement | 231,298   |
| <span style="color: gray;">●</span>    | International Projects             | 82,999    |
| <span style="color: black;">●</span>   | Marketing and Communications       | 457,660   |



# Board of Directors

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**Paul Carson**

Chair

**Mathieu Boucher**

National Sport Organization Member

**Matt Allen**

National Sport Organization Member

**Danielle Emmons**

National Sport Organization Member

**Susan Lamboo**

Provincial/Territorial Coaching and Sport  
Leadership Council Representative

**Lynn Boudreau (ChPC)**

Provincial/Territorial Coaching and Sport  
Leadership Council Representative

**Doug Halliday**

Provincial/Territorial Coaching and Sport  
Leadership Council Representative

**Vacant**

Provincial/Territorial Government Representative

**Saheed Khan**

Athlete Member

**Sue Hylland**

Federal Government Representative

**Jason Reindl (ChPC)**

High Performance Coaching Representative

**Dr. René Murphy**

Canadian Council of University Physical  
Education and Kinesiology Administrators  
(CCUPEKA) Representative

**Janice Dawson (ChPC)**

Member-at-Large

**Fabienne Blizzard**

Member-at-Large

**Tom Norton (ChPC)**

Community Coaching Representative

# CAC Staff

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## Executive Leadership

### Lorraine Lafrenière

Chief Executive Officer

### Sudeshna Nambia

Chief Operating Officer

## Marketing & Communications

### Yolande Usher

Director, Marketing and Communications

### Evelyn Anderson

Associate Director, Marketing and Corporate Partnerships

### Selma Baaziz

Manager, Marketing and Communications

### Alyssa McCulloch

Manager, Events

### Katherine Zhang

Coordinator, Marketing and Communications

### Sarah Min

Manager, Marketing – Special Project

### Arushi Phillips

Manager, Communications and Public Relations, Special Project

## International Programs

### Wayne Parro

Director, International Programs

## Innovation and Business Enablement

### Joe Schwartz

Manager, Analytics

### Darren Larose

Senior Systems Analyst

### Jeff Mees

Lead, Technology Platforms

### Adewale Yussuf

Business Analyst

### Ifeoluwa Williams

Software Developer

## **Education & Partnerships**

### **Peter Niedre**

Director, Education Partnerships

### **Neale Gillespie**

Senior Coaching Consultant, Coach Developers

### **Gerard Lauzière**

Senior Coaching Consultant, High Performance

### **Adam Sollitt**

Coaching Consultant, Provincial/Territorial  
Coaching Representatives

### **Marie-Pier Charest**

Coaching Consultant, Research

### **Winston To**

Coaching Consultant, Locker Products  
and eLearning

### **Chris Wellsman**

Coaching Consultant, Maintenance  
of Certification

## **Sport Safety**

### **Isabelle Cayer**

Director, Sport Safety

### **Andrea Johnson**

Manager, Equity Programs

### **Frances Priest**

Manager, Sport Safety

### **Nathalie Joanne**

Coordinator, Professional Coaching

## **Corporate Services**

### **Martial Desrosiers Drainville**

Director, Corporate Services

### **Claudia Gagnon**

Manager, Project Management Office (PMO)

### **Karlen Herauf**

Manager, Corporate Services

### **Dunstan Decena**

Manager, Finance

### **Bukola Enaboifo**

Manager, Projects and Coach and Partner Services

### **Mac Wright**

Coordinator, Finance



# CAC Sport Partners

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## National Sport Organizations

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 the result of the work of highly-committed individuals from many different organizations who strive for coaching excellence from playground to podium.

The programs of the Coaching Association of Canada are funded in part by the Government of Canada. We work in partnership to build and strengthen our sport system, and we are proud to lead and shape the coaching community in Canada.

|  |  |
|--|--|
| Alpine Canada                              | Canadian Sport Parachuting Association |
| Archery Canada                             | Canadian Tenpin Federation Inc         |
| Athletics Canada                           | Canadian Weightlifting Federation      |
| Badminton Canada                           | Canoe Kayak Canada                     |
| Baseball Canada                            | Climbing Escalade Canada               |
| Biathlon Canada                            | Cricket Canada                         |
| Bobsleigh Canada Skeleton                  | Curling Canada                         |
| Bowls Canada                               | Cycling Canada Cyclisme                |
| Boxing Canada                              | Diving Canada                          |
| Broomball Canada                           | Equine Canada                          |
| Canada Artistic Swimming                   | Field Hockey Canada                    |
| Canada Basketball                          | Football Canada                        |
| Canada Skateboard                          | Freestyle Canada                       |
| Canada Snowboard                           | Gymnastics Canada                      |
| Canada Soccer                              | Handball Canada                        |
| Canadian 5-Pin Bowlers Association         | Hockey Canada                          |
| Canadian Blind Sports Association          | Judo Canada                            |
| Canadian Cerebral Palsy Sports Association | Karate Canada                          |
| Canadian Fencing Federation                | Nordic Combined Ski Canada             |
| Canadian Lacrosse Association              | Nordiq Canada                          |
| Canadian Luge Association                  | Orienteering Canada                    |

## National Sport Organizations Continued

|  |                                |
|--|--------------------------------|
| Professional Golfers Association of Canada | Surf Canada                    |
| Racquetball Canada                         | Swimming Canada                |
| Ringette Canada                            | Table Tennis Canada            |
| Rowing Canada Aviron                       | Taekwondo Canada               |
| Rugby Canada                               | Tennis Canada                  |
| Sail Canada                                | Triathlon Canada               |
| Shooting Federation of Canada              | Ultimate Canada                |
| Skate Canada                               | Volleyball Canada              |
| Ski Jumping Canada                         | Water Polo Canada              |
| Softball Canada                            | Water Ski and Wakeboard Canada |
| Special Olympics Canada                    | Wheelchair Basketball Canada   |
| Speed Skating Canada                       | Wheelchair Rugby Canada        |
| Squash Canada                              | Wrestling Canada               |

## Provincial / Territorial Coaching Representatives

|  |  |
|--|--|
| Sport, Physical Activity and Recreation Alberta                                      | Government of Ontario, Ministry of Tourism,<br>Culture and Sport |
| viaSport British Columbia  | Coaches Association of Ontario                                   |
| Sport Manitoba   | PEI Department of Health and Wellness                            |
| Sport New Nouveau Brunswick  | Sport PEI  |
| Government of Newfoundland and Labrador,<br>Dept. of Tourism, Culture and Recreation | Ministère de l'Éducation et de l'Enseignement<br>supérieur       |
| Sport Newfoundland and Labrador<br>Communities,                                      | Sports Québec  |
| Sport and Recreation Province of Nova Scotia   | Coaches Association of Saskatchewan                              |
| Sport North Federation   | Government of Yukon, Dept. of<br>Community Services              |
| Government of Nunavut, Sport and<br>Recreation Division                              |  |

## National Multi-sport Service Organizations

|  |   |
|--|---|
| Agile IS   | Canadian Paralympic Committee             |
| AthletesCAN  | Canadian Tire Jumpstart Charities         |
| Aboriginal Sport Circle  | Canadian Women and Sport                  |
| Active for Life  | Commonwealth Games Canada                 |
| Inclusion in Canadian Sports Network”  | Kids Help Phone                           |
| Canada Games Council   | Lifesaving Society Canada                 |
| Canadian Centre for Child Protection   | Own the Podium                            |
| Canadian Centre for Ethics in Sport  | Parachute Canada                          |
| Canadian Centre for Mental Health in Sport   | Physical and Health Education Canada      |
| Canadian Collegiate Athletic Association   | Respect Group                             |
| Canadian Council of University Physical<br>Education and Kinesiology Administrators<br>(CCUPEKA) | School Sport Canada                       |
| Canadian Forces Morale and Wellness Services   | Sport Dispute Resolution Centre of Canada |
| Canadian Olympic Committee   | Sport for Life Society                    |
|  | Sport Information Resource Centre (SIRC)  |
|  | U SPORTS                                  |

## International Partners

|   |                           |
|---|---------------------------|
| Bahrain Olympic Committee                     | Jordan Olympic Committee  |
| Barbados Olympic Association                  | Panam Sports Organization |
| International Council for Coaching Excellence | Sport Singapore           |

## Canadian Olympic and Paralympic Sport Institute Network

|                                    |                                      |
|------------------------------------|--------------------------------------|
| Canadian Sport Centre Manitoba     | Canadian Sport Institute Pacific     |
| Canadian Sport Centre Saskatchewan | Canadian Sport Institute Ontario     |
| Canadian Sport Institute Atlantic  | Institut national du sport du Québec |
| Canadian Sport Institute Alberta   |                                      |





# Coaching Association of Canada 2023 / 2024 Annual Report

## PHOTO CREDITS

Cover page: Joe Rea - Sochi 2014 Olympic Winter Games - Back Cover: Jeremy Kiers - Canada Games 2022  
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Page 37: Mark Arendz - Prince George 2019 World Para Nordic Skiing  
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## Coaching Association of Canada

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