



Coaching Association of Canada 2024 / 2025 Annual Report



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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



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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.

Our Vision

Inspire a nation through sport.

Our Mission

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

Our strategy at a glance

We have identified 4 strategic imperatives and 13 related goals to sustain our mission of enhancing the experiences of all athletes and participants in Canada through quality coaching.

Strategic imperatives and target outcomes

EXCELLENCE

Optimize the CAC's capacity and resources for Canada's sport system.

Target outcomes:

- » Prioritize organizational sustainability and a growth mindset
- » Engage stakeholders in evaluating and prioritizing aligned programs and services
- » Build and deliver on evidence-based practices

EDUCATION, TRAINING, AND DEVELOPMENT

Create, deliver, and promote excellence in education, training, and development.

Target outcomes:

- » Continuing improvement in programs, services, and systems expertise for quality coaching
- » Meaningful partnerships to address emerging coaching needs
- » Increased access through platforms and innovation

LEADERSHIP

Celebrate and grow the influence of sport.

Target outcomes:

- » Unite the sport system in prioritizing coaching
- » Foster inclusion as a foundation of sport in coaching
- » Maximize the potential of Canada's coaching system internationally

QUALITY COACHING

Celebrate and enhance the impact of the coach.

Target outcomes:

- » Enhance professional coaching standards, from community to high-performance
- » Celebrate the power and impact of coaching
- » Monitor and enhance Safe Sport leading practices
- » Create and deliver valued services for coaches and coach employers





2024-2025 Key Performance Indicators

4 key performance indicators (KPIs) identified to drive our goals and activities for 2022-2026:

Partner Satisfaction

Maintain a minimum baseline of 75% of NCCP partners who are satisfied with CAC programs and services.

NCCP Participation

Continue to promote and produce quality content to meet the needs of coaches throughout the country.

Coach Diversity

Benchmark and increase gender equity, diversity, and inclusion in NCCP participation each year.

Team Belief in Impact

Maintain a minimum baseline of 80% of CAC board and staff members who are engaged and believe in the collective contribution of the CAC on sport in Canada.



From the Chairperson & CEO

It is with tremendous pride and deep appreciation that we present the Coaching Association of Canada's 2024–2025 Annual Report—a reflection of an extraordinary year of growth, innovation, and collective impact across Canada's sport system.

This year was defined by **transformation and forward momentum**, anchored by one of the most significant investments in our organization's history: the **Locker Transformation Project**. This comprehensive modernization of our national digital platform wasn't just about technology—it was about trust. It was about delivering a system that reflects the evolving needs of coaches, partners,

and administrators from coast to coast to coast. With enhanced accessibility, improved data quality, streamlined navigation, and mobile optimization, the Locker is now better positioned than ever to support learning, recognition, and decision-making throughout a coach's journey.

Our ongoing efforts are grounded in a relentless pursuit of **continuous improvement**. Whether it was expanding eLearning access, updating critical NCCP modules like **NCCP Making Head Way in Sport** and **NCCP Fundamental Movement Skills**, or launching inclusive initiatives for women, newcomers, and youth coaches, we worked in collaboration with our

partners to respond to the needs of a changing sport landscape.

This year also marked a remarkable milestone—the **50th anniversary of the National Coaching Certification Program (NCCP)**. Since 1974, the NCCP has set the national standard for coach education and development, enabling over 2.3 million coaches to learn, grow, and lead with purpose. Our celebration at the 2024 Partners Congress brought together generations of leaders who shaped the NCCP’s legacy—and whose vision continues to guide its future. It was a powerful reminder that coaching excellence in Canada is, and always has been, a shared achievement.

This report highlights many of the year’s strategic initiatives, including:

- The **Support Through Sport for Youth Coaches Program**, empowering youth to challenge gender-based violence through peer-led learning.
- Expansion of the **Advanced Coaching Diploma**, reinforcing values-based high-performance leadership.
- National initiatives to enhance diversity, equity, and accessibility, supported by key investments such as the Community Services Recovery Fund (CSRF) and the Women and Gender Equality Canada (WAGE) grant.
- Our new **Intercultural Skills in Sport** training modules and **Coaching in Canada** onboarding toolkit—important steps in building a coaching system that reflects and includes the full richness of Canadian society.

Throughout the year, our commitment to the **greater good** remained unwavering. We measure success not only in modules completed or coaches trained, but in the strength of our partnerships, the inclusivity of our learning spaces, and the quality of support offered to every coach, mentor, and sport leader in the system.

None of this would be possible without the **incredible community of contributors** who power our mission. I extend my heartfelt thanks to our dedicated Board of Directors, passionate staff, tireless volunteers, expert coach developers, mentors, and the thousands of coaches who show up for their communities every single day. Your work inspires ours.

As we look ahead, we remain focused on enabling safe, inclusive, and high-quality coaching at every level of sport. We are committed to leading with integrity, guided by our values, and always evolving to meet the needs of those we serve.

Thank you for continuing to believe in the transformative power of coaching—and in the collective impact we can achieve when we move forward, together.

Sincerely,



Lorraine Lafrenière & Bill Greenlaw
Chief Executive Officer & Chairperson, CAC
Board of Directors

From the Chief Operating Officer

Operational Highlights for 2024-2025

- The Locker transformation project marked a significant advancement in the development of the central digital platform owned by the Coaching Association of Canada. The national education database system is utilized by NCCP partners, Coaches, Administrators, and sport system partners as a source of data to achieve operational excellence in researching, developing, and administering NCCP and coach education programs. The primary focus of the project was to ensure accurate data quality, provide simple navigation, design an intuitive interface, and enhance backend capabilities. The enhanced data analytics feature, with high-quality output, will guide the entire ecosystem in improving the quality of decision-making. Technical improvements, such as framework and security enhancements, will achieve system resilience and accessibility. The three distinct phases were initiated, planned, and executed successfully within the allotted time, and the execution phase will continue until the end of the current fiscal year. All prioritized enhancements to the locker were established by cross-collaboration and vertical stakeholder engagement.
- The Community Sport Recovery Fund, a \$400 million investment by the Government of Canada, which was administered by the Canadian Red Cross, was to support

community service organizations to adapt, modernize their internal capacity to support recovery in communities in response to the COVID-19 Pandemic. The CAC project was a successful multidimensional opportunity. In collaboration with Harvard Analytics and the CAC research network, an optional demographic survey and the resulting analysis report was provided to inform the prioritization to inform CAC's diversity and inclusion future priorities. As part of the CSRF project, the digital accessibility of the Locker was also improved. Streamlined navigation and upgraded Drupal were implemented on www.coach.ca.

- To advance Gender Equity in sports, CAC was awarded a multi-year Women and Gender Equality Canada diversity and mentorship project in Coaching. Its aim is to implement mentorship programs for non-binary and women coaches through a national community of practice, this project will provide support and funding to multiple organizations. This project aligns perfectly with CAC's equity and sustainable leadership developmental goals in coaching across Canada.



Sudeshna Nambiar

Chief Operating Officer
Coaching Association of Canada



Photo credit: karmadharm, May 2024

Funded by the
Government
of Canada

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.

Who Are Our Coaches?

Insights from the 2024 NCCP
Demographic Survey.

Funded by the
Government of Canada's
Community Services Recovery Fund



Based on responses from 6,821 Locker account holders:

5,553 respondents indicated they are currently coaching



Average age: 48 years old



55%

identified as coaches
with multiple roles

77%

work full-time or part-
time outside of coaching

60%

are volunteer
coaches

54%

have been coaching for
over 10 years

46%

have experience coaching
athletes with a disability



Racial identity (self-identified):



78%

Caucasian/White

8%

Black

3%

Mixed racial identity

3%

East Asian

2%

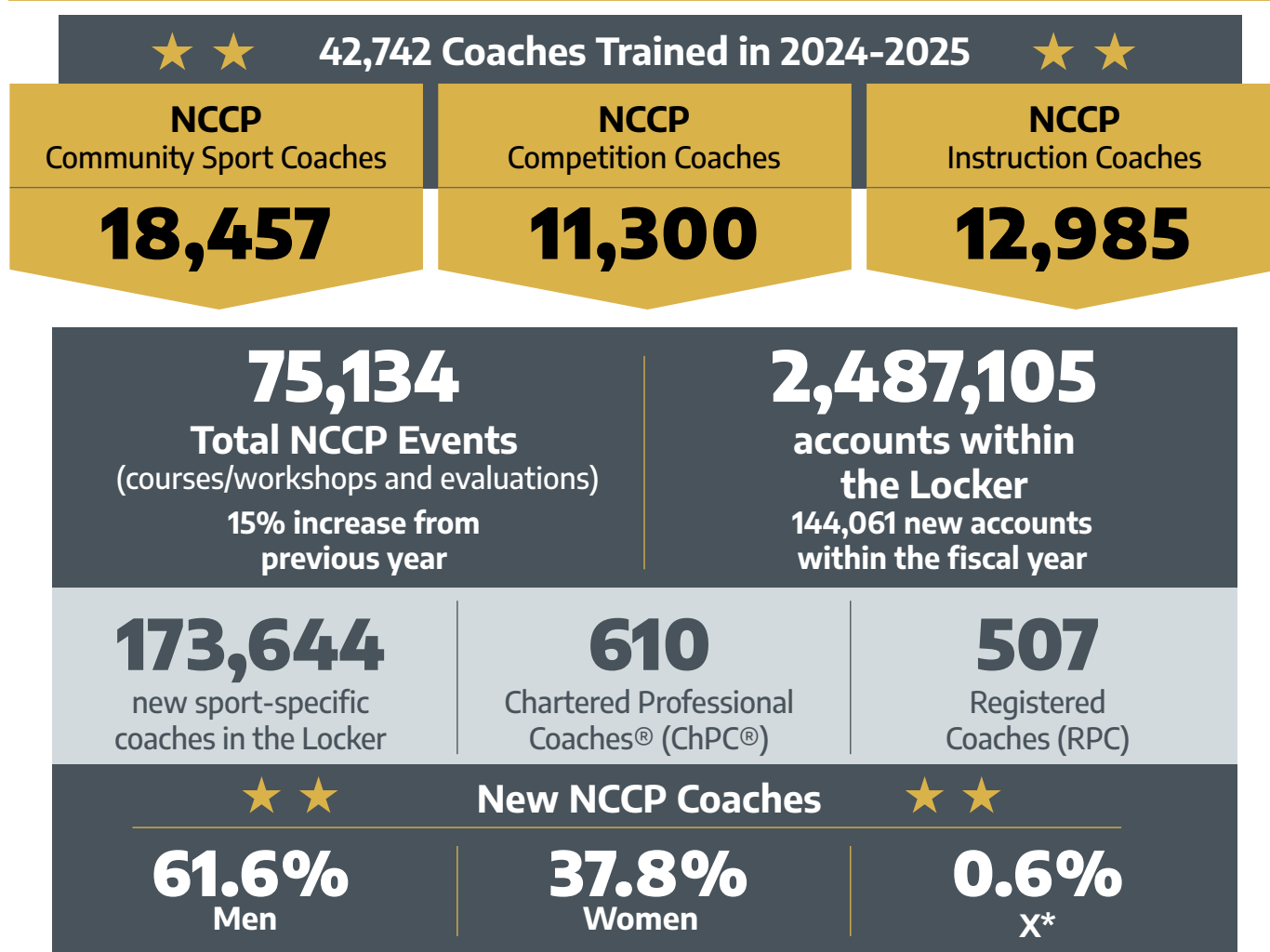
South Asian

2%

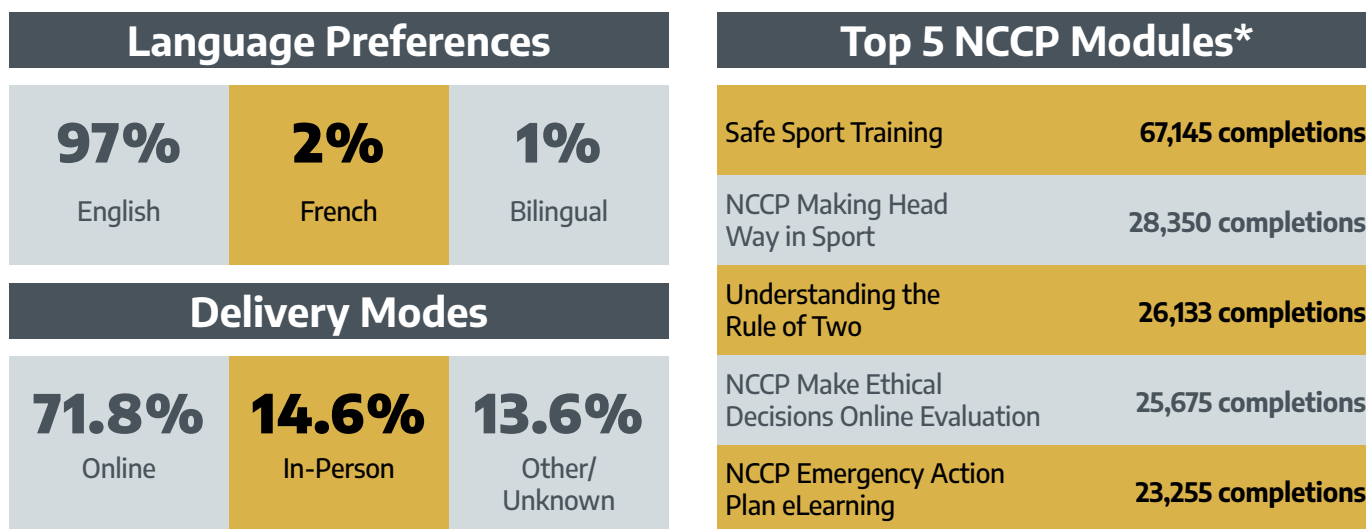
Prefer not to answer

These findings are helping the CAC and partners create programs to strengthen inclusion and increase the diversity of Canada's coaching community.

NCCP Delivery



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



*Accounts for 33.2% of all NCCP module completions

Education, Training and Development

Create, deliver, and promote excellence in education, training and development.

- Continuing improvement in programs, services and systems expertise for quality coaching
- Meaningful partnerships to address emerging coaching needs
- Increased access through platforms and innovation





Photo credit: Coaching Association of Canada / Kyle Clapham

National Coaching Certification Program Delivery



In 2024–2025, total NCCP events continued to grow, with a 13% increase across both multi-sport and sport-specific training. This expansion led to a 14% rise in new coaches engaging in coach education and training. While there was a slight dip in overall new coaches trained or certified—primarily in the community stream (the most accessed stream)—the number of new competition and instruction coaches increased from the previous year.

eLearning remains a key driver of participation. Completion of NCCP eLearning training and evaluations grew by 20%, jumping from 195,957 to 234,994. The most completed modules included **Safe Sport Training**, **NCCP Making Head Way in Sport**, **NCCP Make Ethical Decisions Online Evaluation**, **NCCP Emergency Action Plan**, and **NCCP Coach Initiation in Sport**.

Although overall multi-sport attendance dipped slightly compared to last year following the successful **Mental Health is Our Sport** campaign—it remained significantly above 2022–2023 levels, reflecting continued momentum in coach training and education.

NCCP Making Head Way in Sport

The **NCCP Making Head Way in Sport** module was revised and relaunched on August 23, 2024, to reflect the most up-to-date research and guidance from the 2022 International Consensus Statement on Concussions and the updated Canadian Concussion Guidelines. The revised module includes enhancements such as the use of the Concussion Recognition Tool 6 to help coaches recognize signs and symptoms, clearer information about medical clearance protocols, and practical tools like neuromuscular warm-up exercises that support prevention efforts.

To complement the relaunch, a 5-minute microlearning module was published online (coach.ca/concussion), offering a quick and accessible resource for coaches. A suite of advocacy materials, including posters and social media graphics, was also developed to help sport organizations communicate about concussion awareness and safety.

The CAC would like to thank Roger Zemek, MD; Dr. Pierre Fremont, MD; Dr. Kathryn Schneider, PhD; Laura Purcell, MD; Jennifer Dawson, Paul Eliason, PhD, for the research and expertise behind the revisions.

2024-2025 Highlights

- **2nd most completed NCCP module**
- **28,350 completions (5.5% of total NCCP modules)**



NCCP Fundamental Movement Skills

Thanks to funding from Sport Canada's Gender Equality: Equity, Diversity and Inclusion Grant, the **NCCP Fundamental Movement Skills (FMS)** module was revised to reflect modern coaching practices, greater accessibility, and inclusive design. The evidence – based, updated materials and content showcase increased diversity, including persons with disabilities, and apply Universal Design principles to foster inclusive coaching environments. A new marketing toolkit—featuring inclusive language, diverse visuals, and a promotional video—was launched to help broaden reach and engagement among female coaches and those working with underrepresented groups.

Updates also include refreshed Coach Workbooks, Learning Facilitator Guides, and a Teacher Resource Kit—featuring new videos, graphics, and marketing assets that spotlight support for girls and participants of all abilities.

The CAC would like to thank the expert review consults: Bettina Callary, PhD (Cape Breton University); Amanda Rymal, PhD (California State University, San Bernardino); Luc Tremblay, PhD (University of Toronto); and Maxime Trempe, PhD (Bishop's University).

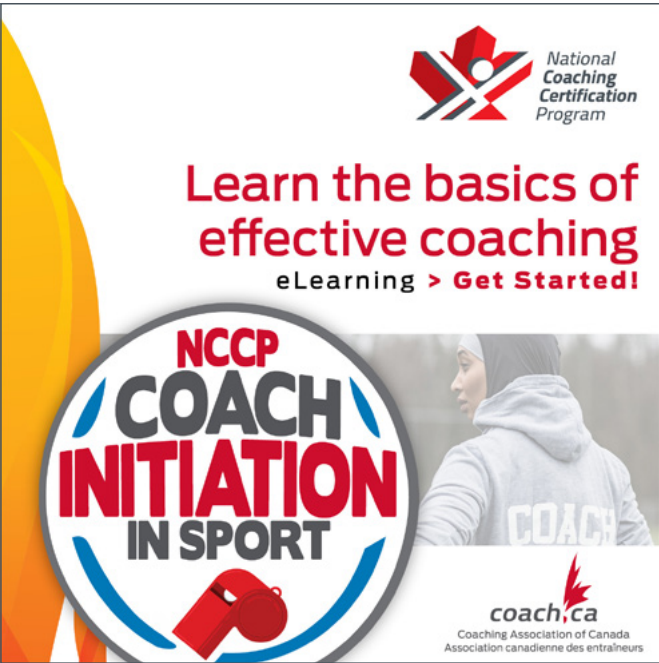


NCCP Coaching Athletes with a Disability and NCCP Coach Initiation in Sport

In September 2024, updated versions of the **NCCP Coaching Athletes with a Disability** and **NCCP Coach Initiation in Sport** eLearning modules were launched, advancing efforts to create more inclusive and informed sport environments.

The *NCCP Coaching Athletes with a Disability* module was revised to align with current research in disability sport coaching and to reflect inclusive language and practices used across the sport system. The refreshed module features updated imagery and case studies that better represent athletes with a disability and includes videos embedded with American Sign Language (ASL) and Langue des signes québécoise (LSQ). An updated version of the accompanying reference manual, **NCCP Introduction to Coaching Athletes with a Disability**, was also released on coach.ca.

Meanwhile, the *NCCP Coach Initiation in Sport* module was enhanced to better prepare coaches to foster inclusion, particularly for participants with disabilities, in their sport environments.



Module	Completion Rate Change from Previous Year
NCCP Coaching Athletes with a Disability	+21%
NCCP Coach Initiation in Sport	+17%

New Module – Coaching in Canada eLearning Module and Toolkit

To support the onboarding of international coaches into Canada's sport system, the CAC launched a new eLearning module, **Coaching in Canada**, on June 19, 2024. Developed in collaboration with sport system partners via a task force, the module introduces international coaches to Canada's values-based and athlete-centred coaching approach.

The module addresses key areas such as Understanding Indigenous History in Canada, Safe Sport, athlete - centred and values-based coaching, ethical conduct, communication and culture, and sport governance. It equips coaches with the knowledge and tools to navigate their new coaching environments with confidence and integrity.

To further support safe sport in Canada, a comprehensive toolkit was created for National Sport Organizations (NSOs) and other coach employers. The purpose of the resource was to develop consistent standards of practice to assist with the recruitment, screening and onboarding of international coaches in alignment with Canadian leading practices, employment law, human rights and values.



Alignment of Key NCCP Multi-Sport Training Modules

To ensure consistency with evolving terminology and coaching practices, the CAC updated 3 core NCCP multi-sport training modules in 2024–2025: **NCCP Design a Basic Sport Program**, **NCCP Advanced Practice Planning**, and **NCCP Performance Planning**.

These revisions were informed by feedback from NCCP partners and resulted in the update of 12 accompanying documents. The refreshed content reflects a more inclusive, athlete- and participant-centred approach, with greater emphasis on wellness and suitability for coaches across all levels of sport.

Intercultural Skills in Sport

Fostering intercultural skills helps coaches create more inclusive environments and strengthen team dynamics. In July 2024, the CAC launched three **Intercultural Skills in Sport** eLearning modules—Defining Culture, Culture and Me, and Culture and Us. These modules support coaches in developing cultural humility, effective communication strategies, and building inclusive coaching practices across diverse communities.

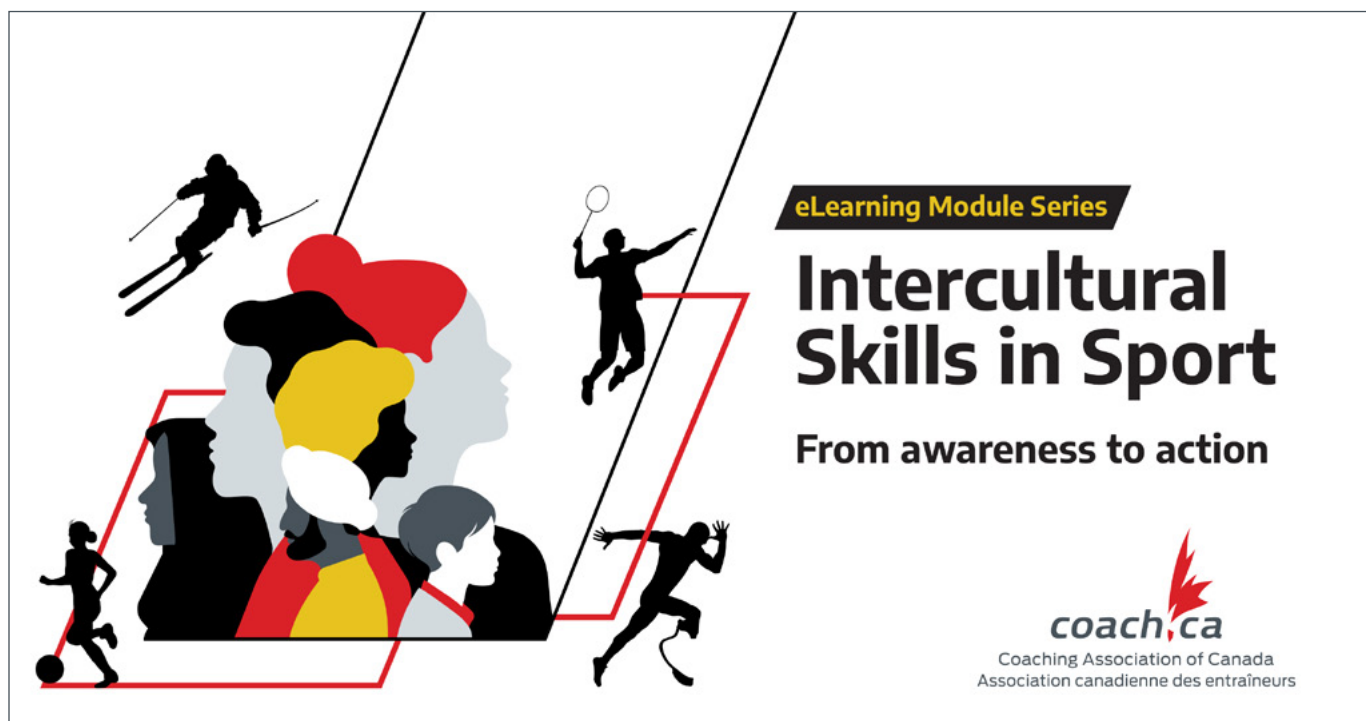
To amplify awareness and encourage uptake, a national digital campaign ran from October to December 2024, reaching coaches across Canada through targeted promotion.

A dedicated **resource page** was also created to complement the module, offering:

- **CAC Educational Resources** on intercultural learning
- **Templates** for Equity, Diversity, and Inclusion policies, onboarding and inclusive practices
- **Reports** from the Newcomer Coach Mentorship Project
- **Glossary of Terms** to support learning and consistency
- **Additional Resources** related to truth and reconciliation and inclusive coaching

These tools collectively help coaches embed intercultural competence into their practice and foster meaningful, inclusive sport experiences.

5,589
module
completions
since launch



Support Through Sport for Youth Coaches Program

Financial contribution from
Avec le financement de



Public Health
Agency of Canada

Agence de la santé
publique du Canada

In 2024, the CAC launched a new initiative under its **Support Through Sport** series to address youth dating violence and gender-based violence in sport. Funded by a five-year grant from the Public Health Agency of Canada (PHAC), the program is designed as a youth-led intervention that builds on the foundation of the original Support Through Sport project (2019-2024).

Working in collaboration with the University of Toronto's Safe Sport Lab, the CAC began by conducting a literature review on peer-led interventions, youth dating violence, and gender-based violence. Findings from the review confirmed the critical need for prevention efforts tailored to sport environments—particularly those that centre youth voices.

To guide development, a national team of youth coaches, sport leaders, and subject matter experts was formed. This diverse group is co-developing the educational content and shaping the delivery model, ensuring that the program is grounded in lived experience, research, and community needs.

By empowering youth coaches to lead this work, the CAC is advancing its efforts to develop leaders who will model healthy relationships, build capacity among new coaches, and address harmful behaviours in sport environments and beyond.

DID YOU KNOW?

45% of youth in Canada between the ages of 15 and 17 reported experiencing some form of dating abuse or violence.



Photo credit: Coaching Association of Canada / Kyle Clapham

Elevating High-Performance Coaching: Advanced Coaching Diploma Expansion

In 2024–2025, the revised **NCCP Advanced Coaching Diploma** (ACD) program continued to expand, with new cohorts launched by the Canadian Sport Institute Alberta (CSI-AB) in May, the Institut National du Sport du Québec (INS-QC) in September, and a second cohort at the Canadian Sport Institute Ontario (CSIO) also in September.

This year's delivery demonstrated strong coach engagement, growing demand, and consistently high satisfaction amongst its graduates. Coaches noted significant gains in areas such as performance analysis, planning, and values-based leadership. Preliminary monitoring reports confirmed that coaches were applying new knowledge in more holistic and intentional ways—supporting not just athlete performance but also fostering positive coaching cultures.

The program's structure, including one-year delivery, enhanced mentorship, and more interactive live sessions, was identified as critical to its success. As part of continuous improvement, updates were made to assignment clarity, module sequencing, and learner navigation within the LMS.

31 sports represented from
96 applications submitted

100% of participating coaches felt engaged
and interested in the program



“Since completing the program, I’ve gained a deeper understanding of the coach-athlete relationship and how to foster better connections and interactions. This has allowed me to plan practices more effectively, focusing on performance while enhancing the human aspect of coaching.”

ACD Coach, CSIO Cohort

Support to Sport (S2S) Contribution Program

Through the planning and execution of project plans, the CAC worked to create efficiencies within the S2S program and explore new opportunities for collaboration across the sport system to address emerging coaching needs.

Projects this year included joint initiatives with National Sport Organizations (NSOs)—such as co-developing a *Competition – Introduction context*, collaborating on eLearning updates, and piloting a coach evaluator training project. Lessons learned through these initiatives will help inform future planning and identify opportunities to create greater economies of scale in 2025–2026.



NCCP Policy on Coach Developers – Revisions and Communications Plan

The approved NCCP Policy on Coach Developers began implementation in June and July 2024. A national communications plan was launched in collaboration with NCCP partners to inform coach developers and stakeholders of the changes.

In July, updates were also deployed in the Locker to reflect the new policy. These updates revised thousands of coach developer transcripts to include the modules they are qualified to deliver—significantly increasing system-wide delivery capacity across the NCCP.

Strengthening Community Coach Pathways

To better support NSOs in delivering quality sport programming at the community level, the CAC reviewed the NCCP pathway and the Outcomes, Criteria, and Evidences (OCEs) for the community coaching context. Informed by past research and consultation with partners through small working groups, the review focused on the realities faced by community coaches—including those working with masters athletes.

Preliminary models to improve delivery and relevance are under discussion, with further consultation planned for 2025–2026. As part of this effort, an updated version of the **NCCP Coach Initiation in Sport** eLearning module was launched in July 2024, offering new coaches inclusive, foundational training from the start.

**More than 85%
of coaches in
Canada's sport
system are
community-level
coaches, and most
of those coaches
are volunteers.**



Canada Games – Jeux du Canada / Scott Grant



Canada Games - Jeux du Canada / Scott Grant

NSO Approvals 2024-2025

The CAC continued its collaboration with NSO partners to support the development and revision of their NCCP. In 2024-2025, several NSOs moved toward developing their NCCP contexts, with the following receiving Conditional Approval (CAP) or Final Approval status:

NSO	Context	Approval
Canada Soccer	Competition Development	CAP
Equestrian Canada	Community Sport Initiation	CAP
Nordiq Canada	Competition Development Advanced Gradation	Final
Snowboard Canada	Community Sport Initiation	Final
Triathlon Canada	Competition Development Advanced Gradation	Final
Weightlifting	Competition Development	Final

Community of Practice: Building Social Learning Leaders in Sport



Coach development in Canada is evolving to reflect the power of collaboration and peer-based learning. In partnership with the Social Sciences and Humanities Research Council and the Coaching Association of Canada, Dr. Diane Culver's SoLID lab at the University of Ottawa is leading a three-year research and development initiative to train **Social Learning Leaders (SLLs) for sport**.

Through a structured certificate program, the initiative is embedding SLLs into sport leadership roles—supporting Communities of Practice (CoPs) to address emerging needs such as Safe Sport, Gender+ Equity, and the inclusion of marginalized voices. This is the first coordinated national effort to train and institutionalize SLLs within the not-for-profit sport system in Canada.

Year 2 Highlights (2024–2025):

- 10** Communities of Practice (CoPs) hosted
- 17** SLL trainees co-facilitated discussions
- 11** sport CoPs active across the country
(7 in English, 4 in French)

Topics included high performance, gender equity, EDI, and coach development

Nearly 200 coaches and sport administrators engaged



What is a Community of Practice (CoP)?

A community of practice is a group of people who share a common interest and learn from each other through regular interaction and shared experiences. It's a proven effective development tool.

What is a Social Learning Leader (SLL)?

A social learning leader is someone who facilitates and fosters collaboration, knowledge sharing, and learning within a group or organization through social interaction and relationships.

Research Project – Current and Future State of Coach Learning and Education

To support the continued evolution of coach education in Canada, the CAC partnered with the University of Windsor on a comprehensive research initiative. This included a literature review on the current and future state of coach learning, as well as an analysis of data collected through Pulse surveys since 2021. The Pulse survey analysis compared training experiences across delivery formats, including in-person, online synchronous, home study, and eLearning. Based on 55,473 completed surveys from NCCP and CAC multi-sport participants, the findings showed consistently high satisfaction, increased confidence and competence, and strong motivation to apply what was learned—regardless of delivery method.

The literature review explored the effectiveness of synchronous, asynchronous, and blended delivery models—highlighting the strengths and limitations of each, along with strategies to improve coach engagement. It also examined how digital learning is reshaping the landscape and the emerging skills coaches need to succeed in an increasingly tech-driven environment.

Together, these findings reinforce the impact of CAC’s coach training and will guide future program design and policy decisions to ensure coach education in Canada remains responsive, learner-centred, and evidence-based.



Leadership

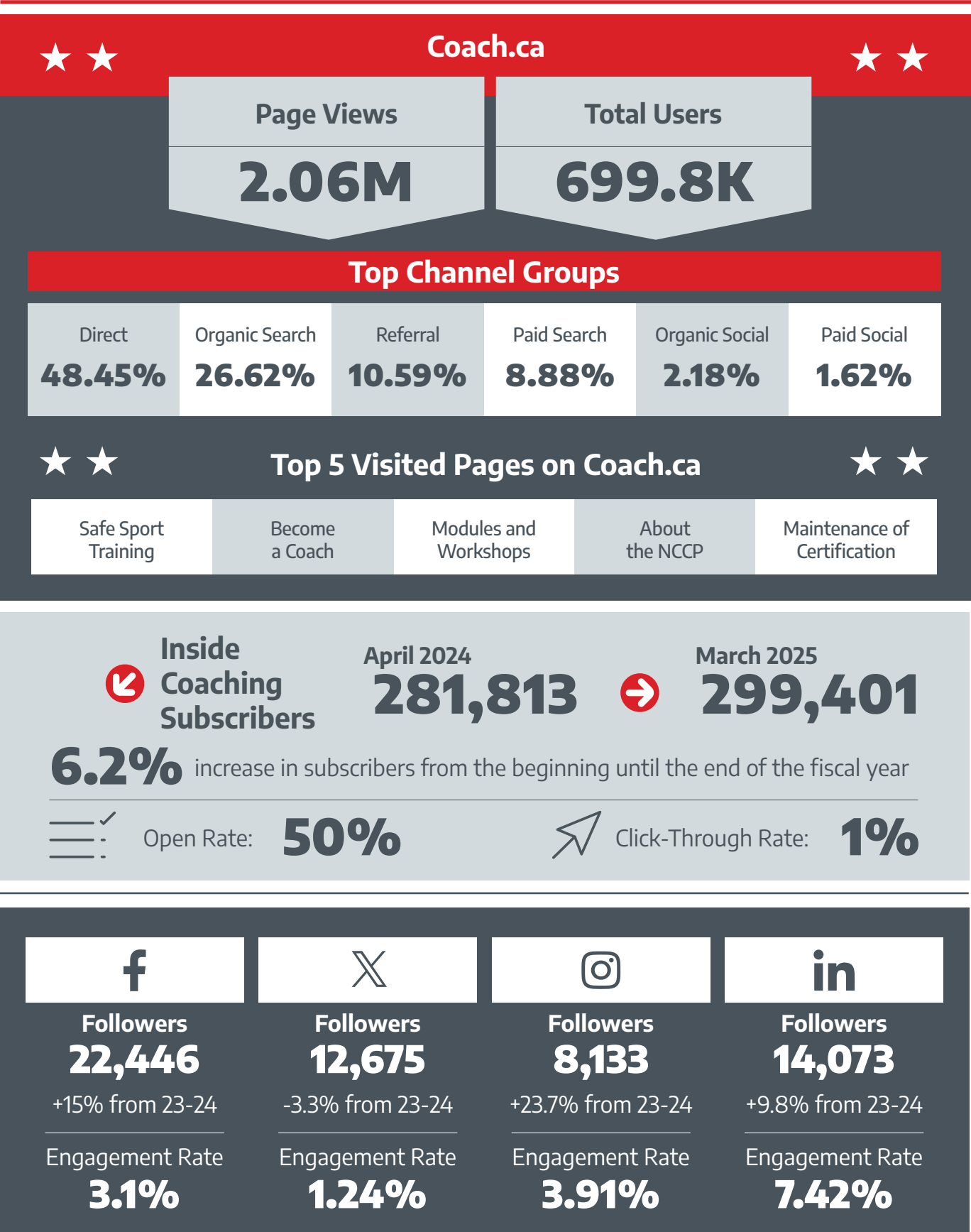
Celebrate and grow the influence of sport.

- Unite the sport system in prioritizing coaching
- Foster inclusion as a foundation of sport in coaching
- Maximize the potential of Canada's coaching system internationally



Coaching Association of Canada / Kyle Clapham

Digital Numbers to Highlight



Corporate Services – Enhancing Customer Support for Coaches and Partners

To strengthen customer service across its platforms, the CAC introduced several improvements this year to streamline communication and support for coaches and partners.

A new Freshdesk Help Widget was added to coach.ca, enabling easier access to solution articles, direct ticket submission, and a simplified “Contact Us” form. Filters were implemented to route inquiries directly to the appropriate department, and Freddy AI—Freshdesk’s intelligent assistant—was integrated to provide smarter, faster support.

Service Level Agreements (SLAs) were also updated to improve response times, and partners benefited from improved training on CAC’s Locker system through dedicated sessions facilitated by the Coach & Partner Services team.

88 Locker training sessions delivered
up 25.7% from previous year

25K+ coaches and partners supported

Mental Health and Sport Resource Hub

Although the *Mental Health Is Our Sport* initiative—funded by the Public Health Agency of Canada—concluded at the end of the 2023–2024 fiscal year, the CAC’s **Mental Health and Sport Resource Hub** continues to serve as a central access point for tools that support coach mental health literacy.

The Hub features the CAC’s **Mental Health in Sport** eLearning module (available in 10 languages), along with the Canadian Centre for Mental Health and Sport’s (CCMHS) **Powering Coach Mental Health Literacy** workshop trilogy, and a collection of articles, tip sheets and support tools. Together, these resources help coaches, athletes, and parents/guardians access trusted information and practical guidance to support mental well-being in sport.



High-Performance Women in Coaching Mentorship Program

The CAC continues to use mentorship and apprenticeship programs as an opportunity to support the leadership and community development for women coaches in Canada. In the Fall of 2024, 18 Mentee coaches were selected to the **High-Performance Women in Coaching Mentorship Program** and are supported by one of 10 Mentor coaches.

Alongside one-to-one mentorship, the coaches completed two workshops from the Training for Effective Mentees series to empower them with the tools and resources to thrive as mentees. The coaches will continue gain critical leadership skills through professional development opportunities in 2025, as the program wraps up December 2025.

2024-2025 Mentor Coaches

Name	Sport
Allison McNeill	Basketball
Brenda Willis	Volleyball
Carol Love	Rowing
Cheryl Jean-Paul	Basketball
Erin McAleenan	Basketball
Marta Belsh	Swimming
Severine Tamborero	Tennis
Shelley Coolidge	Hockey
Vicki Keith	Swimming
Tanya Dubnicoff	Cycling

2024-2025 Mentee Coaches

Name	Sport
Celine Freeman-Gibb	Athletics
Christine Hyde	Basketball
Constanze Paulinus	Figure Skating
Erin Carter	Volleyball
Haylie Burton	Swimming
Isabelle (Izzy) Cropper	Hockey
Jenna Merk	Hockey
Joni Frei	Softball
Julia Sugawara	Rugby
Jy Lawrence	Swimming
Madeline Belding	Basketball
Marissa Lindquist	Basketball
Mia KurtzFavero	Volleyball
Nicole Garrido	Short Track Speed Skating
Nikolina Mhajlovik	Water Polo
Rachel Van Woezik	Basketball
Sherraine René Schalm	Fencing
Tiffany Gaudette	Boccia

Women in Coaching Canada Games Apprenticeship Program

In partnership with Provincial/Territorial Coaching Representatives (PTCRs), Provincial/Territorial Sport Organizations (PTSOs), the Aboriginal Sport Circle (ASC), and the Canada Games Council, the CAC is supporting 25 women coaches with a professional development opportunity through the **Canada Games Apprenticeship Program**.

Over the past year, participating coaches connected through a virtual orientation webinar to complete two workshops from the *Training for Effective Mentee* series and in-person at the 2024 Petro-Canada Sport Leadership sportif Conference. These development opportunities are helping prepare them for their roles at the 2025 Canada Summer Games in St. John's, Newfoundland and Labrador.



2025 Women in Coaching Canada Games Apprentice Coaches

Name	Sport	Province/Territory
Roxanne Skoreyko	Athletics	Alberta
Jazmyne Barker	Wrestling	Alberta
Catalina Obyrne Giraldo	Diving	British Columbia
Kaitlyn Cameron	Softball	British Columbia
Sarah-Jane Speers	Rugby	Manitoba
Katie Heppner	Baseball	Manitoba
Emily Briggs	Basketball	New Brunswick
Rachelle Leblanc	Baseball	New Brunswick
Taylor Cormier	Golf	Newfoundland and Labrador
Erin Grabka	Beach Volleyball	Newfoundland and Labrador
Sherry Alexander	Athletics	Nova Scotia
Lucy Glen-Carter	Volleyball	Nova Scotia
Richelle Castillo	Basketball	Northwest Territories
Heather Coakwell	Volleyball	Northwest Territories
Haley Heffel	Wrestling	Nunavut
Lauryn Bons	Rugby	Ontario
Hailey Dermott	Wrestling	Ontario
Mia Fradsham	Rugby	Prince Edward Island
Lydia Enman	Wrestling	Prince Edward Island
Marie-Eve Landry	Swimming	Quebec
Emy Bellavance	Artistic Swimming	Quebec
Taylor McGregor	Athletics	Saskatchewan
Madison Garchinski	Softball	Saskatchewan
Katie McAfee	Basketball	Yukon
Taylor Phillips	Volleyball	Yukon

Game Plan Coaching Education Grants – Supporting the Athlete to Coach Transition

Through its partnership with Game Plan, the CAC continued to support high-performance athletes transitioning into coaching through the **Game Plan Coaching Education Grants**. These grants offer up to \$1,000 toward *NCCP Competition – Development and Competition – Introduction* coaching streams, and the **NCCP Advanced Coaching Diploma** program.

With a focus on advancing gender equity in coaching, the CAC provided \$6,000 in funding to support the 8 women coaches among the 20 total grant recipients this year.



GAME PLAN
PLAN DE MATCH

2025 Women Coach Grant Recipients

First Name	Last Name	Sport
Elisa	Bolinger	Rowing
Kate	Campbell	Karate
Katie	Clark	Rowing
Laura	Condotta	Volleyball - Indoor
Steph	Currie	Alpine Skiing
Caileigh	Filmer	Rowing
Ivy	Liao	Table Tennis
Valerie	Maltais	Speed Skating

Canadian Journal for Women in Coaching

Through its quarterly publication, the **Canadian Journal for Women in Coaching**, the CAC continues to share timely, relevant, and targeted information that supports a healthier, more inclusive environment for women in sport.

In 2024-2025, the Journal published four articles exploring diverse experiences and opportunities for women coaches. Topics included:

- The role of women coaches as NCCP Coach Developers
- Stories from three Canadian women in coaching
- Opportunities for women created through the Professional Women's Hockey League (PWHL)
- A spotlight on four women coaches who represented Canada at the 2024 Paris Olympic and Paralympic Games



“I love to see people succeed, grow, do things they don’t think possible. I love to watch people lead and I love to be a leader. I love the whole process, and that applies to everything I do. In my coaching, I get everybody’s best version of themselves. What a privilege to have a life like that.”

Jocelyn Barrieau, Assistant Coach, Women’s Rugby 7’s

WAGE Grant - Women in Coaching Mentorship and Community of Practice

The **Women and Gender Equity in Coaching (WAGE)** project aims to advance gender equity, leadership development, and knowledge sharing across all sport contexts in Canada.

In 2024–2025, 16 sports—spanning provincial, national, and multi-sport organizations across summer, winter, team, individual, and Paralympic disciplines—participated in a national mentorship program for women in coaching. The initiative includes leadership development opportunities, a Community of Practice (CoP) for sport leads and mentors, and in-person training involving 80 sport leads, mentees, and mentor coaches.

As part of this work, the NCCP Mentorship Module and accompanying Mentorship Guides are being revised to reflect the evolution and best practices of women’s mentorship programming in Canada.

Selected Sport Organizations:

- Athletics Canada
- Baseball Canada
- Boccia Canada
- Canoe Kayak Ontario - Sprint
- Canadian Sport Institute - Atlantic
- Curl BC
- Cycling Canada
- Football Canada
- Gymnastics Canada
- Karate Canada
- Manitoba Fencing Association
- Ringette Canada
- Speed Skating Canada
- Sport Newfoundland & Labrador
- Table Tennis Canada
- Volleyball Alberta



Photo credit: Syntax Strategic, January 2025

Supporting Coaches Along the Disability Sport Pathway

To better equip coaches to work with participants and athletes with disabilities across all levels—from grassroots to high performance—the CAC has begun intensifying its integration disability-related content into key areas of coach education.

This year, new content was introduced into the **NCCP Fundamental Movement Skills** module and the **Advanced Coaching Diploma** program to ensure coaches gain the knowledge and tools needed to foster inclusive sport environments.

Additionally, the joint partner meeting *Welcoming Participants of All Abilities* was a notable success, bringing attention to the wealth of existing resources and sparking valuable dialogue on enhancing accessibility in coach training.



Enhancing Diversity, Accessibility, and Inclusivity in Coach Education

Supported by the Government of Canada's Community Services Recovery Fund (CSRF)

In 2023, the CAC launched a multi-pronged initiative to advance equity and accessibility in coach education, made possible through a grant from the Government of Canada's *Community Services Recovery Fund (CSRF)*. This national project focused on improving data collection, platform accessibility, educational content, and inclusive outreach—ensuring that coaches across Canada can access learning opportunities and resources in a more inclusive and user-friendly environment.

Community Services
Recovery Fund



Canadian
Red Cross



Funded by the
Government of Canada's
Community Services Recovery Fund

Canada

National Coach Demographics Survey

With CSRF support, the CAC developed and distributed the first national demographic survey for coaches registered in The Locker. This initiative captured valuable insights into the composition of Canada's coaching community, including race, gender, language, experience, and more—laying the foundation for informed, equity-focused decision-making across the sport system.

6,821 survey respondents

eLearning Module Optimization

Informed by feedback from coaches with lived experience of disability, the CAC revised 11 eLearning modules to meet Web Content Accessibility Guidelines (WCAG) 2.1 standards. Both English and French modules were enhanced with features such as alternative text, voiceovers, and improved screen reader compatibility—ensuring that more coaches can engage with learning content equitably.

12 eLearning modules updated to meet WCAG 2.1 standards

Mobile Enablement of the Locker

To enhance accessibility, the CAC introduced a fully mobile-optimized version of The Locker—designed to improve navigation, streamline payment, and ensure seamless access to eLearning modules across devices. The interface was built with inclusion at its core, creating a more consistent and accessible experience for all users.

**6,821
survey
respondents**

Inclusive Marketing and Website Enhancements

The CAC also improved its digital infrastructure and outreach to better reflect and serve Canada's diverse coaching population. Key website upgrades included multilingual functionality (supporting 106 languages), customizable quick links, and the launch of a new Become a Coach landing page with direct pathways for aspiring coaches. A centralized resource library was also introduced to simplify access to key documents and guides.

In parallel, a national marketing campaign—featuring coach and lifestyle influencers—amplified the message that coaching is an inclusive and welcoming profession. The campaign reached new audiences across the country, reinforcing coaching as a space for everyone.

**Website now supports
106 languages**

**2.66M+ digital impressions from
inclusive marketing campaign**

Equity, Diversity, and Inclusion (EDI) Grant Program, powered by MONDO



In 2024–2025, the CAC supported 10 sport organizations through the **Equity, Diversity, and Inclusion (EDI) Grant Program**, helping to advance diversity and equity in coaching across Canada.

With support from MONDO—the program’s new presenting sponsor—the value of each grant was increased from \$500 to \$1,500, enabling deeper impact. Collectively, these initiatives reached 164 coaches, fostering more inclusive and representative coaching environments.

Grant Recipients

Organization	Project
Baseball Canada	Women in Coaching Program
Canadian Cerebral Palsy Sport Association	Boccia Coaches with Disabilities Development Program
Curling Canada	“Confidence” – Building Confidence in Female Coaches
Cycling Canada	Diversifying Coaches at Cycling Canada
Field Hockey Canada	Stick Together Mentoring Program
Rowing Canada Aviron	Women Coaches Leading Women's Crews
Sailing Canada	Coach Development: Training Camp & Competition Mentorship for Female Coaches
Taekwondo Canada	Women on the Rise
Triathlon Ontario	Coach Developer Mentorship
Volleyball Canada	Mentorship for Women Coaches

Grant value tripled: \$1,500 per participant

10 sport organizations supported

164 coaches reached through funded initiatives

Events

Recognizing Volunteer Coaches During National Volunteer Week



April 14–20, 2024

From April 14–20, the CAC joined Volunteer Canada in celebrating *National Volunteer Week*, recognizing the vital role volunteer coaches play in building inclusive, healthy communities across the country.

During the week, the CAC's CEO Lorraine Lafrenière and Board Member Fabienne Blizzard participated in a national roundtable hosted by Volunteer Canada, highlighting how coaching contributes to volunteerism and community well-being. Throughout the week, the CAC and P/TCRs promoted coaching as a meaningful way to give back by offering free access to the **NCCP Coach Initiation in Sport** eLearning module.

48.8%
of coaches
surveyed
by the CAC
identified
as volunteer
coaches



Uniting Sport Leaders at Partners Congress 2024



June 3-5, 2024

From June 3-5, 2024, the CAC welcomed over 150 representatives from 53 sport organizations to Partners Congress in Ottawa. The event featured plenary and breakout sessions, a first-time attendee orientation, and a special celebration marking the 50th anniversary of the NCCP.

97%
**attendee
satisfaction
rate**

Attendee feedback was overwhelmingly positive, with 97% reporting satisfaction with the overall experience. Key discussion themes included the upcoming 2026–2030 NCCP Reinvestment Fees, efforts to standardize the community coach pathway and *NCCP Make Ethical Decisions* training, inclusive coaching practices, and updates to the Coach Developer policy.

Highlights also included a new *eLearning 101* session, the return of Partner Speed Dating, and the formation of a task force to support ongoing program development.



Celebrating 50 Years of the NCCP



June 2024

At the 2024 Partners Congress, the CAC and its partners celebrated the 50th anniversary of the **National Coaching Certification Program (NCCP)**. The milestone was marked by reflections from many of the program's original contributors, who shared stories from its early days and the evolution of coach education in Canada.

Since its inception in 1974, the NCCP has equipped millions of coaches with the tools to lead with integrity, inclusion, and excellence—impacting not only sport in Canada but coaching systems around the world.



**Since 1974,
over 2.3
million
coaches have
taken an
NCCP module.**



“Thank you all, for all of the work that all of you as partners put into this famous program (NCCP) it’s a tribute to a collective, intelligent, will, and goodwill by all the partners to achieve something for the betterment of sport in Canada.”

Lyle Makowski,
Executive Director, Coaching Association of Canada 1975-1980

Celebrating a Decade of Impact: 10th Anniversary of National Coaches Week



September 21-29, 2024



The 10th anniversary of **National Coaches Week (NCW)** took place from September 21-29, 2024, continuing the CAC's annual

tradition of recognizing and celebrating the important role coaches play across Canada.

As done in previous years, the CAC provided a wide range of tools to help partners and sport organizations get involved—including a Participation Guide, free eLearning modules available throughout the week, and promotional materials to support community events and coach recognition efforts. A dedicated marketing campaign generated over 765,000 impressions and 47,600 engagements through digital ads and social media. The campaign also contributed to 18,019 visits to the NCW landing page on coach.ca.

Throughout the week, 6,644 free NCCP eLearning modules were claimed, and 4,905 new Locker accounts were created—more than 8x the regular weekly average. Coaches, athletes, and organizations from across the country joined in to say #ThanksCoach through stories, contests, coach spotlights, awards, and community celebrations.

Photo credit: karnadharma, May 2024

Amplifying Voices at the 2024 Petro-Canada™ Sport Leadership sportif Conference



November 14-15, 2024

In November 2024, the *Petro-Canada™ Sport Leadership sportif Conference (SLS24)* was hosted for the first time in Regina, Saskatchewan. Held at the REAL District and in collaboration with Tourism Regina, the conference welcomed 386 delegates from across the country—including sessions hosted inside the football stadium for a unique local touch.

Over the two days, 43 content experts shared insights on leadership, inclusion, and coach development, while 33 sponsors helped bring the event to life through a sold-out trade show with branded activations.

The theme, *Amplifying Voices*, created space for insightful discussions to nurture a community of resilient and enlightened leaders who can create supportive environments where individual voices can thrive. thank Regina Tourism.

386

delegates

43

content experts

33

event sponsors

“This was one of the best value conferences I have attended in a long time.”

Delegate

“Incredible experience and very well done - exceeded my expectations. The in-person networking opportunities was the highlight for me.”

Delegate

“We had a wonderful time connecting with delegates at the event and enjoyed all of the additional activities you had planned.”

Event Sponsor





2024 Petro-Canada Sport Leadership Awards Gala



November 15, 2024

Under the theme Precious Medals, the **2024 Petro-Canada™ Sport Leadership Awards Gala** took place in Regina, Saskatchewan, on November 15, 2024. The event honored 71 outstanding coaches as part of the CAC National Awards Program, with 16 attending in person to receive their awards. Attendee feedback was overwhelmingly positive, with 100% satisfaction in the overall experience, reception, and on-stage presentations. The event successfully celebrated excellence in sport while recognizing individuals for their contributions to coaching development. It also highlighted the program's impact in fostering growth within the sport community in Canada.



100%

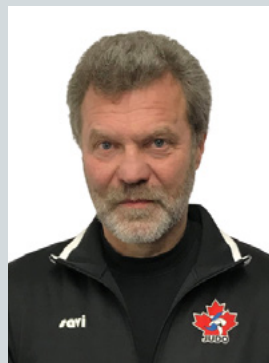
**attendee satisfaction
with the overall
experience, reception,
and presentations**



Photo credit: Bravo Tango, November 2024



Photo credit: Bravo Tango, November 2024



Lifetime
Achievement
Award

Andrzej Sadej,
ChPC



Impact
Award

**Baseball
Canada's Women
in Coaching
Program**



NCCP Coach
Developer Award

Karol Sauvé,
ChPC



Coach of the
Year Award

Joe Cecchini

Petro-Canada Coaching Excellence Awards

Recipients of the **Petro-Canada Coaching Excellence Awards** are some of Canada's most outstanding national team coaches. These coaches have dedicated their time and efforts to ensuring that athletes reach their potential on the international stage. In 2024, 67 coaches from 27 unique sports were recognized with this prestigious award.



2024 Recipients

Alberta

Coach	National Sport Organization
Christopher Woods	Athletics Canada
Ron Thompson	Athletics Canada
Alexander Martin	Canadian Fencing Federation
Don Bartlett	Curling Canada
Michael Lizmore, ChPC	Curling Canada
Dan Proulx, ChPC	Cycling Canada
Philippe Abbott, ChPC	Cycling Canada
Trish Quinney, ChPC	Gymnastics Canada Gymnastique
Heather Fidyk, ChPC	Karate Canada
Remmelt Eldering, ChPC	Speed Skating Canada
William Dutton	Speed Skating Canada
Dave Johnson, ChPC	Swimming Canada
Haley Bennett	Swimming Canada
Nicole Ban	Volleyball Canada

British Columbia

Coach	National Sport Organization
Dylan Armstrong	Athletics Canada
Geoffrey Harris	Athletics Canada
Mohamad Saatara	Athletics Canada
Patrick Waters, ChPC	Athletics Canada
Thaiyo Seo	Breaking Canada
Curt DeWolff	Gymnastics Canada Gymnastique
Tom Morris, ChPC	Rowing Canada Aviron
Jy Lawrence, ChPC	Swimming Canada
Scott Talbot, ChPC	Swimming Canada
Carolyn Murray, ChPC	Triathlon Canada
David Ogle, ChPC	Weightlifting Canada Haltérophilie

New Brunswick

Coach	National Sport Organization
Ryan Allen, ChPC	Swimming Canada

Nova Scotia

Coach	National Sport Organization
Heather Hennigar, ChPC	Athletics Canada
Andreas Dittmer, ChPC	Canoe Kayak Canada
Anna Hetzler	Canoe Kayak Canada
Jack Hanratty	Rugby Canada

Ontario

Coach	National Sport Organization
Doug Wood	Athletics Canada
Glenroy Gilbert, ChPC	Athletics Canada
Paul Galas	Athletics Canada
Richard Parkinson, ChPC	Athletics Canada
Zdenek Krykorka	Athletics Canada
Joel Hazzan, ChPC	Canoe Kayak Canada
Alain Corbeil	Curling Canada
Caleb Flaxey	Curling Canada
Carol Lane	Skate Canada
Jon Lane	Skate Canada
Juris Razgulajevs	Skate Canada
Dave Tontini	Swimming Canada
Andrea Rabzak	Tennis Canada

Québec

Coach	National Sport Organization
Samir El-Mais	Boxing Canada
Vincent Auclair, ChPC	Boxing Canada
Michel St-Georges	Curling Canada

Sébastien Travers, ChPC	Cycling Canada
Stéphane Lapointe	Diving Plongeon Canada
Yihua Li, ChPC	Diving Plongeon Canada
Karina Kosko, ChPC	Gymnastics Canada Gymnastique
Antoine Valois-Fortier	Judo Canada
Janusz Pawlowski, ChPC	Judo Canada
Michel Gagnon, ChPC	Racquetball Canada
Rino Langelier, ChPC	Racquetball Canada
Amélie Brochu	Skate Canada
Josée Picard, ChPC	Skate Canada
Julie Marcotte	Skate Canada
Marilyn Langlois	Skate Canada
Pascal Denis	Skate Canada
Gregor Jelonek, ChPC	Speed Skating Canada
Marc Gagnon	Speed Skating Canada
Muncef Ouardi	Speed Skating Canada
Sébastien Cros	Speed Skating Canada
Marc-André Pelletier, ChPC	Swimming Canada
Simon Deguire	Swimming Canada

Saskatchewan

Coach	National Sport Organization
Mary Carroll	Diving Plongeon Canada
Ryan Jones, ChPC	Swimming Canada

Bringing Coaches Together at Community Coaches Day



November 16, 2024

Following SLS24, the CAC partnered with the Coaches Association of Saskatchewan to host *Community Coaches Day presented by SaskLotteries*—a unique one-day event designed to bring local coaches together for learning, connection, and community building.

The event welcomed 65 Saskatchewan-based coaches for a day of professional development and discussion, reinforcing the value of peer connection and ongoing support in community sport environments.

The CAC extends a sincere thank you to the Coaches Association of Saskatchewan, and SaskLotteries for their collaboration and support of this unique initiative.



Building a Unified Voice: Developing a New Digital Content Strategy

In 2024–2025, the CAC developed and began implementing a comprehensive Digital Content Strategy to strengthen consistency, reach, and impact across all communications channels.

The strategy introduced a unified brand voice and tone, guidelines for content development, and a structured approach to editorial planning across newsletters/emails, social media, and the CAC website. In tandem, new internal tools were launched to support content coordination across departments, including a centralized communications calendar, a content submission form, and a web error reporting tool.

To better inform decisions, new analytics dashboards were developed to help track campaign performance and understand user journeys more effectively. CAC also launched its first influencer marketing pilot, partnering with coaches, athletes, and lifestyle creators to reach new audiences. Further, updates to Google Ad Grant campaigns helped optimize reach through improved targeting and performance tracking.

These efforts position the CAC to deliver more coordinated, data-driven communications and better serve its diverse audiences across the Canadian sport system.

Expanding Global Impact Through International Partnerships

In 2024–2025, the CAC continued to support longstanding **international partnerships** while expanding its reach through new collaborations with National Olympic Committees and sport organizations worldwide.

The **NCCP Fundamental Movement Skills (FMS)** module—one of the most sought-after programs internationally—entered a revision phase, with strong interest from new and existing partners. The CAC also expanded its roster of international content experts to over 50 individuals to meet growing global demand.

Key Highlights:

Bahrain

- Renewed agreement to deliver the *NCCP International Level 4* program
- Began delivery in September with 30 coaches enrolled

Jordan

- Delivered and implemented the *NCCP FMS* program to 40 teachers
- Trained 6 Learning Facilitators (LFs) to deliver the program, with a plan to train additional LFs for future sustainability
- Trained 7 Master Coach Developers (MCDs) to support the *NCCP International Level 1-2-3* program



Barbados

- Renewed agreement to implement a sustainable NCCP Level 1-2-3 program
- Trained 6 LFs and 4 Coach Evaluators (CEs)

Pan American Sports

- Delivered a Coach Professional Development (PD) session to Pan American-based coaches heading to the Paris 2024 Olympics



Expanding Access: Engaging Newcomers Through Coaching

With support from Sport Canada's Gender Equality-Equity, Diversity and Inclusion (GE-EDI) Grant, the CAC launched a national initiative to increase awareness of coaching among newcomers to Canada and reduce barriers to participation in the Canadian sport system.

To ensure the campaign reflected inclusive values and was culturally responsive, a project task force—comprised of members from newcomer-serving organizations and sport partners—provided insight on language, imagery, and tone. Their feedback helped shape a campaign that was mindful of cultural sensitivities and relevant to diverse communities.

The campaign combined digital, traditional, and in-person tactics. A bilingual digital marketing campaign—including branded ads and content from coach and lifestyle influencers—generated over 1.7 million impressions and 38,000 clicks. More than 8,700 Locker registrations and logins were tracked specifically through the digital campaign, with 71% of users being new to the platform. The **Become a Coach** landing page attracted over 2,100 visitors to sign-up for an email journey to learn more about coaching. In parallel, a direct mail campaign targeting newcomer households in Canada's top cities reached over 32,000 homes with bilingual postcards.



Great **coaches** create great communities.

You already have what it takes to make an impact **on and off the field.**

Get started with **FREE** courses.



At the community level, CAC activated at two national job fairs (in Moncton and Vancouver), where nearly 300 meaningful conversations were held and 137 newcomers signed up for the Locker on-site. The CAC also participated in the *Metropolis Conference* in Toronto—an event for researchers, policy makers, and community organizations working in immigration and settlement—hosting a session on the role of coaching in fostering belonging and well-being for newcomers.

To support wider amplification, the CAC developed a **Marketing Toolkit for Increasing the Representation of Diverse Coaches**, with bilingual resources, sample messaging, and customizable templates to help sport and community partners engage diverse audiences.

This initiative reinforced coaching as not only a path into sport—but a powerful gateway to connection, confidence, and community for newcomers across Canada.



32,414

newcomer
households
reached
through
direct mail



1.7M+

impressions
and 38K+
clicks from
digital ads



8,700+

Locker
logins and
registrations
via digital
campaign

Quality Coaching

Celebrate and enhance the impact of the coach.

- Enhance professional coaching standards, from community to high-performance
- Celebrate the power and impact of coaching
- Monitor and enhance Safe Sport leading practices
- Create and deliver valued services for coaches and coach employers





Photo credit: Bravo Tango, November 2024



Photo credit: Bravo Tango, November 2024

Championing Safe and Ethical Coaching Through the Responsible Coaching Movement

The **Responsible Coaching Movement (RCM)** is a national call to action to embed responsible coaching practices across all levels of sport in Canada—both on and off the field of play.

As of March 31, 2025, **2,160 organizations** had taken the RCM pledge—an increase of over **20%** from the previous year. Notably, **449 new sport organizations** joined the movement this fiscal year—one of the highest annual increases to date. Clubs continued to represent the largest segment of pledged organizations, with steady growth across post-secondary institutions and multi-sport organizations.

Throughout the year, the CAC supported RCM Champions with a range of engagement and learning opportunities:

- **3 webinars** offered live and on-demand access to key topics (63% attendance rate, with 90% satisfaction)
- **4 bilingual newsletters** reached over 1,800 Champions, with strong engagement (40% open rate, 48% click-through)
- **7 customized RCM presentations** were delivered to sport organizations across Canada
- A new **RCM Champions webpage** was launched, housing all past webinars and newsletters
- The CAC responded to **160+ inquiries** through the Sport Safety inbox, providing direct support to coaches and organizations

The RCM continues to build a national culture of accountability and leadership, one pledge at a time.

Pledged Organizations = 2,160



Pledged Orgs	Total
MSOs	23
NSOs	60
PTCRs	10
PTSOs	254
Club	1,294
Other	30
University/College	40
Total as of April 1, 2024	1,711

Pledged Orgs	Total
MSOs	26
NSOs	60
PTCRs	10
PTSOs	265
Club	1,700
Other	48
University/College	51
Total as of March 31, 2025	2,160



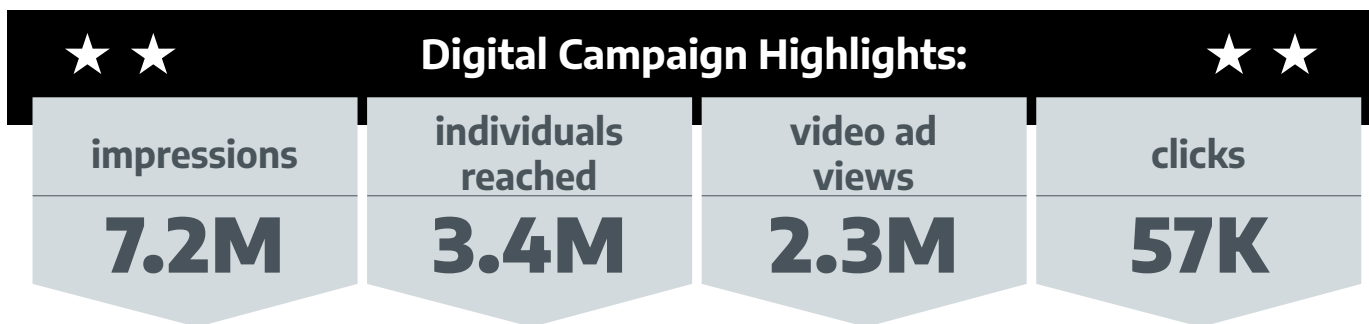
Project Lighthouse – Quality Coaching Campaign



From October to December 2024, the CAC partnered with the Canadian Olympic Committee (COC) to launch the *Quality Coaching Campaign*, promoting safe and inclusive sport environments through quality coaching.

Running under Project Lighthouse, the campaign leveraged both CAC's organic communication channels and a robust paid digital media strategy to drive traffic to the ***Create a Quality Sport Environment*** webpage on coach.ca. The campaign spotlighted key sport safety resources, including eight eLearning modules and three related programs, and saw a marked increase in engagement with these offerings during the campaign period.

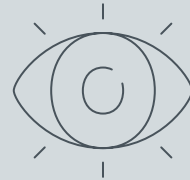
This collaboration reinforced CAC and COC's shared commitment to building safer, more inclusive sport environments—driven by the power of quality coaching.



Quality Coaching Toolkit for Performance in Life and in Sport

Developed in partnership with Dr. Erin Willson (University of Toronto Safe Sport Lab), the **Quality Coaching Toolkit for Performance in Life and in Sport** builds on findings from the **Embracing Excellence** report to help coaches foster healthier, more supportive sport environments.

The toolkit offers research-informed content, templates, reflective activities, and practical tools to help coaches and sport organizations promote positive coaching and meaningful relationships. It encourages a broader definition of success—one that prioritizes personal development, well-being, enjoyment, and a long-term desire to stay in sport.



2,978

**total views of the
toolkit webpage**

(2,537 English | 441 French)

CAC Professional Coaching Program

In 2024–2025, 1,117 coaches renewed or obtained a *Registered Coach* license or *Chartered Professional Coach (ChPC)* designation through the **CAC's Professional Coaching Program**.

Program satisfaction remained strong, with 90% of professional coaches reporting they were satisfied or highly satisfied. Throughout the year, coaches had access to benefits such as quarterly newsletters and professional development webinars—including a three-part series co-hosted with Dr. Erin Willson, President of AthletesCAN, which averaged 42 attendees per session.

To improve accessibility, eligibility requirements were updated to allow more Safe Sport training options, reduce minimum coaching hour requirements, and recognize *Competition – Introduction* certification—enabling more coaches to achieve Registered Coach or ChPC status.



Recognizing Coaching Excellence at the 2024 Paris Olympic Games and Paralympic Games

To participate in Major Games, coaches must be **Registered or Chartered Professional Coaches (ChPC)** in good standing—meeting CAC’s professional standards, which include Safe Sport Training, a police information check, two professional references, and a signed Declaration of Ethical Conduct and license agreement.

The profile of the 160 Team Canada Coaches

at the Paris 2024 Olympic Games:

66

Chartered Professional Coaches (ChPC)

94

Registered Coaches

Gender breakdown:

130

male

30

female

The profile of the 40 Team Canada Coaches

at the Paris 2024 Paralympic Games:

22

Chartered Professional Coaches (ChPC)

17

Registered Coaches

Gender breakdown:

27

male

11

female

1

prefer not to say

These coaches exemplify the highest standards of professionalism and integrity in Canadian sport—on the world’s biggest stage.



Excellence

Optimize the CAC's capacity and resources for Canada's sport system.

- Prioritize organizational sustainability and a growth mindset
- Engage stakeholders in evaluating and prioritizing aligned programs and services
- Build and deliver on evidence-based practices



Photo credit: Coaching Association of Canada / Kyle Clapham



2024 Partner Survey

In 2024, more than 60 CAC partners responded to the annual Partner Survey. An impressive **90%** reported being satisfied or very satisfied with the CAC—surpassing the annual target of 75% once again.

Partners highlighted the strong collaboration, responsiveness, and communication from CAC staff and departments, as well as alignment with organizational values. Insights gathered through the survey directly informed the priorities and actions outlined in the 2025–2026 annual plan.

90% partner satisfaction

81% agree the CAC lives its values—especially “We lead and serve with gratitude” and “We cultivate inclusion”

Corporate Partnerships

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



Our long-standing partnership with Petro-Canada™ enables us to celebrate and support coaches through several programs. Their support for the Petro-Canada Sport Leadership sportif conference (SLS24) created an opportunity for professional development and collaboration among sport leaders in Canada. At the Petro-Canada Sport Leadership Awards Gala, we honoured 67 coaches from 27 unique sport disciplines with a Petro-Canada Coaching Excellence Award, which has been presented to 1,512 coaches since 1986. The CAC also supported the Petro-Canada Fuelling Athlete and Coaching Excellence (FACE™) Program, which provides \$550,000 in direct funding annually to 55 next-generation athletes and their coaches.



As the new presenting sponsor of the annual CAC EDI Grant Program, MONDO provided direct financial support to sport organizations for initiatives that increase the diversity of the coaching population in Canada and create inclusive and accessible sport environments.



In 2024, we were proud to join the Body Confident Sport program with Laureus, Dove, and Nike. This global initiative provides coaches with training and resources to build girls' body confidence, enhance their self-esteem, and encourage them to stay in sport.



We are also grateful to the 33 organizations who joined us as sponsors of the 2024 Petro-Canada Sport Leadership sportif conference. Their support enabled us to provide an exceptional opportunity for delegates to learn, network, and connect.

NCCP Reinvestment Fee Model

In preparation for the 2026 renewal, the CAC led a comprehensive review of the *NCCP Reinvestment Fee Model*—a key mechanism for ensuring the long-term sustainability of coach education in Canada.

Working in collaboration with federal, provincial, and territorial governments, National Sport Organizations (NSOs), and Provincial/Territorial Coaching Representatives (PTCRs), the CAC conducted extensive partner consultations, surveys, and interviews. Supported by Deloitte, the organization developed a proposed financial model aligned with shared system priorities.

The proposed model will be brought forward for endorsement at the 2025 *Partners Congress*.



Photo credit: Canada Games - Jeux du Canada / Scott Grant



A Note of Appreciation

The Coaching Association of Canada extends its sincere thanks to the hard work and dedication of the staff, partners, coaches, sport organizations, and volunteers who contributed to another impactful year. Your collaboration, innovation, and commitment continue to advance safe, inclusive, and high-quality coaching across the country.

We also recognize and thank our Board of Directors for their leadership, insight, and unwavering support throughout 2024–2025. A special note of appreciation goes to the five board members whose terms concluded at the end of this year. Your contributions have strengthened the foundation of our organization and shaped the future of coach development in Canada.

Thank you for your dedication and service to our mission.

Board of Directors

- **Bill Greenlaw**
Chair
- **Matt Allen**
National Sport Organization Member
- **Mathieu Boucher**
National Sport Organization Member*
- **Danielle Emmons**
National Sport Organization Member
- **Susan Lamboo**
Provincial/Territorial Coaching and Sport Leadership Council Representative*
- **Kevin Bowie**
Provincial/Territorial Coaching and Sport Leadership Council Representative
- **Andrew Wright**
Interdepartmental Sport and Recreation Committee
- **Saheed Khan**
Athlete Member
- **Sue Hylland**
Federal Government Representative*
- **Jason Reindl**
High Performance Coaching Representative
- **Tom Norton**
Community Coaching Representative
- **Janice Dawson**
Member-at-Large*
- **Fabienne Blizzard**
Member-at-Large
- **René Murphy**
Canadian Council of University Physical Education and Kinesiology Administrators (CCUPEKA) Representative*

*Indicates board members whose term concluded in 2024-2025.



In memory of Doug Halliday, CAC Board Member

1980-2024

#LiveLoud

The Coaching Association of Canada mourns the loss of Doug Halliday, a dedicated Board Member, colleague, and cherished friend. Doug's wisdom, kindness, and unwavering commitment left a lasting mark on our organization and the broader Canadian coaching community.

Doug brought passion and thoughtfulness to every role he held—father, husband, son, cousin, partner, coach, wrestler, artist, and leader. His many contributions to sport, and his advocacy for coaching and community, were matched only by his generosity of spirit.

We are deeply grateful for the time we had with Doug and the legacy he leaves behind. He will be profoundly missed by all who had the privilege to know him.

CAC Staff

The Coaching Association of Canada is powered by a dedicated team of professionals who bring a diverse range of skills, perspectives, and lived experiences to their work. Collectively, our staff speak **14 languages**, reflecting the diverse communities we serve across the country.

In recognition of our inclusive, values-driven workplace culture, the CAC was proud to be certified as a Great Place to Work® for the **third consecutive year** in 2024–2025.



Executive Leadership

- **Lorraine Lafrenière**
Chief Executive Officer
- **Sudeshna Nambiar**
Chief Operating Officer

Marketing & Communications

- **Yolande Usher**
Director, Marketing & Communications
- **Evelyn Anderson**
Associate Director, Marketing & Corporate Partnerships
- **Sarah Min**
Manager, Marketing & Communications
- **Katherine Zhang**
Coordinator, Marketing & Events

International Programs

- **Wayne Parro**
Director, International Programs

Education & Partnerships

- **Peter Niedre**
Director, Education Partnerships, Policy Development and LTAD
- **Gerard Lauzière**
Senior Coaching Consultant, High Performance
- **Adam Sollitt**
Coaching Consultant, Provincial/Territorial Coaching Representatives
- **Chris Wellsman**
Coaching Consultant, Maintenance of Certification
- **Marie-Pier Charest**
Coaching Consultant, Research
- **Winston To**
Coaching Consultant, Locker Products and eLearning
- **Sophie Balogh**
Coaching Consultant

Sport Safety

- **Isabelle Cayer**
Director, Sport Safety
- **Frances Priest**
Manager, Sport Safety
- **Andrea Johnson**
Manager, Equity Programs
- **Nathalie Joannette**
Coordinator, Professional Coaching
- **Kate Boyd**
Manager, Special Projects
- **Emily Hall**
Coordinator, Special Projects

Corporate Services

- **Martial Desrosiers Drainville**
Director, Corporate Services
- **Karlen Herauf**
Manager, Corporate Services
- **Bukola Enaboifo**
Manager, Projects & Coach and Partner Services
- **Claudia Gagnon**
Manager, Project Management Office (PMO)

- **Dunstan Decena**
Manager, Finance
- **Chris Patterson**
Coordinator, Coach and Partner Services
- **Holly Liu**
Coordinator, Corporate Services
- **Mac Wright**
Coordinator, Finance
- **Moremi Wale-Aina**
Coordinator, Coach and Partner Services
- **Penda Keita**
Coordinator, Coach and Partner Services

Innovation and Business Enablement

- **Joe Schwartz**
Manager, Analytics
- **Jeff Mees**
Lead, Technology Platforms
- **Adewale Yussuf**
Business Analyst
- **Chioma Roberts**
System Analyst
- **Ifeoluwa Williams**
Software Developer

CAC Sport Partners

The Coaching Association of Canada is a partner-driven organization that relies on the strength of its relationships to achieve its vision and 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. We are all driven by the passion of our volunteer coaches, paid coaches and sport leaders from coast to coast to coast.

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.

National Sport Organizations

- Alpine Canada
- Archery Canada
- Athletics Canada
- Badminton Canada
- Baseball Canada
- Biathlon Canada
- Bobsleigh Canada Skeleton
- Bowls Canada
- Boxing Canada
- Broomball Canada
- Canada Artistic Swimming
- 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 Lacrosse Association
- Canadian Luge Association
- Canadian Sport Parachuting Association
- Canadian Tenpin Federation Inc
- Canadian Weightlifting Federation
- Canoe Kayak Canada
- Climbing Escalade Canada
- Cricket Canada
- Curling Canada
- Cycling Canada Cyclisme
- Diving Canada
- Equine Canada
- Field Hockey Canada
- Football Canada
- Freestyle Canada
- Gymnastics Canada
- Handball Canada
- Hockey Canada
- Judo Canada
- Karate Canada
- Nordic Combined Ski Canada
- Nordiq Canada
- Orienteering Canada
- Professional Golfers Association of Canada
- Racquetball Canada

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

Provincial/Territorial Coaching Representatives

- Sport, Physical Activity and Recreation Alberta
- viaSport British Columbia
- Sport Manitoba
- Sport New Nouveau 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

National Multi-Sport Service Organizations

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

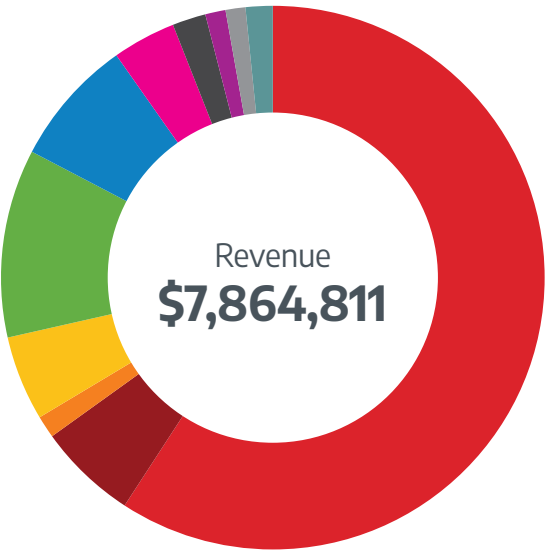
International Partners

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

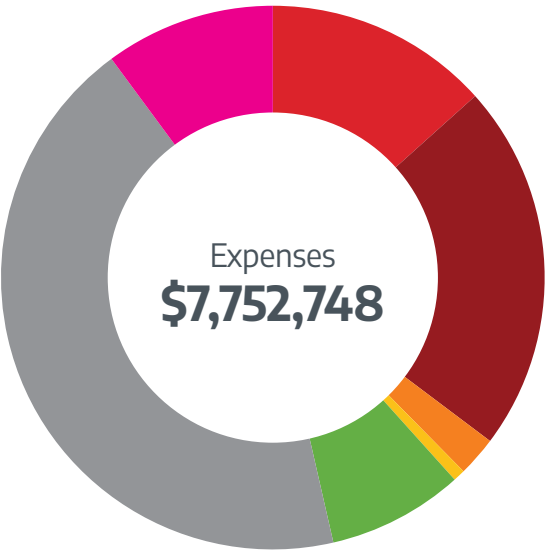
Canadian Olympic and Paralympic Sport Institute Network

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

Revenues & Expenditures



Sport Canada	\$4,654,321
Women and Gender Equality Canada	\$464,408
Public Health Agency of Canada	\$104,381
Other Grants	\$397,242
E-commerce	\$881,082
Partners fees and sales	\$595,693
Sponsorship	\$296,810
International projects	\$156,491
Registration fees	\$95,050
Unrealized gain on investments	\$92,833
Other revenue	\$126,500



Corporate Services:	\$1,036,031
Education and partnerships:	\$1,698,009
Innovation and business enablement:	\$183,006
International projects:	\$55,256
Marketing and communications:	\$626,713
Salaries and benefits:	\$3,369,376
Sport Safety:	\$784,357



Front Cover – Artist Brandy Tabor, 2024

Artist Brandy Tabor, a proud Gwitchin and Inuvialuit artist hailing from Williams Lake, BC, prepared the front cover art for the 2024 Petro-Canada Sport Leadership sportif conference. With an innovative style that represents the unity of all Indigenous nations, Brandy's work captivates audiences and celebrates the beauty, success, hardships, and perseverance of Indigenous peoples. Her home on Treaty 4 territory serves as a constant reminder of the importance of honouring and preserving Indigenous culture. Through her art, Brandy encourages dialogue, understanding, and appreciation for the diverse Indigenous traditions that shape our communities.

Coaching Association of Canada

House of Sport, RA Centre, 2451 Riverside Drive, Ottawa, ON K1H 7X7

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Coaching Association of Canada
Association canadienne des entraîneurs