

ANNUAL REPORT

2020

2021

COACHING
ASSOCIATION
OF CANADA



coach.ca

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 supports coaches from grassroots, to professional levels and beyond.



Coaching Association of Canada
Association canadienne des entraîneurs

CAC Strategic Plan

At the start of the 2018–2022 planning cycle, we identified four strategic imperatives and 14 related goals to sustain our mission to enhance the experiences of all athletes and participants in Canada through quality coaching.

COACHING EDUCATION

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

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

COACHING LEADERSHIP

Grow the value and influence of coaching throughout society

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

COACHING PROFESSION

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

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

ORGANIZATIONAL EXCELLENCE

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

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

Message from the Chair of the Board of Directors and the CEO

A Year Like No Other

The global modern sport movement, strongly impacted by COVID-19, experienced a disruption like no other time in history. In Canada, we were privileged to have the support of the Government of Canada through the emergency COVID relief funds, among other initiatives, to mitigate the impact of the pandemic.

The CAC's commitment in the face of the pandemic was to focus in on the best interest of the **National Coaching Certification Program (NCCP) Partnership** and prepare, as much as possible, for the return to sport. It meant the priorities were on initiatives to fast-track NCCP delivery to online, deliver on related professional development, enhance technology infrastructure for the virtual world, deliver best practices for the community and, design employee care initiatives to keep our team healthy. You will note the highlights of this commitment throughout the pages of this annual report. We are thankful for the team who remained nimble and responsive to the multiple changes in our plan to address our partner needs.

We also witnessed the tragic circumstances and the unacceptable injustice and discrimination that continue in our world. The CAC committed to support the Black Lives Matter movement and stand with communities of Black, Indigenous, and People of Colour (BIPOC), and with all those who face injustice and discrimination due to systemic and individual racism. We have created an internal anti-racism task force and have delivered mandatory training for all staff and board. We also partnered with the Black Canadian Coaches Association to better deliver support and mentorship to coaches.

In 2020, we also saw the creation of the first ever CAC Sport Safety Department, combining equity, diversity, and inclusion programming along with safe sport initiatives. Our **Safe Sport Training**, created to support every role in the national sport system – beyond coaching – was delivered to 24,058 participants to great success.

Another benchmark this year was the first ever virtual **Partners Congress** and **Petro-Canada Sport Leadership sportif conference**. The Sport Leadership sportif conference exceeded previous participation by almost 400% to 2,400 registrants. This acknowledges the need for future blended (in-person and online) conferences.

We would like to thank the entire staff, board and volunteers who have contributed to the success of the CAC in this year. We are grateful for their dedication and loyalty to our vision of Inspiring a Nation Through Sport.



Paul Carson

Chair, Board of Directors
Coaching Association of Canada



Lorraine Lafrenière

Chief Executive Officer
Coaching Association of Canada



Fiscal Year at a Glance



As an organization that strives to inspire the nation through sport and to enhance the experiences of athletes and participants through quality coaching, we at the CAC recognized the need to adapt to meet the needs of our stakeholders during the pandemic period and beyond.

While our annual plan shifted priorities mid-year, the following highlights how we continued to advance our work to achieve goals and mark several achievements of our Strategic Plan.

Canada^{ca}

The programs of the Coaching Association of Canada are funded in part by the Government of Canada. The Government of Canada 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.

COVID-19 Relief and Response

We played a leadership role in bringing medical and legal experts across sectors with partners in the sport community to produce timely resources and guidance for athletes, coaches and facility owners on how to keep all participants safe. We formed an **NCCP COVID-19 Delivery Task Force** to lead the partnership in quickly establishing priorities and actions to support and ensure sustainable coaching development during, and after, the pandemic. As an initial focus, 40 NSOs shifted their NCCP delivery to an online and virtual environment. Additionally, more than 500 learning facilitators from 12 Provincial/Territorial Coaching Representatives (PTCRs) and more than 46 NSOs were trained to enable online delivery. The CAC, in collaboration with the Task Force and medical and legal experts, developed a Return to In-Person NCCP workshops document for NCCP partners and coach developers to ensure safety once jurisdictions allowed in-person delivery.

Supportive COVID-19 Relief Funding

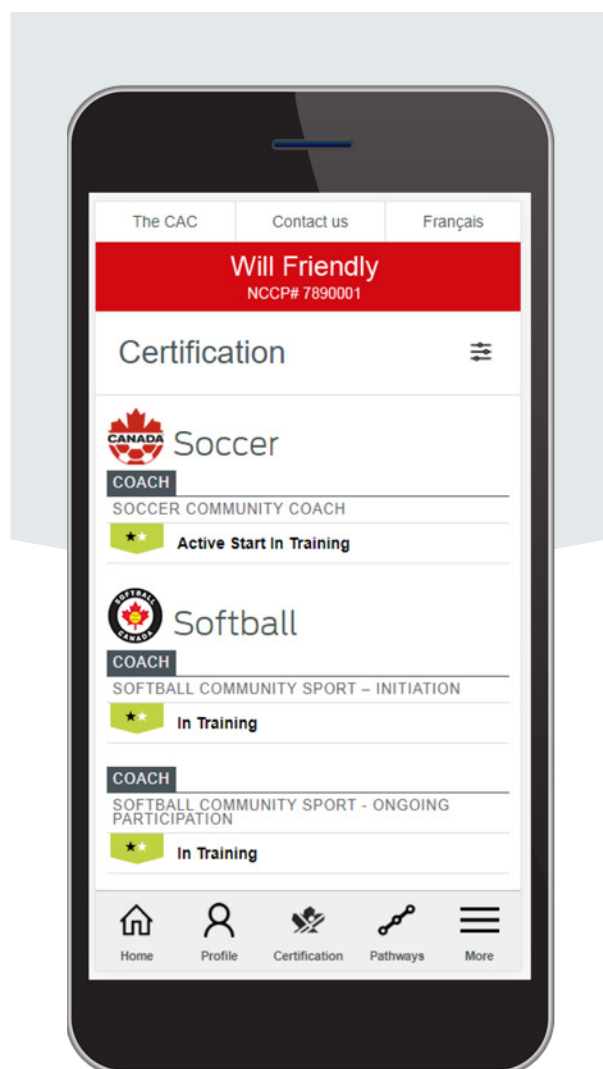
The contributions of the Government of Canada provided additional relief funding which supported the CAC in addressing the significant impact of the pandemic on our organization and its partners. The additional funds supported NCCP delivery, development, and organizational changes, which included the following:

- The development and launch of the **Leading a Return to Sport Participation** eLearning module and dedicated section on our website;
- **Coaching Through COVID**, a six-part live webinar series presented monthly from October 2020 to March 2021, to support and re-engage coaches as they returned to sport;
- **NCCP Coach Developer Training** focused on how best to deliver National Coaching Certification Program (NCCP) content in an online environment; and
- The extension of financial support to our NCCP Partners for content adaptation and technology enhancements to prepare for increased demand for eLearning.



Innovative Technology

We helped coaches and NSOs adjust to the increasing demand for digital NCCP delivery. We continued production of multi-sport educational and professional development modules for coaches. We advanced our technology services around mobility and updated the **Locker** with a responsive design for mobile devices to effectively reach our users, especially throughout the COVID-19 pandemic.



CAC Staff Care, Health and Well-being

Our people are our most valuable asset. The right approach to team dynamics, workplace culture, and staff development was critical to the success of the team and our work initiatives. Even with our staff working remotely, we never stopped striving to be a best-in-class employer, constantly introducing new practices to enhance their experience, hosting virtual team events, and providing care packages to enhance remote work environments supported by the COVID-19 relief funding from the Government of Canada.

Continued Commitment to Sport Safety

Since its launch on April 1, 2020, after having been selected by Sport Canada to lead the nationally mandated **Safe Sport Training**, the free eLearning module has been completed by more than 24,058 participants including NSOs and Multi-sport Service Organizations (MSOs) who can apply the learning to recognize maltreatment in sport and take informed actions to address it.

An additional 162 organizations from across the country signed the **Responsible Coaching Movement** pledge, bringing the total to 842 since the Movement began in 2016.

A new **Sport Safety Department** was formed, comprising a Sport Safety Director; a Sport Safety Manager; a Professional Coaching Coordinator; and a Diversity and Inclusion Project Coordinator.

Partner Satisfaction and Employee Engagement

Partners rated their satisfaction with the CAC at 87%, surpassing our annual target of 75%. Employee engagement remained high at 94%, up 1 percentage point from last year.

Uniting Partners Through Virtual Platforms

We were successful in hosting virtual events to unite stakeholders at our annual **Partners Congress** and **Petro-Canada Sport Leadership sportif Conference**, where 96% of partners and 89% of delegates, respectively, reported being satisfied or very satisfied with their experience.



FEATURING THE INAUGURAL MEMBERS OF THE
BLACK FEMALE COACH MENTORSHIP PROGRAM
FEBRUARY 25 & 26, 8PM EST

ASSOCIATION BLACK & CANADIAN COACHES
coach.ca
Coaching Association of Canada
Association canadienne des entraîneurs

Equity, Diversity and Inclusion - Policies and Leadership

As an organization committed to education and continuous learning, we have the opportunity to shape our leadership role to be one of action. We voiced our solidarity to bring meaningful representation from racialized and marginalized communities to our CAC policy and NCCP development. In building a more diverse, safe, and inclusive sport system, we create a sport system better able to engage, serve and inspire our communities. We endorsed the **CAC's Equity, Diversity, and Inclusion (EDI) Policy** in June 2020, and created an Anti-Racism Task Force with a mandate to create a safe space to discuss and learn

of Canada's Black, Indigenous, People of Colour's (BIPOC) history and increase cultural competencies. Sessions included **The Path**, hosted by the Aboriginal Sport Circle, **Optimizing Organizational Diversity & Inclusion**, and **Addressing Anti-Black Racism**. We also partnered with the Black Canadian Coaches Association (BCCA) in delivering a number of virtual workshops and supporting their female coach mentorship program. And finally, we worked with Quakelab to further develop our EDI action plan, Board diversification and nomination process.



Photo Credit: Wheelchair Basketball Canada



COACHING
EDUCATION

NCCP Development and Delivery

Previously scheduled 2020-2021 revisions of several NCCP multi-sport modules were delayed to reprioritize and focus on supporting the partnership in returning to NCCP delivery during the pandemic. The CAC adapted several NCCP multi-sport modules to be delivered in an online environment. These included **NCCP Performance Planning**, and **NCCP Core Training for Learning Facilitators, Evaluators, and Master Coach Developers**.

The **NCCP Coach Initiation in Sport** eLearning module was also updated and revised to ensure accessible delivery on any computer, smartphone, or tablet. Coach attendance for NCCP multi-sport modules delivered by the PTCRs exceeded that of 2019 from April to July due to online and home study delivery. Although sport-specific numbers declined during the year, attendance, and delivery near year-end mirrored delivery numbers in 2019-2020.

Partnerships and Initiatives

Despite the COVID-19 pandemic, the CAC and our partners continued to work to develop and strengthen new partnerships to positively impact coaches.

This year, the CAC formalized a strong partnership with the Canadian Armed Forces, Wellness Division, to support the NCCP training of their recreational and competitive coaches across Canada and overseas.

The CAC also collaborated with School Sport Canada to build **Coaching School Sport: Redefining Winning**, an eLearning module focused on coaching in the school environment to launch in April 2021.

The CAC also developed new eLearning modules to be released in the next fiscal year:

- 1 Mental Health in Sport:** Explores the foundations of mental health and teaches ways to support the well-being of participants and coaches;
- 2 NCCP Creating a Positive Sport Environment:** Describes participant-centered coaching strategies for enhancing safety, improving performance, and preventing maltreatment in sport;
- 3 NCCP Leading Drug-free Sport:** Instilling values for fair play and appropriate measures to promote drug-free sport;
- 4 Leading a Return to Sport Participation:** Provides guidance and resources to help coaches lead a safe and adaptive transition back to in-person sport;
- 5 Understanding Teen Dating Violence** as part of the new Support through Sport series; and
- 6** A revision of the in-class **NCCP Managing Conflict** workshop and its online evaluation component.

NSO Approvals 2020-2021

NCCP Development

In 2020-2021, a number of National Sport Organizations (NSOs) moved towards developing their NCCP Community Sport and NCCP Competition

contexts, meeting Conditional Approval (CA) or Final Approval (FA) status.

NCCP Community Sport - Initiation

Judo Canada (CA)

NCCP Competition – Development

Ultimate Canada (FA)

Taekwondo Canada (FA)

Gymnastics Canada – Artistic Discipline (FA)

Canadian Blind Sports Association (FA)

NCCP Competition – Development, Advanced Gradation

Canadian Artistic Swimming (FA)

Canadian Team Handball Federation (CA)

NCCP Competition – High Performance

Judo Canada (CA)

Canadian Team Handball Federation (CA)

Canadian Artistic Swimming (FA)

Para-coaching

An Examination of Disability-inclusion in Canada's Coach Education System research study was conducted to examine how disability-specific content is integrated within sport-specific NCCP modules, and the types of coaching knowledge covered. Overall, greater focus on intrapersonal, interpersonal, and

disability-specific knowledge is needed. Through the next year, NSOs and coaches will be interviewed to produce a checklist on what to include in para-coaching training and on how to support para-coach development.

Advanced Coaching Development Program

The CAC worked with the Canadian Olympic and Paralympic Sport Institute Network (COPSI Network) partners to make significant enhancements to the **NCCP Advanced Coaching Diploma (ACD) Program's** marketing and communication toolkit by adding new photos, graphics, and videos. Additionally, we focused on supporting the COPSI Network in the implementation of all the newly-developed resources. A new series of webinars was also launched to support ACD program mentors working with coaches.



Lifelong Learning

Lifelong Learning is one of the underlying philosophies of the NCCP. We have focused on increasing the number of professional development stakeholders to provide a better variety of professional development opportunities. Alongside our NCCP partners and external partners who also support Lifelong Learning, we continue to offer coaches more opportunities to develop the coach toolbox to positively impact athletes and participants, both on and off the field of play.



Corporate Partnerships

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



Our long-standing partnership with Petro-Canada enables us to recognize and support coaches through several programs focused on coach and athlete excellence. Together with the CAC, Petro-Canada continued to drive thought leadership in sport at the **2020 Petro-Canada Sport Leadership sportif conference (SLS20)**. During the **Petro-Canada Sport Leadership Awards Gala**,

23 coaches across 10 unique sports were honoured with the Petro-Canada Coaching Excellence Award - a total of 1,259 individuals since 1986. The **Petro-Canada Fueling Athlete and Coaching Excellence (FACE™)** Program provided \$550,000 in direct funding annually to support 55 next-generation athletes and their coaches.



Our continued partnership with TeamSnap provides coaches with bi-monthly coaching tips through the **#CoachToolkit** program, which

includes NCCP-inspired videos and content provided by leading coaches from across Canada. Last year, despite the impact of COVID-19, TeamSnap's ongoing support of the **NCCP Fundamental Movement Skills** module educated over 1,206 workshop participants. More than 7,600 have taken the module since the partnership began.



In 2020-2021, the CAC launched a new partnership with Decathlon Canada in support of the revision and promotion of the **NCCP Coach Initiation in Sport** eLearning module. This partnership empowers coaches

with the knowledge and opportunities to reach more participants, strengthen their coaching skills, and promote their activities. In the first year of the partnership, more than 6,000 coaches completed the revised module, and close to 800 benefited from a discount offering thanks to Decathlon's support.

In addition to our National Corporate Partners, we are grateful for the participation of the 15 organizations who joined us as sponsors at the **2020 Petro-Canada Sport Leadership sportif conference**. Their support enabled us to provide an exceptional opportunity for delegates to learn, network, and connect in a new virtual environment.



COACHING
LEADERSHIP

CAC Sport Safety Department Created

The CAC formed a new **Sport Safety Department** comprised of a Sport Safety Director; Sport Safety Manager; Professional Coaching Coordinator, and a Diversity and Inclusion Project Coordinator.

The **Chartered Professional Coach** (ChPC) designation meets the public's and sport communities' expectations of coaching practices as informed, safe, and respectful, both on and off the field of play. The Registered Coach license and ChPC designation signal to employers, participants, and parents/guardians that a coach is committed to excellence at the highest ethical standards. As part of CAC's Safe Sport initiatives, the CAC **Safe Sport Training** eLearning module is a new requirement to

obtain a professional coach designation. The module launched on April 1, 2020 and by year-end, 24,058 people completed the training.

The CAC Code of Conduct was revised to align with the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS). In 2020-2021, 587 Professional Coaches achieved a Registered Coach or ChPC status.





SAFE SPORT TRAINING

**EVERYONE
HAS A ROLE
TO PLAY.**

Creating a culture where everyone can thrive is a shared responsibility. Safe Sport Training provides the knowledge and skills to create healthy and safe sport environments.

RECOGNIZE | ADDRESS | PREVENT
MALTREATMENT IN SPORT

Free eLearning

Learn more at SafeSport.coach.ca

coach.ca
Coaching Association of Canada
Association canadienne des entraîneurs

CAC Policies

The Board of Directors approved a revised Equity, Diversity, and Inclusion Policy, Positive Workplace Policy, and Code of Conduct Policy in June 2020. Board and staff training sessions were held to ensure an in-depth understanding of our new policies, and revisions to the policies to align with the UCCMS.

The CAC, in partnership with the PTCRs, planned to organize a series of four in-person regional summits focused on increasing awareness and understanding

of topics related to Equity, Diversity, and Inclusion, Safe Sport, and Gender-based Violence in Sport for their NCCP Coach Developers entitled **The Rumble**. This initiative was hampered by COVID-19 and was adjusted to deliver several virtual workshops in lieu of the summits in Alberta, Saskatchewan, Manitoba, New-Brunswick, Prince Edward Island, and Newfoundland and Labrador. Five virtual webinars attended by 162 NCCP Coach Developers included:

2020 Virtual Webinars

- Inclusive Language for NCCP Coach Developers
- Unconscious Bias
- Let's Be Better Together and Join the Conversation
- Ensemble Soyons Meilleurs et Prenons Part à la Discussion
- Creating Safe Environments Considering the Law



BLACK FEMALE COACH MENTORSHIP PROGRAM

New Mentorship Program Aims to Empower Black Female Coaches in Canada

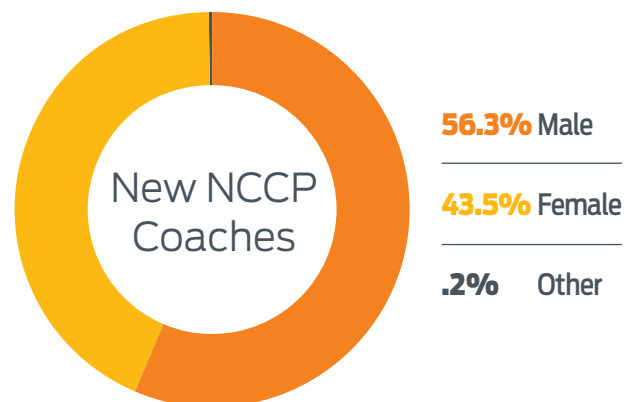


Women in Coaching

The **Women in Coaching** program expanded with a new CAC **Enhanced Female Mentorship Program** and created a partnership with the newly founded Black Canadian Coaches Association to host the first ever **Black Female Coach Mentorship Program**. Our mentorship programs provided professional development sessions for 87 female mentee coaches and 49 mentor coaches. Additionally, the **University Female Mentorship Program** contributed to the salaries and development of eight women coaches in six universities.

Nine NSO Grants were dispersed to support Women in Coaching initiatives developed to impact more than 230 women coaches. Additionally, we supported 20 women coaches through our coach education grants, via the Canadian Olympic Committee's (COC) Game Plan program, towards completing their NCCP Competition Development pathways.

This past year, the **Canadian Journal for Women in Coaching** released four issues which explored the following topics: social learning spaces in leadership programs, investment in women in sports, physically-distanced leadership, and the gender+ equity in the sport research hub.



Alberta Women in Sport Leadership Program

The three-year **Alberta Women in Sport Leadership Program**, funded by Status of Women Canada (now WAGE: Women and Gender Equality), was completed in June 2020. Several academic papers were published documenting the program using the value-creation framework and a legacy Community of Practice (CoP) document was developed. CoP Webinars were hosted in English and French and a new High Performance Safe Sport CoP was formed.

Support Through Sport eLearning Series

Through funding from the Public Health Agency of Canada, the CAC developed the **Support Through Sport** series which will consist of four eLearning modules, educational resources, and advocacy resources. The series will train coaches on gender-based violence and teen dating violence. In year three of the grant, we developed our first eLearning module, **Understanding Teen Dating Violence**, set to launch in June 2021. A **Support Through Sport** series web section and additional resources were also developed.

Indigenous Coaching

As we all experienced the effects of COVID-19, in-person delivery of the **Aboriginal Coaching Modules (ACM)** was suspended. The focus changed from delivery of the modules and certification of Learning Facilitators, to creating a support system for the Master Coach Developers and Learning Facilitators.

In addition to the ACM, the **2022 Canada Games Aboriginal Apprentice Coaching Program** has developed into a program with 22 apprentices representing every province and territory. The program supports the apprentices and mentors with professional development and NCCP opportunities leading up to the Games.

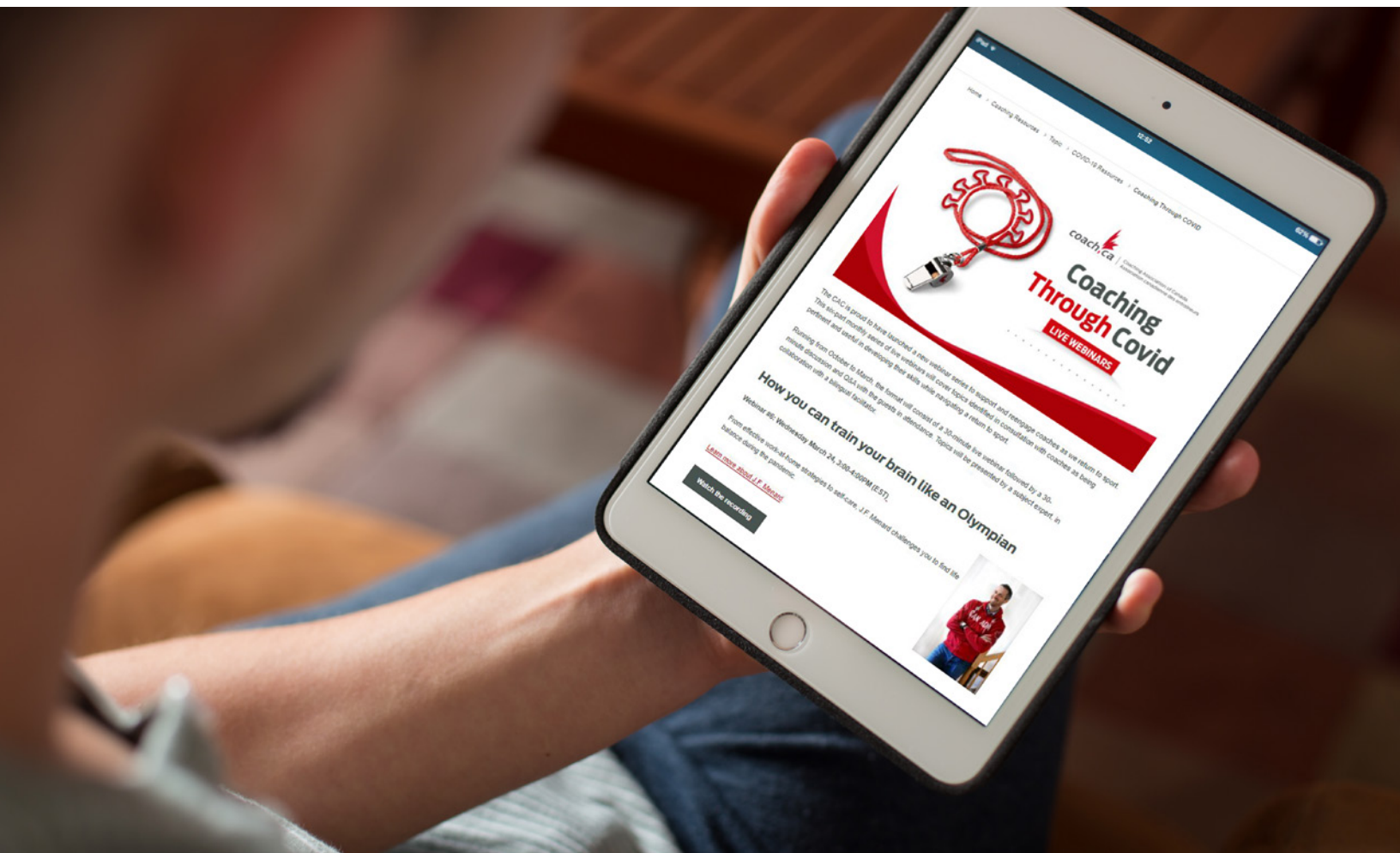
The CAC's partnership with the Aboriginal Sport Circle (ASC) has been strong throughout the year with both parties working together towards the transition of all Indigenous programs from the CAC to the ASC. The transition was completed March 31, 2021. The CAC will continue to work in partnership with the ASC to enhance Indigenous coaching and support our NCCP partners.

Connecting Partners and Coaches

We continued to advance our communications and marketing initiatives to connect partners and coaches with information about our organization, including programs, policies, research, sport safety initiatives, EDI workshops and eLearning products. Our communication efforts shifted to provide more online support and guidance to coaches and partners. The COVID-19 Resources webpage was home to several resources helping sport leaders and partners also make the shift to an online environment. Our website and social media channels continued to be

the go-to resource for learning opportunities and practical tips for coaches to keep them engaged, informed and well-prepared for the return to sport.



Through our intentional effort to create a sense of community for coaches through webinars and eLearning modules, we were successful at increasing our number of coaches through increased registrations and subscriptions. The CAC website and the **Locker** welcomed more than 1 million visitors to our digital platforms in 2020-2021.



Web Stats

Time Spent on CAC Website

30% ↑



Online platforms sending web traffic to CAC website

2,500


Pageviews

17% ↑



Overall pageviews

1.7M



New visitors to website resulting from coach and partner emails*

20% ↑



85%
of these focused on community sports and mentorship

Sport Safety training webpage routinely top 5 pages visited

119,000
pageviews

7% of overall pageviews

*New and existing web visitors who had not viewed our coach.ca website in more than six months.

#CoachToolKit

In 2020-2021, we created 12 coaching tips (6 infographics, 6 videos) for the **#CoachToolKit** initiative presented in partnership with TeamSnap, in which we accumulated over 340,000 impressions on our social platforms.

Topics included: ▶

1 Probiotics and Athletes

2 Five Steps to Support Distressed Athletes

3 **Get Back in the Game:** Key nutrients to promote recovery following an injury

4 Talking Concussions with your Team

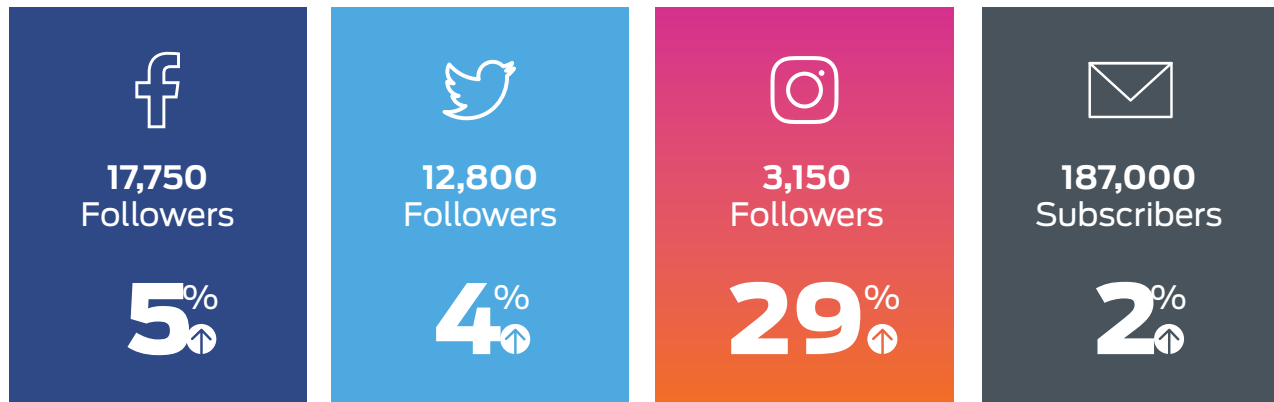
5 Building a Fun and Accessible Sport Program



#COACHTOOLKIT
* teamsNAP

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Numbers to Highlight



The Coach and Partner Services and Analytics team continued to provide quality and timely service to coaches and partners.



The CAC continued to evolve our data analytics plan to ensure data and insights from the Locker, website, and other sources are being used to drive decision-making across the organization, including a CAC Scorecard, volume dashboards, eLearning forecast model, and NCCP delivery and certification analysis reports. The CAC designed

new performance management tools to measure progress of key business objectives which allowed us to optimize resources to benefit partners. The new **Locker Insights** reporting tool was supported by the development of training documentation and training sessions, allowing partners to gain insights through self-serve reporting.



CAC Research Strategy

Dedicated efforts were made to invite more stakeholders to take part and contribute to our research strategy. Support was offered to 16 internal and 10 external projects. Two webinars were held to connect researchers, the CAC, and practitioners. The research section of our website was enhanced, providing guidance on research support and on how to join the Sport Coaching Research Network in Canada (SCRNC). We also created a working group for partners to advise on the implementation of our

strategy. To support NCCP delivery and content revisions, eight research projects were granted. Summaries of these projects are now available on our website, along with summaries from 23 other projects granted by the CAC over the years. Finally, we continued our work on **Project Pulse**, the official feedback channel for NCCP multi-sport workshops, which was internally designed, developed and supported by our Innovation and Business Enablement (IBE) team.

2020 Partners Congress June 2-3, 2020

The **2020 Partners Congress** welcomed more than 200 delegates from organizations including NSOs, PTCRs, MSOs, and Sport Canada representatives. The program was highlighted by a **Return to Modified Sport** plenary, presented in partnership with Own the Podium and featuring Chief Medical

Officers from the COPSI-N, and Canadian Olympic and Paralympic Committees, responding to questions and considerations around COVID-19 and sport. Participants adapted well to the new format, with a 96% satisfied/highly-satisfied rating.

National Coaches Week

September 19-27, 2020

The 2020 campaign acknowledged COVID-19's impact and celebrated the coaches who have supported a safe return to sport. The digital campaign generated 8.4 million impressions, a 71% increase over 2019, and generated more than 14,370 posts using one of the campaign hashtags on Twitter and Instagram.

#ThanksCoach #MerciCoach

#CoachesWeek #SemaineDesEntraîneurs

The new event calendar enabled organizations to post their celebrations and workshops, and the CAC made five eLearning modules freely available during the week. The modules were completed more than 4,388 times, with 2,300 new accounts created in the Locker.



THINGS ARE DIFFERENT.
JOIN US TO SAY #THANKSCOACH



**Their team is back on the field—
*with safety measures in place.***

2020 Petro-Canada Sport Leadership sportif Conference

For the first time ever, the **2020 Petro-Canada Sport Leadership sportif Conference** and **Awards Gala** were held virtually, engaging more than 1,800 sport leaders and coaches from November 4-6. The theme **Courage by Design** was highlighted through a series of keynote presentations, breakout sessions, and networking activities, where delegates were motivated to consider how their intentional acts of leadership, inclusivity, collaboration and self-care can shape positive change.

Delegate response to the new format was overwhelmingly positive: 89% of survey respondents were satisfied or very satisfied with their experience; 96% said the event provided a welcoming and inclusive environment; and 83% indicated they would be likely or very likely to recommend it to a colleague.



Sport Leadership
Awards Gala
Gala des Prix
du leadership sportif



Awards

On November 5, the CAC celebrated the outstanding accomplishments of coaches and sport leaders during the virtual Petro-Canada Sport Leadership Awards Gala with Bruno Guévremont as Master of Ceremonies. In total, more than 3,600 people viewed the livestream or the recording. The prestigious Geoff Gowan Lifetime Achievement Award was presented to karate coach Denis Beaudoin, ChPC. NCCP Master Coach Developer Kylo Harris was recognized with the National NCCP Coach Developer Award, and Rowing Canada was the recipient of the Sheila Robertson Award in recognition of contributions to coach education and safe sport. In 2020, [23 recipients received the Petro-Canada Coaching Excellence Award](#) in recognition of their contribution to ensuring that athletes reach their potential on the international stage. The CAC was also honoured to support the Aboriginal Sport Circle in presenting the National Indigenous Coaching Awards to Veronica McDonald and Richard Lush.



Photos (this page):

Top right, Geoff Gowan Award Winner, Denis Beaudoin; Above, Bruno Guévremont as Master of Ceremonies; Bottom left, Gift basket given to each award recipient.



COACHING
PROFESSION

Professional Coaching Through COVID Webinar Series

The CAC was proud to have launched a new webinar series to support and reengage coaches as they prepared to return to sport.

Viewed by 872 participants so far, this six-part, monthly series of live webinars covered topics identified in consultation with coaches :



Humans First: How embracing your humanity can unlock performance and help you create unstoppable athletes
Dr. Adrienne Leslei-Toogood



Return to Modified Training in the Absence of Competition
Myriam Paquette



Feedback: The Art & Science of Giving and Receiving it Well
Judy Riege



Build a High-Performance Team!
Dr. Ivan Joseph



In Their Own Words: An Athletes' Panel
Lee Anna Osei

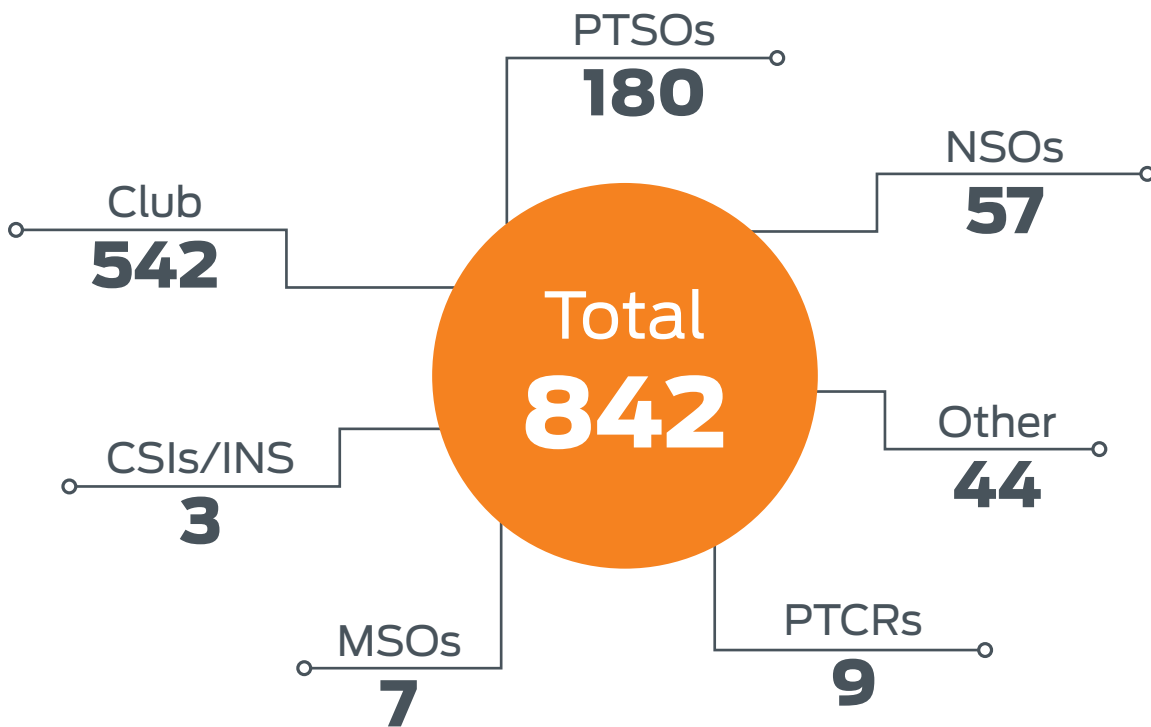


How Can You Train Your Brain Like an Olympian
Jean François Ménard



The Responsible Coaching Movement (RCM) continued to strengthen safety and guide ethical behaviour in sport for the benefit of children, participants, and coaches. This past year, 162 more organizations took the pledge from the previous year and surpassing 800 since the Movement began. By taking the pledge, these organizations have committed to implementing supportive policies and processes that adhere to three key focus areas: Respect and Ethics Training, Background Screening, and the Rule of Two.

RCM Pledge Breakdown



NSO Standardized Screening Policy Pilot

Five NSOs participated in the review and development of a screening policy and process. Sterling Backcheck and legal experts participated in the pilot. Key takeaways included the recommendation for a one-page resource to support sport organizations

in building their screening policy and process, understanding the different types of criminal record checks, in particular international checks, and what to do when a check is positive.





ORGANIZATIONAL
EXCELLENCE

Supporting Employees During COVID

Supporting our team and the sport community during the pandemic were primary goals for the CAC. Our commitment to staff contributed to their belief that the collective contributions of the CAC continued to have a significantly positive impact on coaching in Canada.

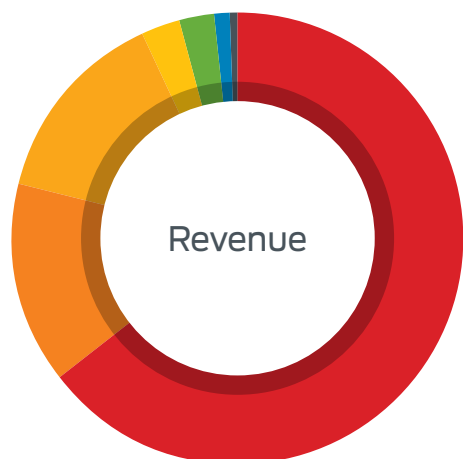
In response to COVID-19, the CAC rapidly moved to a work from home (WFH) model in March 2020, as did most of our partners and vendors. To assist the CAC staff through the pandemic, we increased resources and learning to support employees in a work-from-home environment, provided financial support to modify their remote work environment, introduced a flexible work schedule to support employees who

are caregivers or required a modified environment to support their well-being, increased mental health days and time off, and increased self-directed professional development to focus on learning and growth.

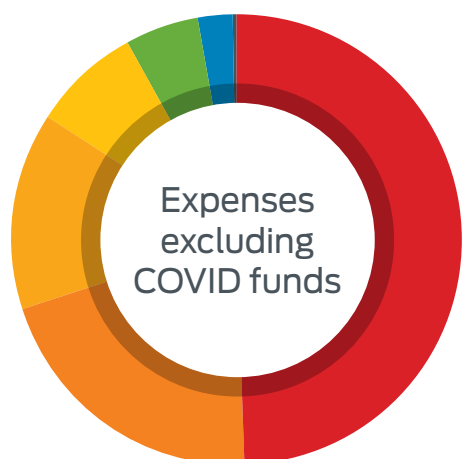
Our Information Technology (IT) department evolved to become the Innovation and Business Enablement (IBE) department. To further support the CAC team and Partner Network, the IBE team designed and deployed a collaboration zone utilizing the MS 365 technology to ensure that people could connect technologically and as humanistically as possible. Our workflows are supported by technology and focused on people connections.

Revenues & Expenditures

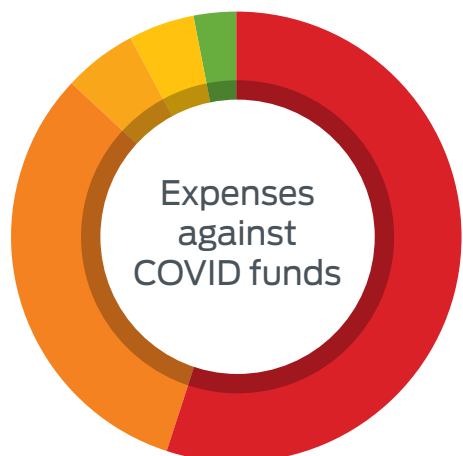
Revenues (\$7,465,458) and Expenditures for the fiscal year 2020-2021 for the 12-month period ending 31/03/2021.



Public Funds / Sport Canada	\$4,829,250	64.69%
Partners fees and sales	\$1,069,600	14.33%
COVID funds	\$1,052,563	14.10%
Petro Canada Sport Leadership Sportif Conference	\$205,418	2.75%
Sponsors	\$192,252	2.58%
Other	\$91,828	1.23%
International Projects	\$24,548	0.33%



Salaries and Benefits	\$3,050,521	49.68%
Education and Partnerships	\$1,265,798	20.61%
Sport Safety	\$855,981	13.94%
Administration	\$481,693	7.84%
Marketing and Communications	\$316,931	5.16%
Information Technology	\$165,411	2.69%
International Programs	\$4,230	0.07%



Education and Partnerships	\$602,286	55.14%
Information Technology	\$348,788	31.93%
Marketing and Communications	\$57,344	5.25%
Administration	\$52,274	4.79%
Sport Safety	\$31,605	2.89%

Board of Directors

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Chair

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Bill Greenlaw

Vice-Chair

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Nova Scotia Department of Health and Wellness

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National Performance Centre Director, Skate Canada

Mathieu Boucher

National Sport Organization Member

Head of Development & Operations, Cycling Canada

Sherry Robertson, ChPC

National Sport Organization Member

Sports Medicine, Nutritional Biochemistry,
Nutrition and Dietetics RD

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Coaching Manager, Sport Manitoba

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Provincial/Territorial Government Representative

Sport 4 Life and Coaching NL Project Leader with
Sport Newfoundland and Labrador

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Appointed Director

Sport Consultant for the Department of Communities,
Culture & Heritage with the Government of Nova Scotia

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Head Coach, Track and Field and Cross-Country at
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VP of Performance for Saskatchewan Athletics

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Recruitment Evangelist, Employer Insights, Indeed
Olympian 2008 – 2012

Sue Hylland

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Tracy Hillis

Member-at-Large

Manager of Recreation for the Community
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Community Coaching Representative

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Mounted Police in British Columbia

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

Director, School of Kinesiology, Acadia University

CAC Staff

Executive Leadership

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Chief Executive Officer

Mark Donnison

Chief Operating Officer

Education Partnerships

Peter Niedre, ChPC

Director, Education Partnerships,
Policy Development and LTAD

Gérard Lauzière, ChPC

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Neale Gillespie

Senior Coaching Consultant, Coach Developers

Adam Sollitt

Coaching Consultant, Provincial/Territorial
Coaching Representatives

Wayne Parro, ChPC

Senior Coaching Consultant, eLearning

Craig MacDougall

Consultant, Indigenous Coach Education
and Development

Marie-Pier Charest, PhD

Coaching Consultant, Research

Winston To

Coaching Consultant

Chris Wellsman

Associate Coaching Consultant

Maxine Gauthier

Coordinator, Education Partnerships Operations

Anthony Sauvé

Manager, Aboriginal Coach Development

Sport Safety

Isabelle Cayer

Director, Sport Safety

Frances Priest

Manager, Sport Safety

Andrea Johnson

Project Coordinator, Diversity and Inclusion

Nathalie Joannette

Coordinator, Professional Coaching

Marketing and Communications

Natalie Rumscheidt

Director, Marketing and Communications

Yolande Usher

Manager, Corporate Partnerships and Marketing

Anick Michel

Manager, Marketing and Communications

Karlen Herauf

Manager, Events

Evelyn Anderson

Coordinator, Corporate Partnerships and Marketing

Pascal Villeneuve

Coordinator, Communications

CAC Staff

Innovation and Business Enablement (IBE)

Allen McKeown

Director, Innovation and Business Enablement

Jeff Mees

Lead, Technology Platforms

Darren Larose

Senior Systems Analyst

JC Charbonneau

Senior Systems Analyst

Dario Nujic

IT Administrator

Adewale Yussef

Business Analyst

Coach and Partner Services and Analytics

Vickie Lemire

Manager, Coach and Partner Services and Analytics

Joseph Schwartz

Analytics Specialist

Chris Patterson

Coordinator, Coach and Partner Services and Analytics

Jennifer White

Coordinator, Coach and Partner Services and Analytics

Mélissa Simard

Coordinator, Coach and Partner Services and Analytics

Corporate Services

Martial Desrosiers

Associate Director, Operations

Adeola Onafuwa

Executive Coordinator

Claudia Gagnon

Manager, NCCP Projects and Products

Erica Bergman

Manager, Finance

Deepika Panwar

Manager, Finance

Dunstan Decena

Coordinator, Finance

CAC Sport Partners

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

The programs of the Coaching Association of Canada are funded in part by the Government of Canada.

We work in partnership to build and strengthen our sport system, and we are proud to lead and shape the coaching community in Canada.

National Sport Organizations

Alpine Canada Alpin

Archery Canada

Athletics Canada

Badminton Canada

Ballon sur glace Broomball Canada

Baseball Canada

Biathlon Canada

Bobsleigh Canada Skeleton

Boxing Canada

Bowls Canada Boulingrin

Canada 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 Handball Association

Canadian Lacrosse Association

Canadian Luge Association

Canadian Sport Parachuting Association

Canadian Team Handball Federation

Canadian Tenpin Federation Inc.

Canadian Weightlifting Federation

Haltérophile Canadienne

Canadian Wheelchair Sports Association

Canoe Kayak Canada

Climbing Escalade Canada

Cricket Canada

Nordiq Canada

Curling Canada

Cycling Canada Cyclisme

Diving Plongeon Canada

Equine Canada

Field Hockey Canada

Football Canada

Freestyle Canada

Golf Canada

Gymnastics Canada

Hockey Canada

Judo Canada

Karate Canada

Nordic Combined Ski Canada

Orienteering Canada

PGA of Canada

Racquetball Canada

Ringette Canada

Rowing Canada Aviron

National Sport Organizations Continued

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

Wrestling Canada Lutte

Provincial/Territorial Coaching Representatives

Sport, Physical Activity and Recreation Alberta
viaSport British Columbia

Sport Manitoba

Coach New Brunswick

Government of Newfoundland and Labrador,
Dept. of Tourism, Culture and Recreation

Sport Newfoundland and Labrador
Communities, Sport and Recreation,

Province of Nova Scotia

Sport North Federation

Government of Nunavut,

Sport and Recreation Division

Government of Ontario, Ministry of Tourism,
Culture and Sport

Coaches Association of Ontario

PEI Department of Health and Wellness

Sport PEI

Ministère de l'Éducation et de
l'Enseignement supérieur

SportsQuébec

Coaches Association of Saskatchewan

Government of Yukon, Dept. of
Community Services

Canadian Olympic and Paralympic Sport Institutes

Canadian Sport Centre Atlantic

Canadian Sport Institute Pacific

Canadian Sport Institute Calgary

Canadian Sport Centre Manitoba

Institut national du sport du Québec

Canadian Sport Institute Ontario

Canadian Sport Centre Saskatchewan

The logo for Canada, featuring the word "Canada" in a serif font with a small Canadian flag icon above the letter "a".

**The programs of the Coaching Association
of Canada are funded in part by the
Government of Canada.**

CAC Sport Partners

National Multi-sport Service

Organizations

Aboriginal Sport Circle
Active for Life
AthletesCAN
Bahrain Olympic Committee
Barbados Olympic Association
Canadian Black Coaches Association
Canadian Centre for Mental Health in Sport
Canadian Centre for Child Protection
Canadian Centre for Ethics in Sport (True Sport)
Canadian Collegiate Athletic Association
Canadian Council of University Physical Education
and Kinesiology Administrators (CCUPEKA)
Canadian Forces Morale and Wellness Services
Canada Games Council
Canadian Olympic Committee
Canadian Paralympic Committee
Canadian Women and Sport
Commonwealth Games Canada
HIGH FIVE
Lifesaving Society Canada
Own the Podium
Panam Sports
Parachute Canada
Physical and Health Education Canada
Red Cross
Respect Group
School Sport Canada
Sport Dispute Resolution Centre of Canada
Sport for Life Society
Sport Matters Group
U SPORTS

Provincial/Territorial Aboriginal Sport Bodies

Aboriginal Sport and Recreation New Brunswick
Indigenous Sport and Wellness Ontario
Sport and Recreation – Government of Nunavut
Yukon Aboriginal Sport Circle
Aboriginal Sports Circle of the Northwest Territories
Indigenous Sport, Physical Activity and
Recreation Council – British Columbia
Indigenous Sport Council (Alberta)
Federation of Sovereign Indigenous Nations
(Saskatchewan)
Manitoba Aboriginal Sports & Recreation Council Inc.
First Nations of Quebec and Labrador
Health and Social Services Commission
(FNQLHSSC)/ Eastern Door and North Mi'kmaw
Sport Council of Nova Scotia
PEI Aboriginal Sports Circle
Aboriginal Sport and Recreation Circle of
Newfoundland and Labrador

**The CAC would like to thank the work of the
Provincial/Territorial Aboriginal Sport Bodies for
the delivery of the Aboriginal Coaching Modules.**



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.





Coaching Association of Canada

House of Sport, RA Centre,

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Coaching Association of Canada
Association canadienne des entraîneurs