



Annual Plan  
FY 2022-2023

## REIGNITING SPORT IN CANADA

Supporting a safe and  
inclusive return to play

Supported by funding from:  
**Canada**



National  
Coaching  
Certification  
Program

**coach.ca**  
Coaching Association of Canada  
Association canadienne des entraîneurs

Thank you to our National Partners:



# Contents

<b>Introduction from the CEO</b>	<b>3</b>
<b>Operating environment</b>	<b>5</b>
Overview of internal and external factors	6
Environmental scan: The state of sport in Canada	7
<b>Our strategy at a glance</b>	<b>10</b>
Strategic imperatives and target outcomes	10
Key performance indicators	10
<b>Strategic imperatives for 2022-23</b>	<b>13</b>
Strategic imperative 1: Education and training	13
Strategic imperative 2: Leadership	17
Strategic imperative 3: Safe sport and profession	22
Strategic imperative 4: Excellence	24
<b>Enterprise risk registry</b>	<b>27</b>
<b>Financial overview</b>	<b>29</b>



# Introduction from the CEO

At the Coaching Association of Canada (CAC), our vision is to inspire a nation through sport. As Canada recovers from the pandemic, sport will play a critical role. From coast to coast to coast, there is pent-up demand and a clear passion to **reignite sport in Canada** — which is the overarching theme of this annual plan for the 2022–23 fiscal year.

There's no denying the impact of COVID-19 on Canada's sport system. But in many important ways, the pandemic has presented an opportunity to build sport back better. We know that sport and recreation will play a major role in restoring a sense of normalcy by fostering physical fitness, improving social engagement and mental health, and strengthening peoples' connections to their communities. As a starting point, we need to support our partners to rebuild membership and participation rates, especially in certain sports and age groups. We also need to support coaches and clubs as they do their part to comply with public health measures.

In 2022–23, we at the CAC will contribute to Canada's recovery by working with partners across the country to strengthen the sport system into one that is more sustainable, diverse, inclusive and responsive to the needs of coaches, clubs and participants. Together, we can facilitate a safe and successful return to sport for all Canadians.

Our work over the coming year will focus on several important areas. We will implement people-first approaches to mental health and wellness. We will maintain our commitment to the principles of Safe Sport, giving coaches the support they need to prevent and respond to harassment, abuse and discrimination. And we will continue to celebrate the value of coaches and the positive role they play in the lives of so many Canadians.





We will also look to make our business practices more sustainable, innovative and appropriate for a post-pandemic world. That includes accelerating the already rapid shift to blended learning. Doing so will make our coach training and education material, such as the content offered through the delivery partners of the National Coaching Certification Program (NCCP), accessible to more people in more places. This will be especially true for those living in remote communities or unable to attend in-person training due to transportation or time constraints. Being able to reach more of these people will ultimately help increase the diversity of Canada's coaching ranks.

Another common thread running through the initiatives in this plan is an emphasis on standardization over customization. Standardization helps streamline and simplify the ways partners, coaches, clubs and other stakeholders engage with us, making it easier and more sustainable for them to find the resources they need to make a difference in their sports and in communities. In tandem with this, we will emphasize delivery over development — because coaches and partners need programs and content they can use today, without unnecessary delay. If the content meets the need, then the CAC will provide it to our partners.

All of the strategic initiatives in this plan are directly related to enacting our core mandate. On a parallel and complementary path, in Fall 2021, the Public Health Agency of Canada (PHAC) invited the CAC to apply for a two-year grant to implement a new mental health promotion and prevention campaign. If our application is approved, we will have an incredible opportunity, working with our partners, to enhance mental health literacy among coaches and help sport participants recover from the pandemic — through projects that will be fully aligned with and not take away from our mandate.

By collaborating with our partners, we will reignite sport across the country and ensure all individuals in Canada can return to the activities they love in a safe and inclusive way.



**Lorraine Lafrenière**  
Chief Executive Officer



# Operating environment

Our annual plan outlines our strategic goals and priorities for the fiscal year, shaping our day-to-day operations in service to the more than 700 national and provincial/territorial partners in the National Coaching Certification Program (NCCP). This year's plan was informed by a system-wide environmental scan conducted in Fall 2021 — a snapshot of the country's sport sector and the CAC's position within it — to illuminate the possible directions our organization could take in 2022-23.





## Overview of internal and external factors

A number of internal and external factors were considered in the annual planning process for this fiscal year, including:

- **Our mandate:** Our coaching-focused mandate is set every four years by the Federal-Provincial/Territorial Sport Committee (FPTSC), which is composed of the ministers responsible for sport, fitness and recreation. Indications to date are that our mandate will be renewed with no substantive changes.
- **Safe Sport adjudication:** In July 2021, the Minister of Canadian Heritage announced that the Sport Dispute Resolution Centre of Canada (SDRCC) was selected to create and deliver the Office of the Sport Integrity Commissioner, an independent Safe Sport mechanism that will be responsible for overseeing the implementation of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS). Once the Office is up and running, it will provide the sport community with a voluntary and independent process for reporting and responding to alleged cases of harassment, abuse and discrimination. While the full scope of the Office's services have not yet been finalized, we will work to ensure a collaborative and complementary partnership with the SDRCC, especially as it relates to the advancement of Safe Sport practices in Canada.
- **Partnerships:** As a partner-driven organization, our ability to deliver on our mission depends on the strength of our relationships. One of our most important partnerships is with our major funder, the Government of Canada — and we will continue to work closely with the federal government to strengthen Canada's sport system and coaching community. We will also build our relationships with national sport organizations (NSOs), provincial/territorial sport organizations (PTSOs) and other NCCP stakeholders to further improve Canada's coach education and training system.
- **Technology:** Technology plays a major role in our ability to deliver education, training and other resources to coaches across Canada. Our suite of technology-based services is increasingly important — and expected as a standard of service — as blended learning delivery becomes the norm post-COVID-19.
- **Sustainability:** Given the economic outlook resulting from the COVID-19 pandemic, combined with static core funding within the national sport system and growing partner expectations, we recognize the need to focus on projects and initiatives that are feasible and sustainable within available resources.



Environmental scan:

## The state of sport in Canada

**Each CAC annual plan is developed with input and perspective from staff and our board of directors. Given that our activities have an impact on many people and organizations across Canada, we also take care to ensure our planning does not happen in isolation but rather reflects the reality of Canadian amateur sport. This year's plan was informed by an environmental scan that included consultations with several CAC partners, including provincial/territorial coaching representatives (PTCRs) from every part of the country.**

The Fall 2021 environmental scan revealed five major themes about the state of amateur sport and coaching in Canada, covering key

challenges, risks and opportunities for the CAC. These have been considered and incorporated into this annual plan:

### COVID-19

---

The pandemic has had a considerable impact on Canadians' ability to participate in sport. However, because the suspension of sport delivery has varied greatly across the country, it cannot be treated collectively. In addition, due to the complexity of provincial/territorial or regional public health guidelines, determining how to safely return to sport has required significant human and financial resources, including training. In jurisdictions where vaccines were mandatory, PTSOs and clubs had clear direction to follow. But in places where vaccinations were not mandatory, PTSOs and clubs have had to set their own policies in this area, which has been stressful for administrators, coaches and officials — creating tension with members and affecting satisfaction among volunteers.

With no vaccines approved for children under 12, some clubs reduced or stopped offering programs to this age group. Certain provinces cancelled or postponed multi-sport games for this cohort. Many youth already tend to opt out of the structured sport system by age 12 or 13 in favour of unstructured sport and recreation activities; they may now be more likely to do so because of reduced opportunities to participate and compete. This fall-off in participation could have short- and long-term impacts on youth fitness and well-being, weaken Canada's "podium pipeline" and affect overall club sustainability, as U-12 programming typically helps fund high-performance programs in the U-18 cohort.





Thankfully, federal, provincial and territorial governments have invested greatly to sustain the sport system through this challenging time.

As a result, sport delivery agencies across Canada are now well-equipped to prevent pandemic-related difficulties in the future.

## Diversity and inclusion

Research has shown that new Canadians use sport as a vehicle to integrate into their communities, though many opt to get involved through community centres or informal networks rather than the structured sport system. An exception is soccer, which has seen membership and participation rates rise as immigration increases. As some communities and groups of new immigrants have lower vaccination rates than other segments of the population, mandatory vaccination requirements have further distanced new Canadians from the structured sport system.

Families of low socioeconomic status also tend to have lower vaccination rates than other population segments and are similarly affected by vaccine mandates, with many in this group now excluded from structured sport. Individuals (and their families) who have disabilities or are unable to be vaccinated for age- or health-related reasons are also opting out of programmed sport participation.

## Volunteering

NSOs and PTSOs have reported a loss of coaches at all levels of the sport system. In many cases, coaches are now responsible for checking “vaccine passports” and ensuring sanitization protocols are implemented — but research shows they lack the expertise or

support to do these tasks with confidence. The resulting stress and frustration have led many coaches to leave their positions. There is an urgent need to develop training and toolkits to enhance the volunteer experience at all levels and help attract and retain more coaches.





## Access to facilities

Many sports that rely on school system partnerships have either lost or had intermittent access to facilities due to the pandemic, significantly disrupting program delivery or halting it altogether. Some schools have reopened facilities to their own students but not to external users.

While innovative alternatives have been sought out in certain cases, such as access to warehouse space, the breach in school system partnerships could have a negative longer-term impact on sport delivery through schools and possibly affect student participation in sport.

## Online training and eLearning

Participation in online training and education increased significantly due to the physical restrictions imposed by the pandemic, especially among people in remote and rural locations. Online learning greatly reduces costs for training hosts and participants (for facilities, food, travel, parking, etc.), which may eventually reduce fees and further boost online participation rates. Saving on training delivery could also free up funds for agencies to spend instead on recruitment, promotion and retention. There is an opportunity to fast-track

hybrid/blended learning approaches that some sport organizations were previously reluctant to adopt, though more research is needed to assess the quality of long-term knowledge transfer and how online learning affects the competency of coaches on the field. More can also be done to develop training programs that are English as a Second Language (ESL) and French as a Second Language (FSL)-friendly and to better meet the needs of coaches with auditory/visual disabilities.

## 2021 Partners Survey

**In Fall 2021, we conducted our annual survey of 92 CAC partners: 60 NSOs, 7 PTCRs and 25 multi-sport service organizations (MSOs), including the Canadian Olympic and Paralympic Sport Institute (COPSI) Network.**

When asked to rate their overall satisfaction with their partnership with us,

**88%**

**said they were satisfied or very satisfied.**

When asked about their top priorities, our partners mentioned:

**55%**

**NCCP delivery**

**40%**

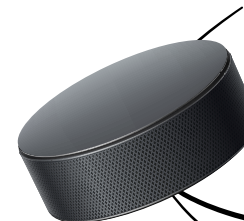
**NCCP development**

**44%**

**diversity and inclusion**

**31%**

**sport safety**



# Our strategy at a glance

We have identified four strategic imperatives and 14 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

### 1. EDUCATION AND TRAINING

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

#### TARGET OUTCOMES:

- Continuing improvement in programs and services through coach learning and systems expertise
- Meaningful partnerships to address emerging coaching needs
- Increased access through platforms and innovation beyond the classroom

### 2. LEADERSHIP

Celebrate and grow the influence of coaches throughout communities.

#### TARGET OUTCOMES:

- Promote and strengthen the importance, value and impact of coaches
- Unite and represent stakeholders
- Support and promote accessible coaching opportunities
- Distinguish Canada internationally



## Key performance indicators

Our strategic plan identifies six key performance indicators (KPIs) that have driven our goals and activities each year:

### PARTNER SATISFACTION

More than

**75%**

of NCCP partners  
are satisfied with  
the responsiveness,  
innovation and impact  
of CAC leadership.

### SUSTAINABLE DELIVERY CAPACITY

The CAC's NCCP partners  
have the delivery capacity  
to meet

**90%**

of demand.

### NEW COACH DIVERSITY

Increase diversity  
across the

**60,000**

new coaches each  
year and enable  
existing coaches  
to be more inclusive.



**3. SAFE SPORT AND PROFESSION**

Enhance Safe Sport programs and services for the sport system, and support the profession by offering valued member services.

**TARGET OUTCOMES:**

- Build and provide Safe Sport leading practices
- Create and deliver valued member services for coaches and coach employers
- Build the professional coach voice and identity

**4. EXCELLENCE**

Optimize resources, services and leadership capacity in accordance with leading practice.

**TARGET OUTCOMES:**

- Enhance organizational sustainability through diversification of funding
- Engage stakeholders in the ongoing review of programs, services and offerings
- Inclusion is a fundamental part of the CAC's practices

**Key performance indicators****EMBEDDING PRO-COACH AND SAFE SPORT**

The profession of coaching and safe sport practices are entrenched within the

**majority**  
of sport system partners.

**WOMEN'S EQUITY**

Increase participation in the NCCP, apprenticeship and mentorship programs by

**5%.**

**TEAM BELIEF IN IMPACT**

At least

**95%**

of the CAC team (board and staff) report a belief that the collective contributions of the CAC are having a significantly positive impact on 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 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.





# Strategic imperatives for 2022-23

Following are the major projects and activities that will be undertaken in 2022-23 to achieve our strategic imperatives and goals. As we require the support of partners to fulfill our mandate, collaboration, consultation and engagement at all levels of the sport community will be critical to every initiative in this plan, even where not explicitly stated.

Strategic imperative 1:

## Education and training

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

### TARGET OUTCOMES:

- ✓ Continuing improvement in programs and services through coach learning and systems expertise
- ✓ Meaningful partnerships to address emerging coaching needs
- ✓ Increased access through platforms and innovation beyond the classroom



## ELEARNING

Coaches and clubs need training to support teen athletes and sport participants beyond building sport-related skills — for example, to understand, recognize and speak confidently to teens about topics such as violence, abuse and racism. They also need access to learning material that is current, evidence-based, ethically sound and aligned with leading practices. In 2022–23, we will enhance our eLearning content to meet these needs through the following activities:

- **Expand the Support Through Sport (STS) eLearning series**, complementing the existing module on teen dating violence with three new modules: bystander empowerment, gender-based violence in sport, and modelling healthy relationships. We will then evaluate and refine all four modules as needed to ensure coaches are satisfied with the content and the training has an impact on their work.

**TARGET FOR LAUNCH:**

**Q1 (MODULE DEVELOPMENT)**  
**Q4 (EVALUATION/REVISIONS)**

- **Launch a first-of-its-kind anti-racism eLearning module** that addresses critical and timely issues raised by coaches and partners. To upskill coaches working with racialized participants, the module will provide historical context about marginalized people in Canada, build awareness of the current state of racism in sport in Canada and provide tools for contemporary anti-racist coaching methods — all

through a Black, Indigenous or People of Colour (BIPOC) lens. Following the module's launch, we will develop a community of practice to continue the important conversations around anti-racism in coaching and sport.

**TARGET FOR LAUNCH:**

**Q1 (MODULE DEVELOPMENT)**  
**Q2-Q4 (COMMUNITY OF PRACTICE)**

- **Update specific NCCP training modules to incorporate and emphasize best practices and principles in the areas of equity, diversity and inclusion (EDI), Safe Sport and mental health** — in line with Sport Canada's priorities and as part of our regular five-year NCCP revision cycle. Modules to be revised include NCCP Coaching and Leading Effectively and NCCP Core Training for Coach Developers.

**TARGET FOR LAUNCH:**

**Q1 (COACHING AND LEADING EFFECTIVELY)**  
**Q4 (CORE TRAINING FOR COACH DEVELOPERS)**





- **Update specific NCCP training modules to support the shift to blended learning or to modularize certain sport and participant components.** These updates will make the modules accessible to a wider set of audiences and equip coach developers to deliver training in blended learning environments. Modules to be revised in this way include NCCP Performance Planning, NCCP Advanced Practice Planning, NCCP Manage a Sport Program and NCCP Mentorship. Modularizing course components will allow partners to adapt and customize certain modules to provide more relevant, sport-specific training scenarios to learners. Modules to be revised in this way include NCCP Plan a Practice and NCCP Design a Basic Sport Program.  
**TARGET FOR LAUNCH: Q4**
- **Launch coach development training for sports recently added to the Olympic Games,** specifically climbing, skateboarding and surfing. Note: Development of these modules depends on approval of above-core funding from Sport Canada.  
**TARGET FOR LAUNCH: Q4**
- **Review the development of French-language NCCP courses,** including launching a joint initiative with the Province of Quebec to assess and mitigate current issues regarding course translations. Note: Development of these modules depends on approval of above-core funding from Sport Canada.  
**TARGET FOR LAUNCH: Q4**

## RESEARCH STRATEGY

**By regularly assessing and refining strategies and delivery models that affect the NCCP, the CAC can continue to deliver high-quality training to coaches across Canada. In 2022-23, we will:**

- **Assess and refine the CAC research strategy,** including implementation of the PULSE qualitative assessment framework. This will allow us to better measure the impact of the NCCP on Canada's sport system so we can make appropriate enhancements/revisions to NCCP training and other coaching programs, and will

also help increase researcher and practitioner participation in our Sport Coaching Research Network. In doing so, we can ensure our decisions are always in line with the needs of the sport community so we can continue to deliver credible, high-quality programs to the NCCP partnership.

**TARGET FOR LAUNCH: Q1**



## POLICY UPDATES

Regular updates to the NCCP's underlying policies help simplify, streamline and standardize implementation of the program by NSOs, PTSOs, PTCRs and the COPSI Network. In 2022-23, we will undertake to:

- **Revise the NCCP Maintenance of Certification and Renewal of Certification policies**, based on partner consultations and the work of a task force to be created for this purpose, then develop a transition plan to help partners adopt the revised policies. We will also update the Coach Developer policy for improved clarity. These efforts will help increase partners' understanding of NCCP policies and processes while building their capacity to enhance and optimize delivery of NCCP material to coach developers.

**TARGET FOR LAUNCH:**  
**Q2 (MAINTENANCE/RENEWAL OF CERTIFICATION)**  
**Q4 (COACH DEVELOPER)**

- **Update and standardize the Advanced Coaching Diploma (ACD) and Competition Development Advanced Gradation (CDAG) programs** to foster development of the next generation of high-performance coaches. The first involves implementing the

recommendations from a planned assessment of the ACD (to be completed by March 2022), including potential framework and curriculum revisions, ahead of full transition to a new ACD delivery model and structure in Q1 of 2023-24. Standardizing the CDAG will grow the number of NSOs with approved programs that can meet the desired outcomes of Sport Canada's High-Performance Sport Strategy in time for the first year of the Olympic/Paralympic quadrennials.

**TARGET FOR LAUNCH:**  
**Q2-Q3 (ACD FRAMEWORK/ CURRICULUM UPDATES)**  
**Q2 (CDAG)**

- **Continue to support the direction of the FPTSC Coaching Mandate Task Force**, facilitating clear, aligned and well-communicated roles and responsibilities for all partners involved in the development and delivery of the NCCP.

**TARGET FOR LAUNCH: ONGOING**





Strategic imperative 2:

## Leadership

**■ Celebrate and grow the influence of coaches throughout communities.**

### TARGET OUTCOMES:

- 
- ✓ Promote and strengthen the importance, value and impact of coaches
  - ✓ Support and promote accessible coaching opportunities
  - ✓ Distinguish Canada internationally
  - ✓ Unite and represent stakeholders

## MENTAL HEALTH

**As more people return to sport, coaches will have an important role to play in supporting people whose mental health has suffered in the pandemic, especially children and youth. Recognizing this, in 2022-23, the CAC will:**

- Launch the “I Can Help” project in partnership with NSOs and PTSOs to provide coaches the support they need to promote positive mental health and mitigate mental health issues among participants. This will involve:
  - **Updating the content of CAC mental health literacy eLearning modules** to improve accessibility and increase delivery to coaches, teachers and sport leaders in communities disproportionately affected by COVID-19. Revisions will be made to ensure the modules

are culturally safe and informed by trauma-informed practice. All modules will be optimized for screen-reader technology and two will be translated into eight additional languages to reach more new Canadians. Downloadable versions will also be made available to facilitate access in remote communities with limited internet access. In addition, four NCCP multi-sport modules will have new content added on mental health literacy, supported by project partners such as Kids Help Phone.

**TARGET FOR LAUNCH: Q2**





Note: These activities depend on approval of our grant application to the public health agency of Canada. See the *financial overview* section for more details.

- **Creating a mental health knowledge hub on the CAC website**, providing a “one-stop shop” for all CAC, NCCP and Canadian Centre for Mental Health and Sport (CCMHS) eLearning and training modules related to mental health. The hub will consolidate all mental health content currently on the CAC website and provide links to mental resources recommended by this project’s task force.

**TARGET FOR LAUNCH: Q2**

- **Developing a coordinated, integrated marketing and communications strategy** to promote the content and reach new and diverse audiences across Canada. To be launched in time for World Mental Health Day in October 2022, this strategy may feature a mix of social media, television and on-site promotion at key national events, as well as outreach items such as pre-printed workbooks and USB sticks with pre-loaded eLearning modules.

**TARGET FOR LAUNCH:**  
**Q3-Q4 (AND INTO 2023-24)**

## COACH DIVERSITY

As women make up less than 30 percent of all coaches in Canada, more work needs to be done by the CAC and across the sport system to improve gender diversity/equity in coaching and celebrate the value of women coaches. Mentorship is a proven strategy for recruiting and retaining talent in any sector. In 2022-23, we will:

- **Maintain and strengthen existing mentorship programs and partnerships**, including those with the Black Canadian Coaches Association (through the Black Female Coach Mentorship Program) and Game Plan (which helps athletes transition into coaching). We will continue to offer our Enhanced Female Mentorship Program and our Women in Coaching Canada Games Apprenticeship Program in partnership with

PTCRs, PTSOs, the Aboriginal Sport Circle (ASC) and the Canada Games Council. We will also continue to collaborate with U SPORTS and the Canadian Collegiate Athletic Association in delivering high-performance sport mentorship opportunities to support the recruitment and retention of women in coaching.

**TARGET FOR LAUNCH: ONGOING**



- **Launch new diversity-focused mentorship programs and services**, including a program for women coaches in partnership with the Canadian Paralympic Committee (CPC). We will also provide consulting services to NSOs and PTSOs on how to make

mentee training more effective, and we will consult on coaching-related programming to support the development of a new toolkit on gender equity in coaching by Canadian Women & Sport (CWS).

**TARGET FOR LAUNCH: Q1-Q4**

## INCLUSIVE SPORT

Through the reach of its partnerships, the CAC can be a leader in making Canadian sport more diverse, inclusive and welcoming. In 2022-23, we plan to:

- **Build partnerships with organizations that prioritize EDI**, starting with MLSE LaunchPad, similar to the partnership already in place with the Canadian Centre for Diversity and Inclusion (CCDI). The CAC has been an employer partner of the CCDI for four years. They provide us with access to expertise, resources and a community of practice so we can share leading EDI practices with sport organizations and coaches.
- **Develop a new grant program to help NSOs launch their own EDI-focused coach development initiatives.** A portion of the fees associated with our anti-racism in sport eLearning module will go toward the establishment of this grant program.
- **Conduct an opt-in survey of coaches** to better understand Canada's coaching demographics and inform the development of future initiatives.

**TARGET FOR LAUNCH: Q2**

**TARGET FOR LAUNCH: Q1**

**TARGET FOR LAUNCH: Q3**





## COMMUNITY NETWORKING

National events and multi-sport games are an effective way to bring the coaching community together, celebrate its successes, and showcase the work of the CAC and its partners. To connect with more coaches across Canada, in 2022-23 we plan to:

- **Establish a presence at the Canada Summer Games and Canada Winter Games** to reach thousands of coaches, partners, parents, athletes and sponsors. At both events, we will host “Coach House” sessions to connect with coaches and partners across the sport community. We will also provide professional development opportunities for coaches during the Games, and exhibit and recognize the work of our Women in Coaching Canada Games Apprenticeship Program and Aboriginal Apprentice Coach Program to recruit new participants and grow these programs further.

### TARGETS FOR LAUNCH:

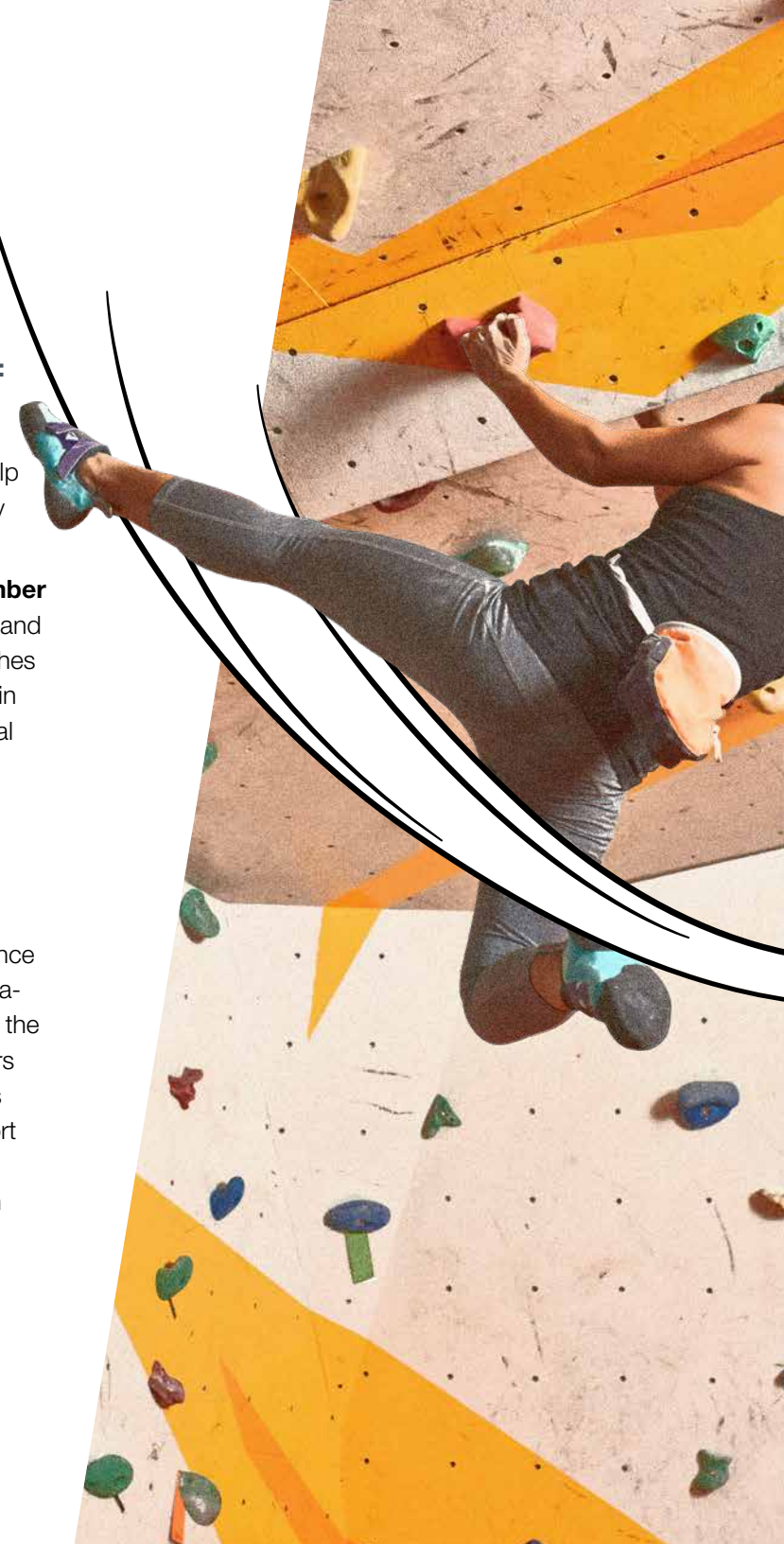
Q2 (SUMMER GAMES)

Q4 (WINTER GAMES)

- **Resume live in-person events** or hold hybrid in-person/online events if possible, in accordance with public health measures still in place at the time, for the following:
  - **Partners Congress (June 2022):**  
An opportunity for CAC to collaborate with and consult on strategic priorities

and NCCP policies/programs with partners and stakeholders who help create, deliver and promote quality coach education.

- **National Coaches Week (September 2022):** A campaign that recognizes and celebrates the positive impact coaches have on athletes and communities; in addition to paid marketing and social media engagements, the CAC may host an event to encourage greater partner/sponsor participation.
- **Petro-Canada Sport Leadership sportif Conference and Awards Gala (November 2022):** A conference of more than 800 leaders, administrators, researchers and coaches from the sport community as well as speakers from various industries, with a focus on how to strengthen Canada's sport system. The Gala is also a forum to celebrate coaches' contributions on and off the field of play.





## COMMUNICATION/PROMOTION

Coaches, current and potential new partners, the sport community and the general public all turn to the CAC as an important source of information about coach and sport leader development. To ensure our information is easily accessible and understood, in 2022-23 we will:

- **Develop and launch new marketing and communications campaigns**, including promotion of mental health literacy among coaches and the importance of safe and inclusive sport. The CAC will continue to expand reach beyond typical partnership channels, increase awareness of the value of coaches while attracting new coaches to the NCCP.  
**TARGET FOR LAUNCH: Q1-Q4**
- **Update and optimize certain sections of our website** — based on input from coaches, partners, sponsors and the public — to provide a hub of digital content and resources that is more accessible and easy to navigate.  
**TARGET FOR LAUNCH: Q2-Q4**

## INTERNATIONAL

The NCCP is recognized as one of the best coaching and sport development programs in the world. The CAC can help develop the coaching profession globally, celebrate the Government of Canada's investments in coaching and generate new revenues for the organization through international training programs and partnerships. To achieve this, in 2022-23 we will:

- **Review and update all NCCP Level 4 international training modules** to standardize their format and delivery, accompanied by new marketing and promotional materials highlighting our international curriculum. The additional revenues expected from providing a higher-quality international product can be invested back incrementally in domestic CAC programs and partners to support coaching in Canada.  
**TARGET FOR LAUNCH: Q1**



- **Strengthen our existing international partnerships** with the Bahrain Olympic Academy, Panam Sports, Singapore and Barbados — for example, by delivering customized virtual/online coaching content or by bringing new modules or new levels of training to different countries. This will further enhance Canada's reputation as a leader in coaching and provide additional job opportunities for Canadian

coach developers and coaching subject-matter experts.

**TARGET FOR LAUNCH: ONGOING**

- **Explore and develop new international partnerships and opportunities**, including the possibility of a series of fee-based virtual workshops open to all countries.

**TARGET FOR LAUNCH: ONGOING**

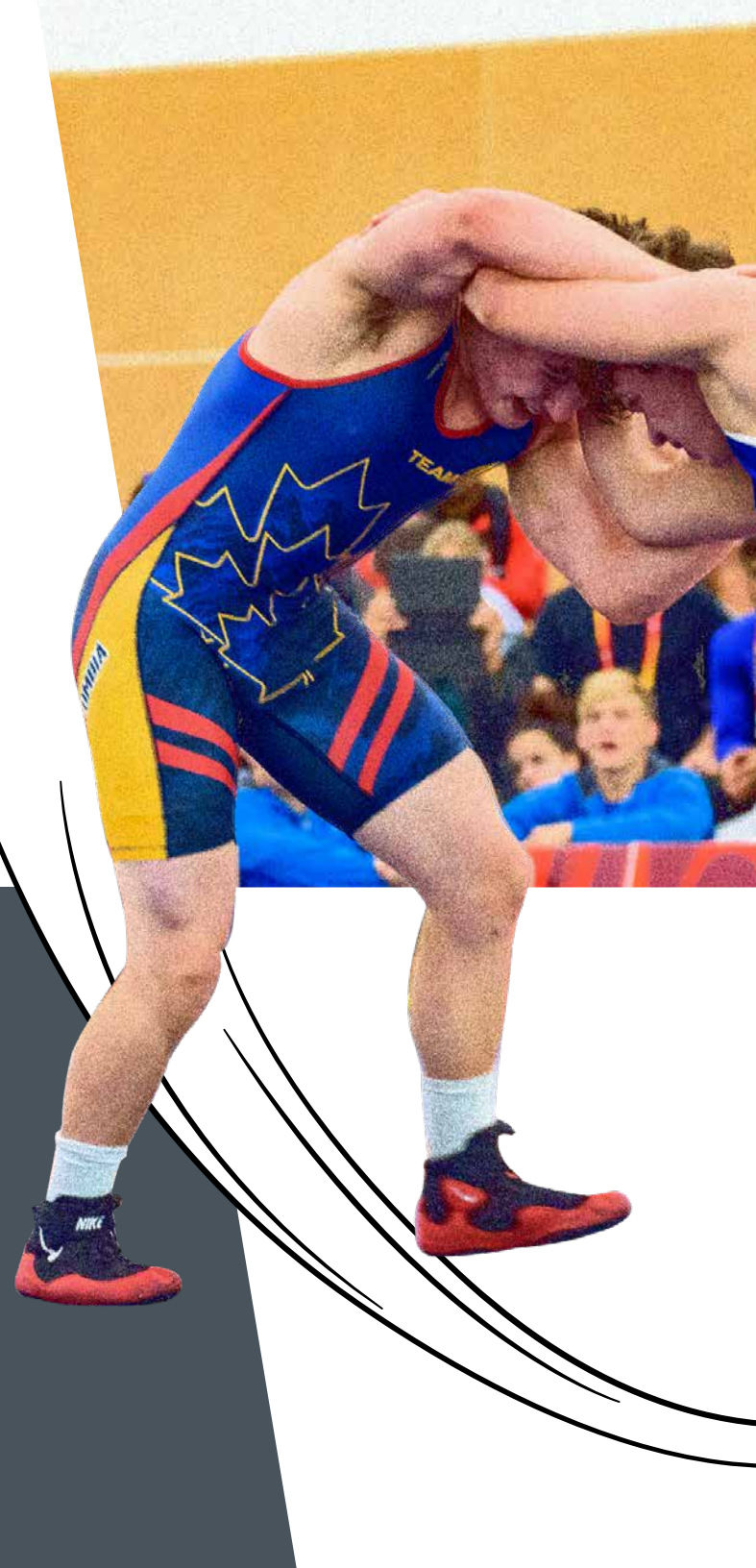
Strategic imperative 3:

## Safe sport and profession

**Enhance Safe Sport programs and services for the sport system, and support the profession by offering valued member services.**

### TARGET OUTCOMES:

- ✓ Build and provide Safe Sport leading practices
- ✓ Create and deliver valued member services for coaches and coach employers
- ✓ Build the professional coach voice and identity





## RESPONSIBLE COACHING MOVEMENT

Ensuring a safe sport environment in which coaches, parents and organizations act responsibly on and off the field is a top priority for Canada's sport system. The Responsible Coaching Movement (RCM) has been a flagship program of the CAC since 2016, managed in partnership with the Canadian Centre for Ethics in Sport. As part of our ongoing work in this area, in 2022-23 we will:

- **Launch a new eLearning module on understanding the "Rule of Two"**, which ensures a coach is never alone with a participant unless another screened coach or adult is present. This module and its accompanying marketing and communications support will increase clarity about

the RCM among the coaching community, ultimately enhancing Safe Sport practices in Canada.

**TARGET FOR LAUNCH:**  
**Q1 (MODULE DEVELOPMENT)**  
**Q2 (MARKETING CAMPAIGN)**

## SAFE SPORT LEADING PRACTICES

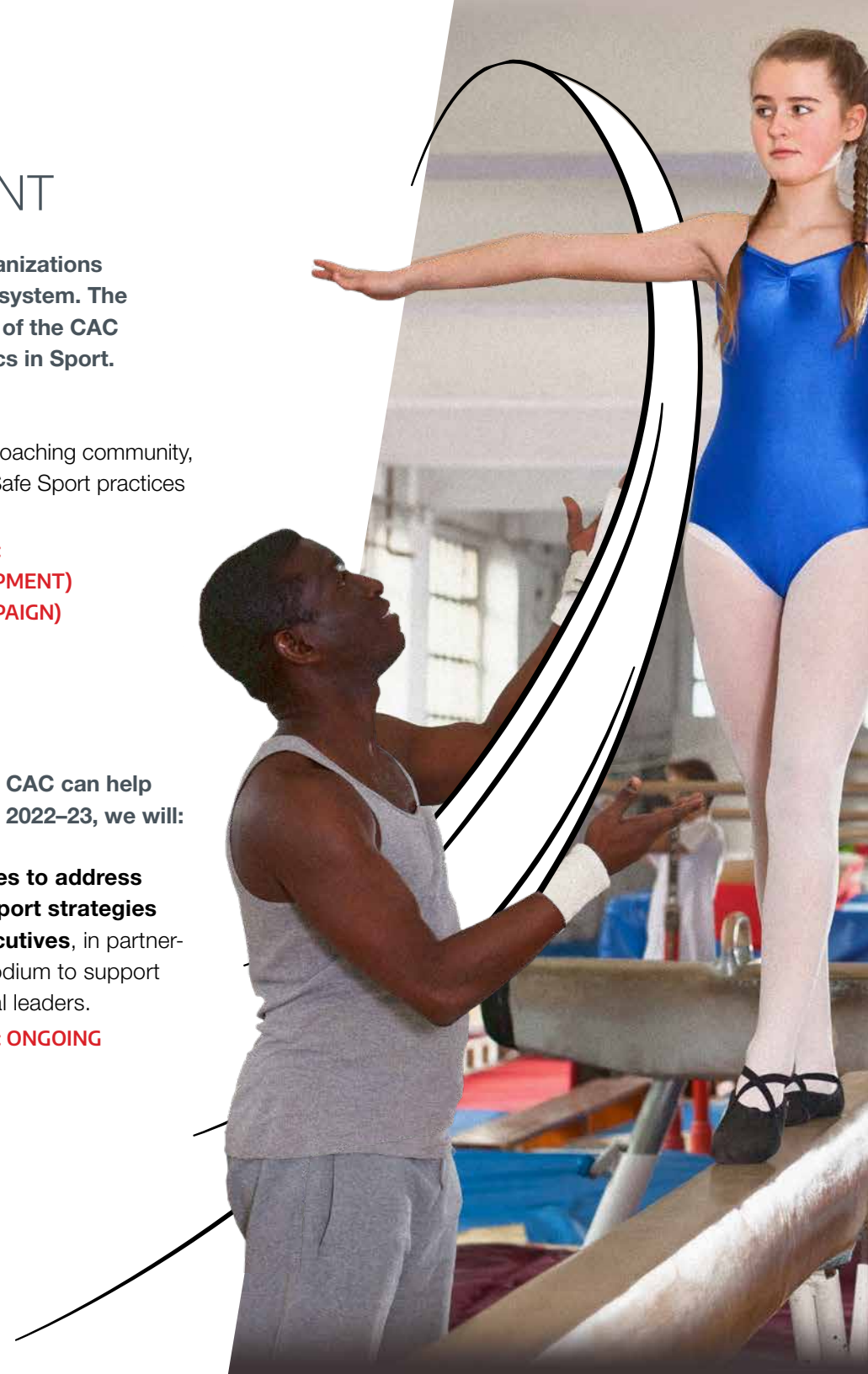
Creating practical, valuable tools and services is one way in which the CAC can help coaches across Canada adopt and implement Safe Sport practices. In 2022-23, we will:

- **Provide coaches and sport organizations with additional resources and tools, such as screening processes and procedures**, by conducting an evaluation of the challenges, opportunities and successes experienced by early RCM adopters, then implementing the resulting recommendations.

**TARGET FOR LAUNCH: Q1-Q4**

- **Explore opportunities to address preventative Safe Sport strategies with NSO chief executives**, in partnership with Own The Podium to support coaches and technical leaders.

**TARGET FOR LAUNCH: ONGOING**





## PROFESSIONAL COACHING

The CAC equips coaches to embody and uphold the highest standards of professional and ethical conduct through the Chartered Professional Coach (ChPC/ProCoach) program. To help even more coaches reach the pinnacle of the profession, in 2022-23 we will:

- **Establish a peer-led community of practice as a hub for all things ProCoach.** This hub will host webinars, newsletters and other resources exclusive to ChPCs and Registered Coaches. It will also house “positive coach” stories to reinforce and raise awareness of the good work being done across Canada by certified and experienced coaches.
- **Amplify the value proposition of the ProCoach program** by conducting an evaluation with coaches and sport organizations on the services they value most from the program, then implementing the resulting recommendations.

**TARGET FOR LAUNCH: Q2**

**TARGET FOR LAUNCH: Q2-Q4**

Strategic imperative 4:

### Excellence

*Optimize resources, services and leadership capacity in accordance with leading practice.*

#### TARGET OUTCOMES:

- ✓ Enhance organizational sustainability through diversification of funding
- ✓ Engage stakeholders in the ongoing review of programs, services and offerings
- ✓ Inclusion is a fundamental part of the CAC's practices



## SUSTAINABILITY

Building a variety of funding sources is essential to the long-term viability of the CAC. To make our organization more resilient going forward, in 2022-23 we will:

- **Strengthen our existing sponsorship arrangements and add new sponsors** where there is a strategic fit.  
**TARGET FOR LAUNCH: ONGOING**
- **Strengthen our existing international partnerships and explore potential new partnerships** with countries around the world.  
**TARGET FOR LAUNCH: ONGOING**

## PARTNERSHIPS

It is important that every decision made by the CAC be evidence-based and responsive to the needs of the NCCP partnership. To ensure we continue to meet our partners' needs, in 2022-23 we plan to:

- **Conduct the 2022 partner survey**, collecting feedback and insights that will be used to inform the development of the 2023-24 annual plan.  
**TARGET FOR LAUNCH: Q3**
- **Leverage our existing partnerships and events**, including the 2022 Partners Congress, to further strengthen and enhance NCCP policies and programs.  
**TARGET FOR LAUNCH: ONGOING**





## INCLUSION

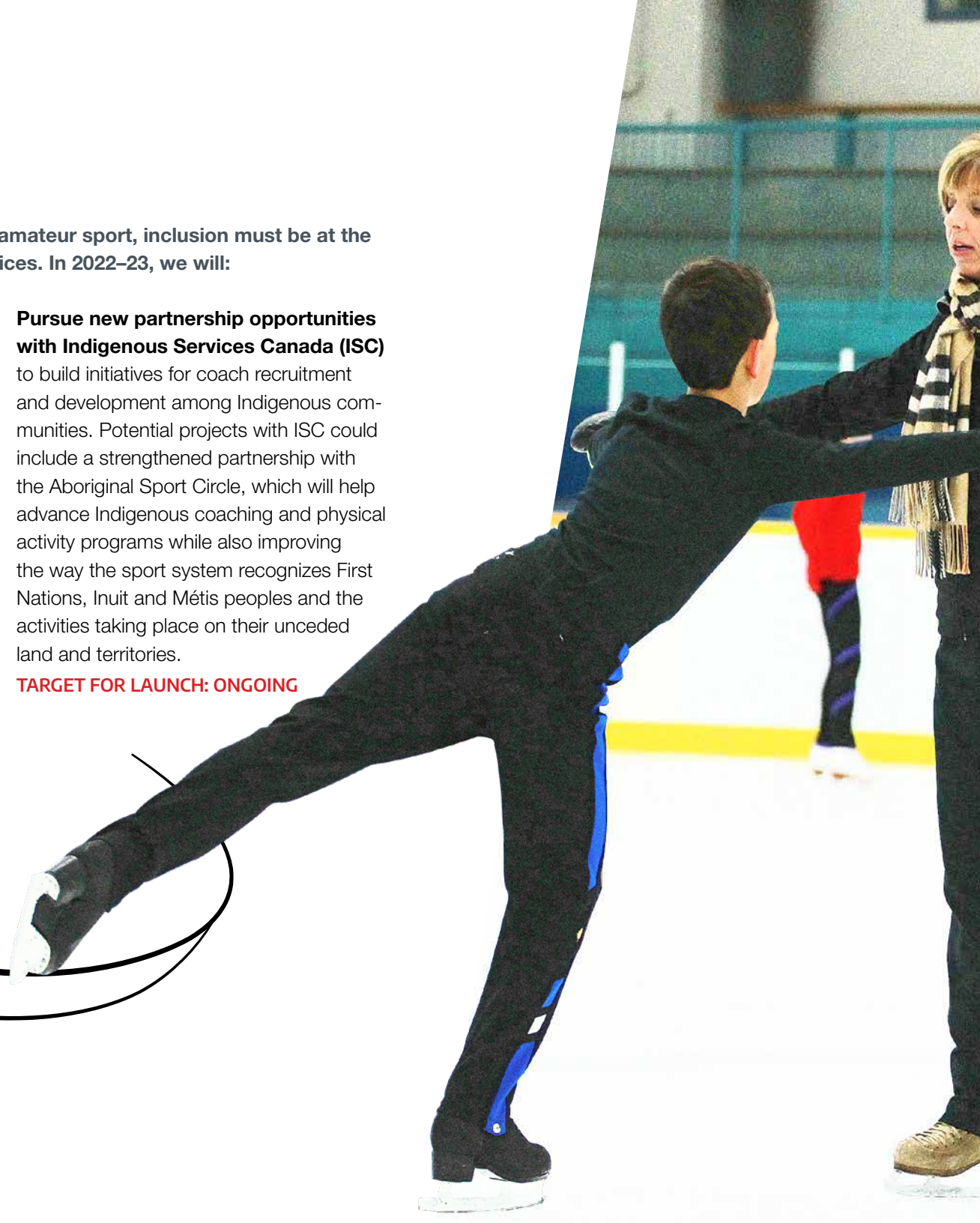
To ensure we represent all aspects of Canadian amateur sport, inclusion must be at the heart of the CAC's business and operating practices. In 2022-23, we will:

- **Pursue new partnership opportunities with Immigration, Refugees and Citizenship Canada (IRCC)** to build initiatives for coach recruitment and development among new Canadians. Potential projects to be conducted in partnership with IRCC could include an online training portal the agency can use as part of its pre- or post-arrival services for immigrants. Working with IRCC will also help integrate more new Canadians into Canadian society through participation in community-based amateur sport.

**TARGET FOR LAUNCH: ONGOING**

- **Pursue new partnership opportunities with Indigenous Services Canada (ISC)** to build initiatives for coach recruitment and development among Indigenous communities. Potential projects with ISC could include a strengthened partnership with the Aboriginal Sport Circle, which will help advance Indigenous coaching and physical activity programs while also improving the way the sport system recognizes First Nations, Inuit and Métis peoples and the activities taking place on their unceded land and territories.

**TARGET FOR LAUNCH: ONGOING**





# Enterprise risk registry

Through an outcomes-based risk management approach directly aligned with the annual plan, the CAC continuously assesses system-wide events and circumstances that could affect its ability to fulfill its strategic initiatives. Those assessments help determine actions to mitigate the most significant risks and to leverage opportunities for the organization.

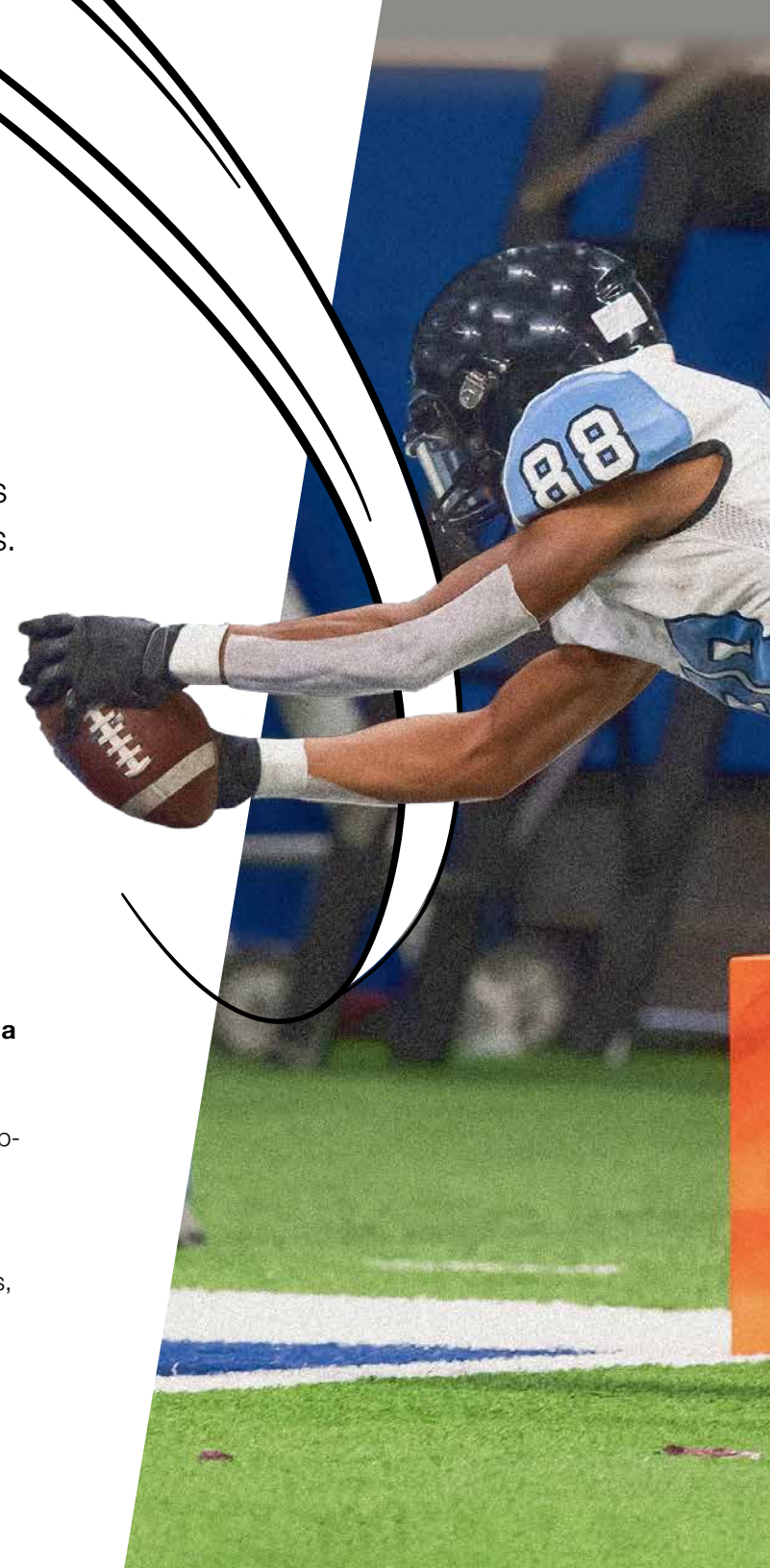
Our enterprise risk registry is reviewed regularly by our senior management team, discussed at every meeting of the CAC board of directors and reported to Sport Canada. We have identified five key strategic risks for 2022-23, with the wording below derived directly from the board's discussions with CAC leadership:

- **COVID is delaying return to sport/ participation – Sustainability of the system is at risk – Delivery of NCCP training is at risk due to varied PT mandated vaccination policies (e.g., U-12 delivery, sport club viability, diverse populations).**

This risk is a threat to the CAC's 2022-23 annual plan as the CAC has limited control over return to sport/participation. Public health directives appropriately drive most decisions in return to play. However, the CAC and its partners are employing mitigation actions such as eLearning, NCCP Return to Sport 2021, the potential Public Health Agency of Canada (PHAC) mental health initiative, etc.

- **Safe Sport – Can we optimize/enhance CAC capacity to expand business to impact national (and then PT) sport in Safe Sport (training/behavior). There is a window of opportunity – Budget 2021 – \$80M over 2 years for return to sport.**

This risk is an opportunity to expand the capacity, reach and impact of Safe Sport both through Sport Canada above-core funding and Budget 2021. To date there has been concrete progress with Safe Sport initiatives, as witnessed by the work of the RCM and additional services to PTCRs/NSOs (while respecting jurisdiction). There is much more to be done.



- **Increase diversity in coaching and expand business in EDI – Can we leverage CAC programming and strong partnership network to expand business in EDI to impact national system and coaches through training (i.e., ability to create a more inclusive sport system).**

This risk is an opportunity as well as a threat. The CAC is seen as a leader in the EDI space and has demonstrated impact in the NCCP (examples are revisions to multi-sport materials, training for Coach Developers, leading and standardization the recognition of unseeded territories). We also impact PTCR/NSO awareness and provide best practices. We also provide apprenticeships and grants. All of this is done within the context of the shared knowledge and expertise of our partners. The threat is that the CAC does not hire coaches (volunteer or paid). A potential mitigation strategy is to build back better by creating innovative non-traditional partnerships.

- **Coaching brand and influence – Can the CAC expand the value of the coach by promoting stories about the positive impact of coaches.**

This risk is owned by all sport, both an opportunity as well as a threat. The system needs coach employers (volunteer or paid) to exercise leading practice in safe sport to protect participants and coaches. The CAC has been an advocate for Safe Sport and coaches (e.g., RCM, spokespeople for Safe Sport, awards, social media

campaigns). We leverage our resources to continuously address this risk, yet each time a negative story reaches the news it chips away at our impact. CAC management, in collaboration with partners, will address this risk in real time and adapt its approach. This can only be done in collaboration with the entire sport system. Of note, “non-member” clubs, private or otherwise, remain a constant risk.

- **Loss of volunteers across the entire system (coaches, officials, etc.).**

Sport across Canada is fuelled by volunteers — it is the number-one volunteer sector in Canada. Therefore, if there is a loss of volunteers, it could have a negative impact on participants, coaches, viability of sport clubs, etc. Because the CAC mandate is to deliver coaching education and training products via the Locker to partners who in turn deliver training to coaches, the loss of volunteers is a risk for the entire sport system. As a strategic enterprise risk for the organization, CAC management will need to consider mitigation strategies in collaboration with partners. These include a recruitment and EDI campaign, training and tools to support coaches, and addressing coaching workforce retention. Additionally, the CAC is exploring a potential partnership with Immigration, Refugees and Citizenship Canada (IRCC) to include more new Canadians in sport participation and increase the representation of new Canadians in the coaching cadre.



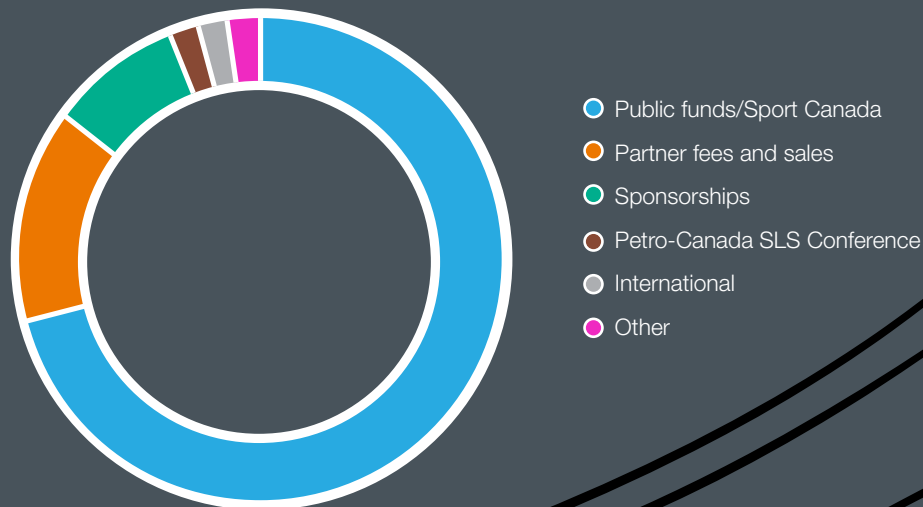


# Financial overview

To ensure the CAC's proposed strategic activities are feasible, it is important for this annual plan to reflect the funding and resources that will be available to the organization in 2022-23.

Funding remains relatively stable year over year at approximately \$6M (exclusive of COVID-19 and above-core one-time federal grants). The majority of CAC funding comes from the federal government.

## REVENUE SOURCES



Public funds/Sport Canada	\$4,391,000	71%
Partner fees and sales	\$872,000	14%
Sponsorships	\$538,000	9%
Petro-Canada SLS Conference	\$140,000	2%
International	\$109,000	2%
Other	\$111,000	2%
<b>Total</b>	<b>\$6,161,000</b>	<b>100%</b>

We will explore several opportunities in 2022-23 to diversify and expand our revenue sources, including:

- **Sport Canada:** The CAC will apply to Sport Canada for above-core funding for Safe Sport activities, as we did for the 2021-22 fiscal year. If our application is approved, official notification from Sport Canada is likely to be received in August 2022.
- **Public Health Agency of Canada:** In Fall 2021, we submitted a funding request to the Public Health Agency of Canada (PHAC) for the “I Can Help” mental health promotion and prevention campaign (see the Leadership section of this plan for details). Specifically, the CAC requested \$1.74 million for fiscal year 2022-23 and \$1.15 million for fiscal year 2023-24, for a total of \$2.89 million across two years. If approved, this grant would be used to hire personnel to manage the campaign, produce marketing and communications materials, host coach mental health literacy training sessions, update CAC eLearning and NCCP training modules, create a mental health knowledge hub on the CAC website, and more.
- **Sponsorships:** The CAC is fortunate to have long-term partnerships with Petro-Canada, TeamSnap and Decathlon Canada. Their support enables us to make a value-added difference in the Canadian sport system. Consistent with leading practice, we are always looking to expand our sponsorship portfolio and will continue to do so in 2022-23 and beyond.
- **International development:** The CAC plans to expand its international reach in 2022-23, proactively seeking out new partnerships and proposing more opportunities to existing and previous international partners. This international development will be done in alignment with our mandate. Working collaboratively with international partners helps build the coaching profession globally and celebrates the Government of Canada’s investment in a leading-edge coaching program — and in doing so, generates a modest revenue stream for the CAC.

This new funding would be in addition to the multi-year PHAC funding we already receive to deliver the gender-based violence and teen dating violence modules of the Support Through Sport eLearning series, which is valued at \$176,000 per year.

