



Coaching Association of Canada
Association canadienne des entraîneurs



COACHING ASSOCIATION OF CANADA

2019 | 2020

ANNUAL REPORT





Our Vision

Inspire a nation through sport.

Our Mission

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

Our Aspirational Values

We Seek to Understand. Endeavour to know our community. Listen with purpose.

We Cultivate Inclusion. Welcome diversity. Celebrate differences. Nurture a united sport family.

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

We Act with Courage. Embrace challenges. Take informed risks. Adversity makes us stronger.

We Lead and Serve with Gratitude. Act with a gracious heart. Inspired by the opportunity.

Who we are

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

2018 – 2022 Strategic Plan

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

STRATEGIC IMPERATIVE 1

COACHING EDUCATION

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

STRATEGIC IMPERATIVE 2

COACHING LEADERSHIP

To grow the value and influence of coaching throughout society.

STRATEGIC IMPERATIVE 3

COACHING PROFESSION

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

STRATEGIC IMPERATIVE 4

ORGANIZATIONAL EXCELLENCE

To mobilize and align the CAC's resources, services, and leadership capacity.

Year at a Glance

We continued to make significant progress against our goals and mark several achievements across all elements of our Strategic Plan. Highlights include:

Sport Safety:

We were selected by Sport Canada to lead the Nationally Mandated Safe Sport Training. To that end, we created *Safe Sport Training*, an eLearning module. Prior to this, we hosted an unprecedented National Safe Sport Summit, which was preceded by 13 Provincial/Territorial summits. The National Summit produced seven consensus statements to support the development of a universal code of conduct for the prevention of abuse, harassment, and bullying in sport. Elsewhere, **343** organizations signed the Responsible Coaching Movement pledge, bringing the total to more than **700** since the Movement began. We also hired a Director of Sport Safety, itself a new position.

Diversity & Inclusion:

We engaged an external firm to evaluate our policies, procedures, and practices, and updated the CAC Code of Conduct, the CAC Harassment and Abuse policy, and the NCCP Code of Ethics in turn. We hosted focus groups with visible minority coaches and gathered extensive data on coach diversity to build a baseline to measure progress in coming years. Diversity & Inclusion also helped inform *Mission Resilience*, the theme of our 2019 Petro-Canada Sport Leadership sportif Conference.

Partner Satisfaction & Employee Engagement:

Partners rated their satisfaction with the CAC at **80.6%**, surpassing our annual target of **75%**. Employee engagement remained high at **94%**, up one percentage point from last year.

NCCP Coach Education:

We continued to update the content and delivery of the NCCP in response to the rapidly changing sport landscape. We updated five modules and converted eight into eLearning formats.

Transformative Technology:

We launched Locker Insights, a service that lets CAC partners report on the performance of their coaching programs using data in the Locker. We also implemented an automated accounts payable platform that increased our own operational efficiency and saved more than **7,500** sheets of paper.

Brand Equity:

We launched a new version of our website, coach.ca, on an entirely new and mobile-responsive platform. Our digital reach and engagement rates continued to grow and our email newsletter performance continued to surpass industry benchmarks.

Event Delivery:

We held a successful Partners Congress in Ottawa and hosted our annual Petro-Canada Sport Leadership Conference in Richmond, BC, where **96%** of delegates reported being either satisfied or very satisfied with their experience.

NCCP Code of Ethics

The National Coaching Certification Program™ (NCCP) Code of Ethics provides ethical standards that reflect the core values of the coaching profession in Canada, and guides sport coaches to make balanced decisions to achieve personal, participant and team goals. The NCCP Code of Ethics applies to every coach in Canada – from the first-time coach to the head coach of a national team. The NCCP Code of Ethics is used to guide the conduct in sport that stipulate acceptable and non-acceptable behaviours and associated repercussions. Working with a task force of our sport and government partners we streamlined

the Code's **three Core Principles of Ethical Standards and Behaviour** to align with the 1-3-5-7 structure of the NCCP itself:

- 1 Leadership and professionalism,** which considers the inherent power and authority that a Coach holds.
- 2 Health and safety,** which considers the mental, emotional, physical health and safety of all participants.
- 3 Respect and integrity,** which considers respect and integrity, which are the rights of all participants.

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

Aspirational Values and Board Vision

In Fiscal Year 2019-20, the Board of Directors and the Staff of the CAC united in defining our vision, refreshed our mission, and created aspirational values to guide our work. These statements reflect the organization's steadfast belief that individuals must unite to create the opportunity for a better country through health: Coaches, Participants, Athletes, Parents, Partners, Staff, and Members of the Board. We monitor our commitment through an annual assessment of partners, staff, and board members, the results of which are reported and reviewed with an eye towards constant improvement. This is our way of honoring the privilege of being able to serve our great country.

We continue to be inspired by our partners, who guide us in our delivery and contribute so much of their time to the development of the National Coaching Certification Program through their respective development, task forces, revisions, and complementary work to support coaches throughout the country.

Our year included many highlights, including the role we played in facilitating the Safe Sport Summits (in every province and territory), which culminated in the national summit that produced the seven key recommendations to protect participants, athletes, and coaches. In addition, our work in gender equity and in Diversity and

Inclusion evolved significantly. Our goal continues to be to adapt and adopt our best practices internally, while supporting our partners in doing so in a manner that supports their programs and services. It is impressive to watch the commitment of our sport system unite and evolve to build quality sport delivery at every level of performance.

We are proud to be a partner in sport and we are thankful for the trust that the system puts in us to deliver on our mission to enhance the experiences of all athletes and participants in Canada through quality coaching. These highlights and the successes outlined throughout this annual report would not be possible without them. We thank our Board Members and Staff in their tireless pursuit of building a better Canada through sport.



Paul Carson

Chair, Board of Directors
Coaching Association of Canada



Lorraine Lafrenière

Chief Executive Officer
Coaching Association of Canada





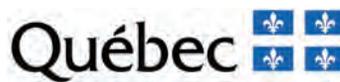
National
Coaching
Certification
Program

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.



Through our **Coaching Education Programs**, we work to achieve:

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

NCCP Revision Cycle

We worked with our partners to revise five NCCP multi-sport modules. We updated NCCP Make Ethical Decisions with new scenarios and enhanced content on the legal liabilities of a coach; we updated NCCP Planning a Practice, NCCP Design a Basic Program, and NCCP Developing Athletic Abilities to align with our research findings, and to include new planning tools.

Further, we updated all the modules to be delivered in-person, online (synchronous), or through Home Study, with corresponding printed or fillable, screen-reader-friendly formats. We removed the NCCP Emergency Action Plan content from NCCP Planning a Practice and converted it into its own free eLearning module. Lastly, we released NCCP Sport Nutrition as an asynchronous eLearning module. Elsewhere, we created an NCCP Revisions process document to support National Sport Organizations (NSOs) in their revisions and approvals processes.

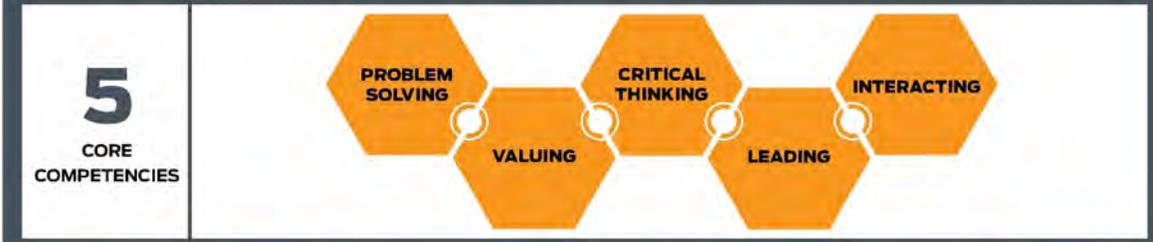
NCCP Model Simplification

We led a process with partners to review and update how we represent the NCCP model visually. The updated model emphasizes a 1-3-5-7 structure: 1 National Program, 3 Coaching Streams, 5 NCCP Core Competencies, 7 Coaching Outcomes. The revised model also more clearly depicts the pathway a coach will follow, underpinned by the journey of Lifelong Learning and core elements of Responsible Coaching. The new model diagram will be gradually implemented into NCCP materials through FY 2020-21 (see opposite page).



1
NATIONAL PROGRAM

The National Coaching Certification Program (NCCP) is a standardized coach education program available and accessible throughout Canada. Identified as a world leader in coach education, the NCCP ensures all coaches receive training based on best practices in instructional design, ethical decision-making, and with content that is relevant, current and which leads to the development of competent coaches. The NCCP gives coaches the confidence to succeed and is designed and delivered in partnership with the Government of Canada, 65 National Sport Organizations (NSOs), 13 Provincial/Territorial Coaching Representatives (PTCRs), and the Coaching Association of Canada™.



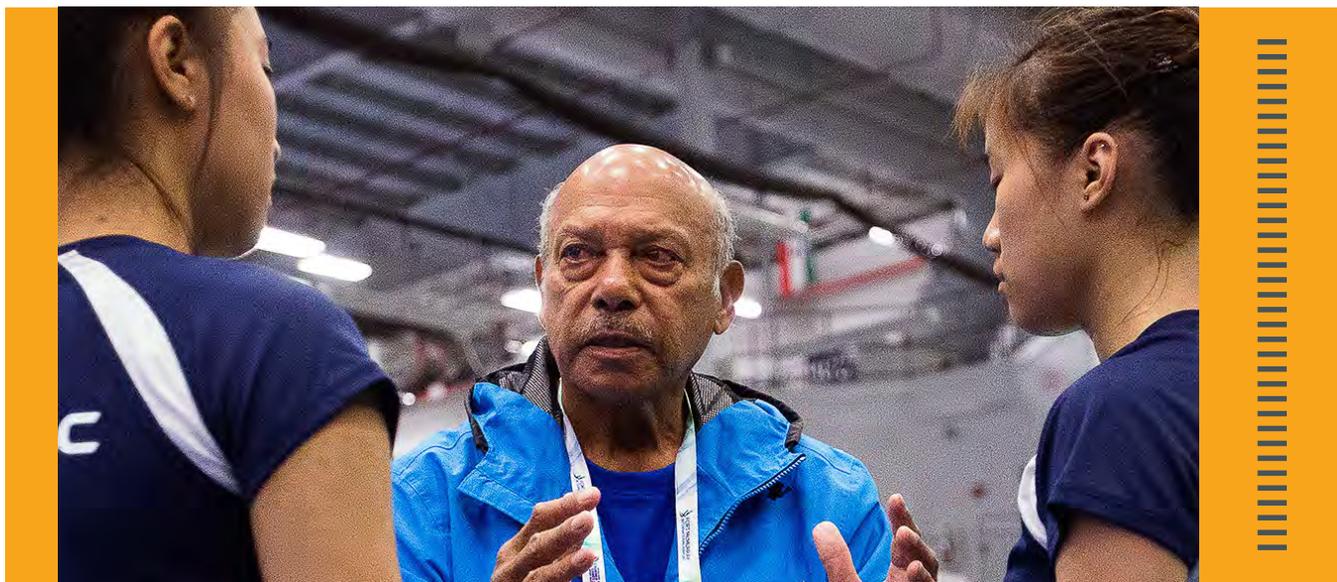
RESPONSIBLE COACH = POLICE RECORD CHECK + NCCP MAKE ETHICAL DECISIONS + RULE OF TWO

MAINTENANCE OF CERTIFICATION OR TRAINING

LIFELONG LEARNING

* The Coaching Association of Canada grants the official designation of Chartered Professional Coach (ChPC) to those who have demonstrated their competence as NCCP certified coaches who value the technical and ethical standards of the profession.





NCCP Competition High Performance and NCCP Competition – Development, Advanced Gradation

In alignment with the Sport Canada High Performance Strategy and supporting coaches, we continued to work with sports to develop their NCCP High Performance and CDAG contexts. We provided additional support through Creative Solutions / NSO Workdays, updating the operations manual to support a harmonized approach, and worked to align the contexts with the podium pathway and high performance coach.

This work led to six NSOs representing Olympic and Paralympic sports achieving Conditional Approvals in NCCP – CDAG, four NSOs achieving Conditional Approval status in NCCP Competition – High Performance, and two NSOs achieving

Final Approval status in Competition – High Performance. In addition, we continued to support the Coaching Enhancement Program through our partnership with Own The Podium.

Lifelong Learning

Lifelong Learning continues to underpin the NCCP. Responding to feedback from partners, we focused on more clearly defining the terms *Lifelong Learning*, *Professional Development*, and *Maintenance of Certification*, and on more clearly communicating the relationships among them. Further, we streamlined our process to build partnerships with organizations outside the NCCP to provide coaches with additional Professional Development opportunities.

Coach Developer Capacity

We focused on developing sustainable NCCP delivery capacity. To that end, we revisited the NCCP Coach Developer Policy to seek clarification where needed and updated our records of NCCP Coach Developers. To forecast coach developer needs, we conducted a system audit and performed a gap analysis of the partnership capacity to deliver the NCCP through the coach developer workforce.

This work will help us create a framework to build the coach developer workforce. To reach more coaches, we also developed training and worked with PTCRs to train more than 20 multi-sport learning facilitators to deliver NCCP content in an online environment.

eLearning Conversions

We continued to convert NCCP modules into eLearning formats to meet the needs of a growing number of coaches. We released revised versions of NCCP Make Ethical Decisions, the NCCP Making Head Way series (six modules), NCCP Emergency Action Plan, and a completely new Safe Sport Training module.

Equity in Coaching – Women in Coaching

In partnership with Canadian Women & Sport, we began our Equity in Coaching Initiative to build the capacity of sport organizations to increase

gender equity in coaching. In February 2020, 17 NSOs participated in our Equity in Coaching Workshop as part of their work toward this goal.

Grants and Partnerships

We provided 11 NSO Grants to support Women in Coaching initiatives, thus furthering the progress of more than 60 female coaches through their NCCP pathways. Our NCCP Game Plan Grants, allocated in collaboration with the COC's Game Plan program, provided support to seven female coaches completing their NCCP Competition-Development pathways or their NCCP Advanced Coaching Diplomas.

Enhancing Mentorship and Knowledge

Financial support delivered through our University Female Mentorship Program contributed to the salaries and professional development of 14 female coaches in 10 universities. Further, we introduced our Enhanced Female Mentorship Program pilot, which will connect high performance female coaches with distinguished female mentors.

Through four issues of the *Canadian Journal for Women in Coaching*, our contributors explored such challenging issues as pay equity, communication styles, the case for women's leadership, and the challenges facing transgender athletes.

Diversity & Inclusion Strategy

We made significant progress in our Diversity & Inclusion strategy with efforts to educate our staff, Board members, and partners.

Internally, we engaged consulting firm KPMG to assess our own programs, policies, and practices across four dimensions: Leadership and Culture, Talent Processes, Talent Infrastructure, and Stakeholders. Based on their results, we updated our policies to support all CAC stakeholders. We also developed an Equity, Diversity, and Inclusion policy. We revised the NCCP Code of Ethics and our Harassment and Abuse policy to align and comply with the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS), Ontario law, and the Ontario Health and Safety Act. We then provided training to all CAC staff and Board members.

We also conducted several data collection activities, including a coach demographic and experience survey, to build a baseline in support of our KPI to increase coach diversity in Canada and to improve inclusivity resources for coaches. Survey results included a need for new data collection capabilities within the Locker, metrics for program participation, toolkits and resources to support partners and staff in their own Diversity & Inclusion initiatives, and more Diversity & Inclusion content at our events and in our communications channels.

In response to the 2018-19 Partner Survey on Diversity & Inclusion priorities, we hosted focus groups with visible minority coaches and coaches of visible minority participants. We also partnered with the Canadian Paralympic Committee and our own research networks in an audit of NCCP para programs and modules, and a literature review to inform the development of para coaching resources and education programs. Results of these activities will lead to improved experiences for para athletes and coaches alike.

Lastly, we contracted Queen's University to evaluate our Women in Coaching Program; specifically, our Canada Games Apprenticeship Program, University Female Mentorship Program, and National Team Apprenticeship Program. Findings from this evaluation will be implemented in FY 2020-21.

NCCP Partner Engagement

We continue to seek opportunities to collaborate, consult, and communicate with NCCP partners through areas outside monthly partner calls. In conjunction with our annual Partners Congress, we held a joint NCCP Partner Meeting, which was followed by a National NCCP Delivery Summit on March 11, 2020, in Ottawa. In addition, partner groups (PTCRs, COPSI-N and NSOs) have worked to ensure their leadership meets face-to-face at least twice per year, aligned with the timing of our major events.



NSO Forecasting

We continued the NCCP forecasting with NSOs. The process provided valuable insight for the CAC and the partnership on future needs for NCCP delivery across the country (in both English and French), as well as for building NCCP coach and NCCP Coach Developer workforces. NSO forecasting also provides the CAC with valuable information regarding NSOs' plans for NCCP revisions, delivery, and changes in coach pathways that will aid in its planning and support.

NCCP Advanced Coaching Diploma (ACD)

Our team driving the NCCP Advanced Coaching Diploma made significant gains, implementing most of the recommendations from the 2018 program. Specifically, the team developed resources to clarify the content offered in the program, the evidence required for graduation, and mentorship services available. To better support collaboration among the COSPSI-N, NSO coaching leads, and applicants, the team revised the registration system and developed a reporting capacity to monitor coaches' standing in the program. The team also implemented a robust communications plan to help NCCP partners better understand the program.

NSO Approvals: 2019-2020

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

NCCP Community Sport

Judo Canada (CA)

NCCP Competition – Introduction

Canada Soccer – B License (CA)

Fencing Canada (FA)

Gymnastics Canada – Rhythmic Discipline (FA)

NCCP Competition – Development

Ultimate Canada (CA)

Gymnastics Canada – Artistic Discipline (FA)

NCCP Competition – Development, Advanced Gradation

Swimming Canada (CA)

Gymnastics Canada (CA)

Snowboard Canada (CA)

Karate Canada (CA)

Cycling Canada (CA)

Canadian Artistic Swimming (CA)

NCCP Competition – High Performance

Karate Canada (CA)

Tennis Canada (CA)

Canadian Artistic Swimming (CA)

Wheelchair Rugby Canada (FA)

Athletics Canada (CA)

NCCP Instruction

Hockey Canada: 6 Disciplines (CA):

• Skating 1, Skating 2

• Goaltending 1, Goaltending 2

• Developing Defence 1, Developing Defence 2

• Shooting and Scoring 1, Shooting and Scoring 2

• Skills 1, Skills 2

• Small Area Games 1, Small Area Games 2

Special Olympics Canada and PGA of Canada:
Special Olympics Golf Coach (CA)

Special Olympics – Certified Pathway

NCCP Delivery

Number of trainings achieved per NCCP stream



NCCP Events

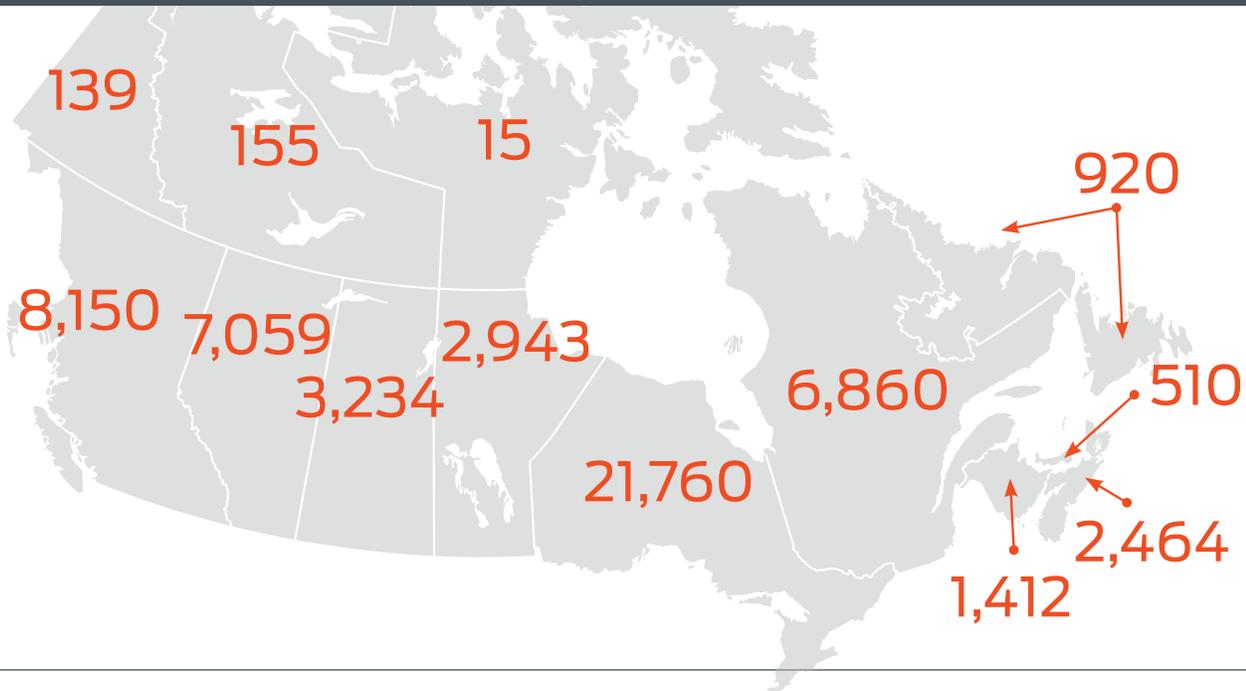
Total NCCP events
(courses/workshops,
and evaluations):

37,031

New NCCP Coaches

64.1% Male  **35.8%** Female 
.1% Other

55,631 New Sport-specific Coaches Entered in the Locker

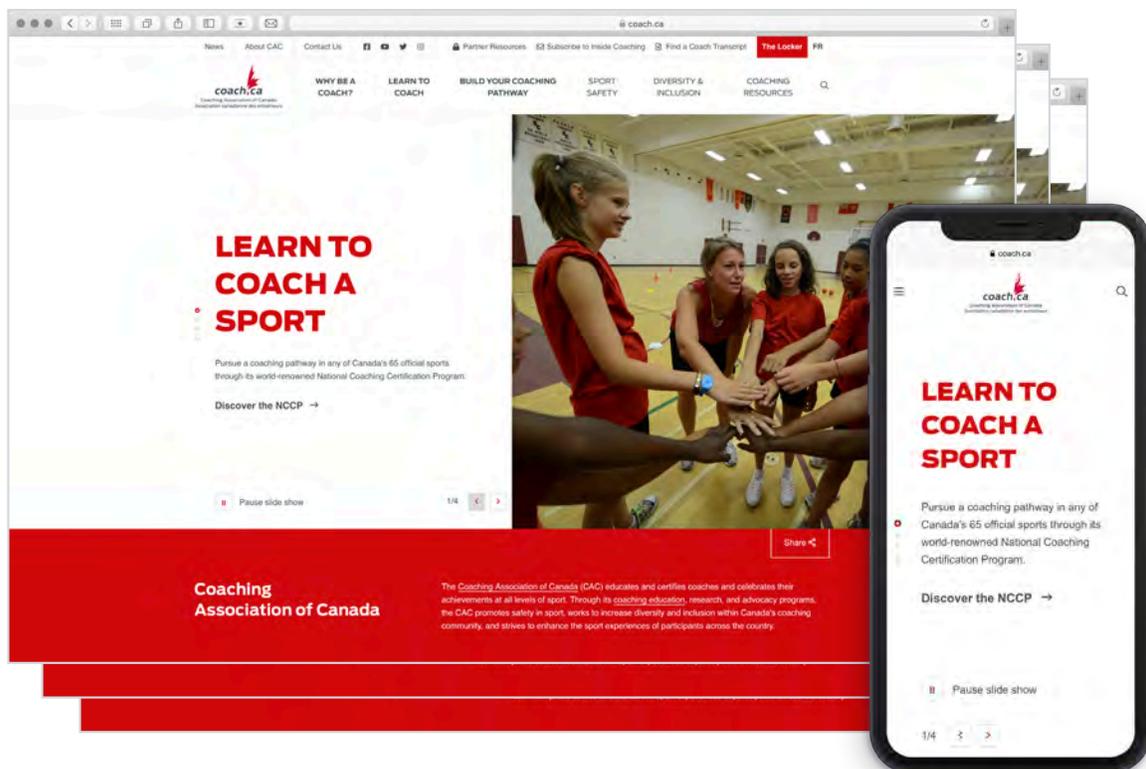


Through our **Coaching Leadership activities**, we work to:

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

Website Redesign

We launched a new version of our website, www.coach.ca, in March, 2020, to elevate the digital experience that we can offer to coaches, partners, and sponsors. Notable improvements include a redesigned information architecture and navigation, modern page templates, and a revitalized Partner section, all built on a mobile-responsive platform hosted on a server based in Canada.





National Coaches Week

National Coaches Week, a time to celebrate coaches' tremendous positive impact on athletes and participants across Canada, took place from September 21 - 29, 2019. The digital campaign generated more than 36 million impressions and achieved a 71% over the previous year in digital campaign engagements. National Coaches Week also received a strong increase in media recognition, including spots on several morning news segments across the country. The NCCP partnership, as well as community-level clubs; university, and professional athletes all shared their #ThanksCoach messages as well. In addition, more than 8,000 posts used one of the campaign hashtags on Twitter and Instagram. We also made four NCCP eLearning modules freely available during the week. Close to 7,000 coaches completed one of the modules, more than 2,000 of whom were new to the Locker.



Indigenous Coaching

Together with the Aboriginal Sport Circle, we continued our commitment to inclusiveness and reconciliation, most visibly by collaborating with the ASC to honour one female and one male coach with a National Indigenous Coaching Award during the 2019 Petro-Canada Sport Leadership Awards Gala. Elsewhere, the CAC continued to build capacity to deliver the Aboriginal Coaching Module by training three new Master Coach Developers and 27 new Learning Facilitators from eight provinces and two territories.



Partners Congress

We held our annual Partners Congress at the RA Centre in Ottawa from June 4 - 6, 2019. More than 120 delegates from 80 organizations including NSOs, P/TCRs, MSOs, and Sport Canada participated in two days of peer-to-peer learning and information sharing. Sport Canada Director General Vicki Walker kick-started the event with energizing remarks on behalf of Sport Canada before delegates completed an interactive workshop facilitated by Nora Sheffe.

Catherine Raïche, then-Director of Football Operations with the Toronto Argonauts, provided a genuine and inspiring keynote about her experience as a trailblazing woman in a male-dominated field. The second day focused on project updates and workshops led by our staff and partners.



CAC Partners Congress provided two days of peer-to-peer learning and information sharing.



SPORT LEADERSHIP SPORTIF

NOVEMBER 7 – 9, 2019  RICHMOND, BC



We welcomed more than 500 sport leaders to the Sheraton Vancouver Airport Hotel in Richmond, British Columbia, from November 7-9 for the 2019 Petro-Canada Sport Leadership sportif Conference. Hosted by former CAC board members Manon Ouellette of Coach NB and Ian Mortimer of Canoe Kayak Canada, the theme of *Mission: Resilience* explored how coaches, athletes, and the sport community itself can all overcome obstacles and recover from setbacks to achieve success.

Expert speakers from a range of disciplines challenged delegates to confront adversity head on; to recognize Diversity & Inclusion as foundations for resilient organizations; to practice firm but flexible

leadership; and to share and learn from each other's experiences. Speakers included Paralympian swimmer Stephanie Dixon, Canadian Football League MVP and three-time Grey Cup Champion Henry Burris, Amazing Race Canada winner Dr. James Makokis, and Own The Podium Director of Sport Science, Medicine and Innovation Dr. Andy Van Neutegem.

Response from delegates was overwhelmingly positive, with 96% reporting being satisfied or very satisfied with their experience; 96% saying it provided a welcoming and inclusive environment; 92% saying they would be likely or very likely to recommend it to a colleague; and 89% saying it provided good or excellent value for the cost.



More than 500 sport leaders from across the country attended Petro-Canada Sport Leadership sportif.

“

...overall excellent event. There was **positive, high-energy environment** and it felt like everyone was there to learn and contribute.

– 2019 Petro-Canada Sport Leadership sportif Conference delegate



Phyllis Sadoway, ChPC (centre), received the 2019 Geoff Gowan Lifetime Achievement Award for her extensive contributions to Ringette.

Petro-Canada Sport Leadership Awards Gala

The Petro-Canada Sport Leadership Awards Gala recognized coaching leaders on November 8 in Richmond. The theme *Mission: Possible* was a nod to recipients' lifelong efforts to help their athletes and organizations achieve their goals.

The Jack Donohue Coach of the Year Award went to Tennis Canada's Sylvain Bruneau, ChPC, for his outstanding work with U.S. Open Tennis Champion Bianca Andreescu, while the Geoff Gowan Award was presented to Phyllis Sadoway, ChPC, for her lifetime contributions to coach development in

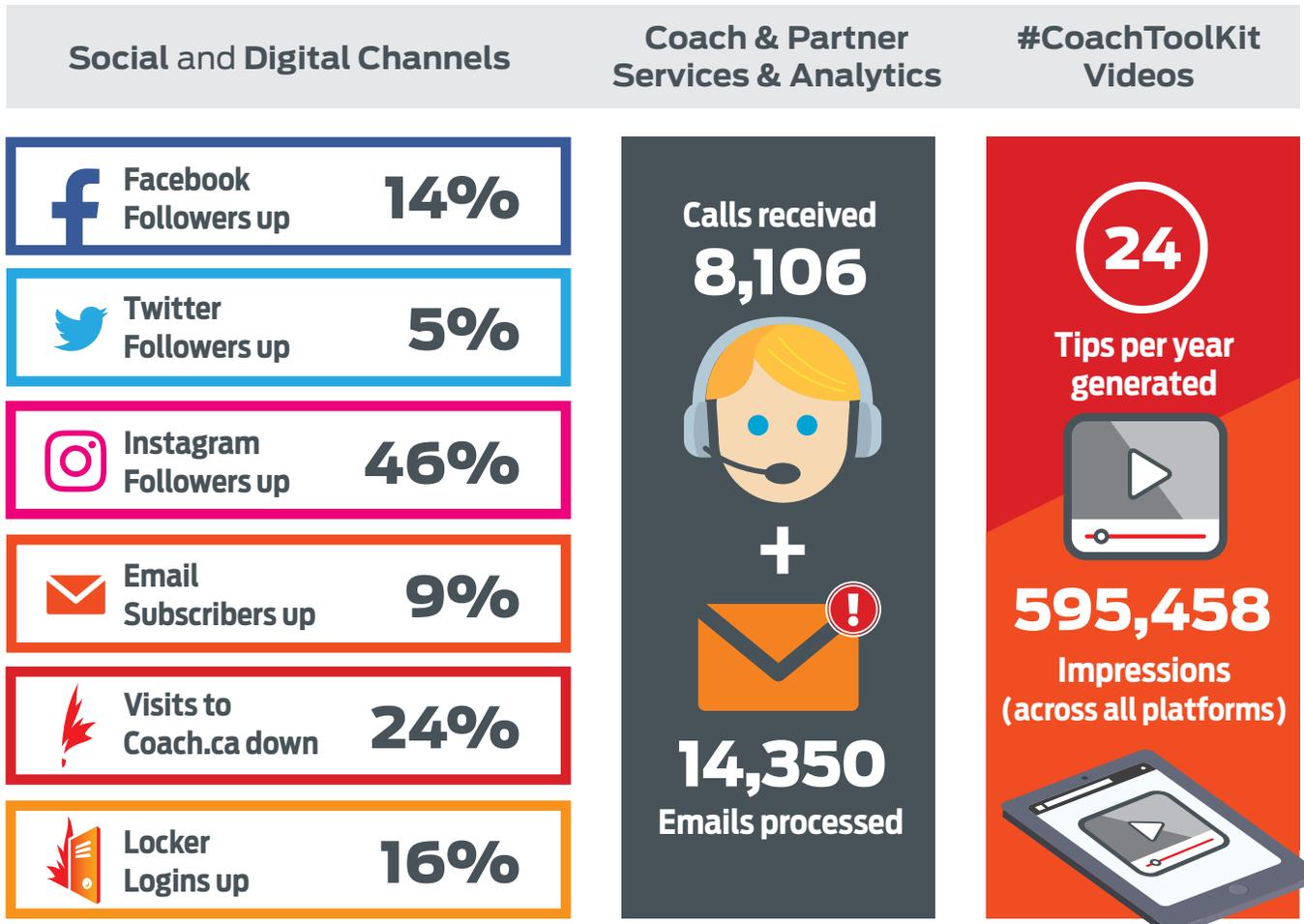
Ringette. They were joined by Kathy Brook, ChPC, recipient of the National NCCP Coach Developer Award, and National Indigenous Coaching Award recipients Meagan Wilson and Gregory Meconse.

The Canadian Lacrosse Association received the Sheila Robertson Award for its outstanding contributions to coach education and professional development.

The Gala also honoured 82 Petro-Canada Coaching Excellence recipients for coaching their respective athletes to medal-winning performances in major competitions.

CAC Digital Engagement by the Numbers

We continued to increase our reach and impact through digital channels. Figures for audience size and engagement continued to grow compared to the previous year; the performance of our *Inside Coaching* newsletter exceeds industry benchmarks.



NCCP Coach Breakdown

21,093

NCCP Making Head Way completions

1,056

are ChPCs or RPC's

79,971

new sport-specific coaches in the Locker

35.8%

are female

247

have received their NCCP Advanced Coaching Diploma (ACD)

Through our **Coaching Profession program**, we strive to:

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

Gender-based Violence (GBV) eLearning Modules

In the second of our five-year grant from the Public Health Agency of Canada (PHAC), we created a 14-member Task Force to provide feedback on the development and delivery of elearning modules to combat gender-based violence. Online surveys for athlete and coaches received more than 300 answers combined. The Task Force also conducted an extensive literature review and content analysis in the areas of gender-based violence and teen dating violence.

National Safe Sport Summit

With the support of Sport Canada, we hosted a national Safe Sport Summit in May, 2019. The unprecedented Summit marked the culmination of our series of Safe Summits held in every province and territory in the previous year. It drew more than 180 representatives from throughout the sport system, including The Honourable Kirsty Duncan, then-Minister of Science and Sport. After two days of focused discussion with delegates, the National Safe Sport Working Group released seven core components and related consensus statements to further support the development of a pan-Canadian code of conduct to prevent abuse, harassment, and bullying in sport.



The logo for Safe Sport Training features the words "SAFE SPORT" in a large, bold, black, italicized sans-serif font. A red shield with a white border is positioned between the words, containing a stylized red flame or leaf shape. Below "SAFE SPORT", the word "TRAINING" is written in a smaller, black, all-caps, sans-serif font.

SAFE SPORT TRAINING

Safe Sport Training

On April 1, 2020, after having been selected by Sport Canada to lead the Nationally Mandated Safe Sport Training, we released *Safe Sport Training*, a free 90-minute eLearning module to help all participants in NSOs recognize maltreatment in sport and take informed actions to address it. The module meets the minimum standards for mandated safe sport training for individuals under the authority of all Sport Canada-funded organizations. It is also the first of its kind to align directly with the tenets of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport. To create the module, we first convened a Safe Sport Task Force with the support of Sport Canada. The Task Force featured representation from national and provincial sport governing bodies, subject matter experts, athletes, and advocacy organizations.

Responsible Coaching

The Responsible Coaching Movement (RCM) continued to strengthen safety and guide ethical behaviour in sport for the benefit of children, participants, and coaches. Last year, 343 more organizations took the pledge, up 160% from the previous year and surpassing 700 since the Movement began. By taking the pledge, these organizations have committed to implementing supportive policies and process that adhere to three key focus areas: Respect and Ethics Training, Background Screening, and the Rule of Two.

Rule of Two

Responding to feedback from our partners, we revised the definition for the Rule of Two and a supporting infographic. The revised definition features straightforward language and practical guidelines for implementing the Rule.

By focusing on **Organizational Excellence**, we strive to:

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

IT Strategy Update

We achieved several significant milestones in our IT strategy. Most notable were a fully redesigned coach.ca and a new reporting feature within the Locker known as Locker Insights. This feature will improve our partners' decision-making and increase their operational agility by allowing them to report on the performance of their coach education programs using data from the Locker.

Research Strategy

Our coaching research network expanded to 72 faculties and students from 17 universities in eight provinces. We held seven meetings with sport coaching researchers across the country and established a working group to formalize research objectives, processes, and plans. Elsewhere, we provided support to seven academic research projects and four that are partner-led.

The research team also emerged as a valuable contributor to the NCCP revision process as well as the CAC's Diversity & Inclusion programs. Finally, we also revised the Research webpage to better reflect our overall Research strategy.

Project Pulse

We continued our work on Project Pulse, the official feedback channel for NCCP multi-sport workshops. Results from the pilot have been used for evidence-based decision-making, our annual planning process and to inform NCCP revisions.

Corporate Partnerships

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

Petro-Canada continued to recognize excellence in coaching. The company provided \$550,000 to 55 coaches and their athletes through its Petro-Canada Fueling Athlete and Coaching Excellence (FACE™) Program. Further, it honoured 82 coaches from 30 unique sports with its Petro-Canada Coaching Excellence Awards, and drove thought leadership in sport at the Petro-Canada Sport Leadership sportif Conference and Petro-Canada Sport Leadership Awards Gala. Together with the CAC, Petro-Canada has honoured 1,236 individual coaches since 1986.

Our continued partnership with TeamSnap provided coaches with bi-monthly coaching tips and advice

through the #CoachToolkit program, which includes NCCP-inspired videos and other content provided by leading high performance coaches from across Canada. Last year, TeamSnap's ongoing support of the NCCP Fundamental Movement Skills module educated more than 2,839 workshop participants. More than 6,400 have taken the module since the partnership began.



*A Suncor business
Une entreprise de Suncor*



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

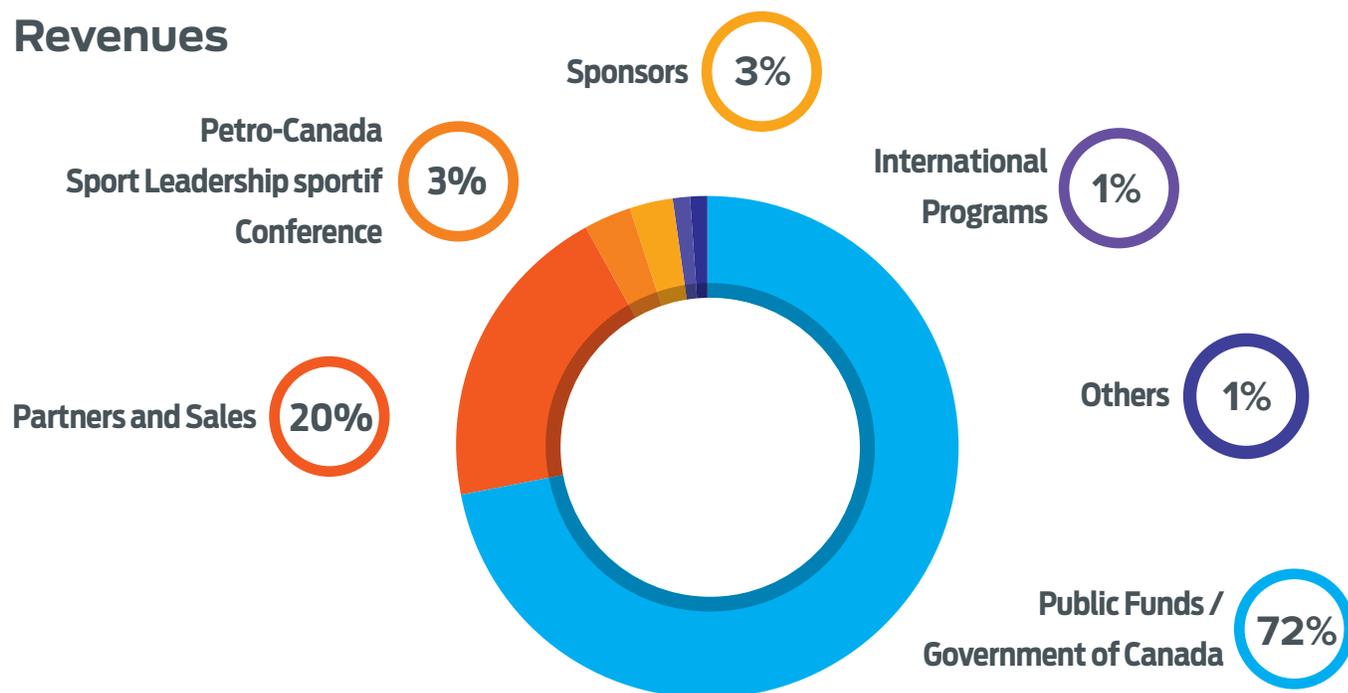
Canada



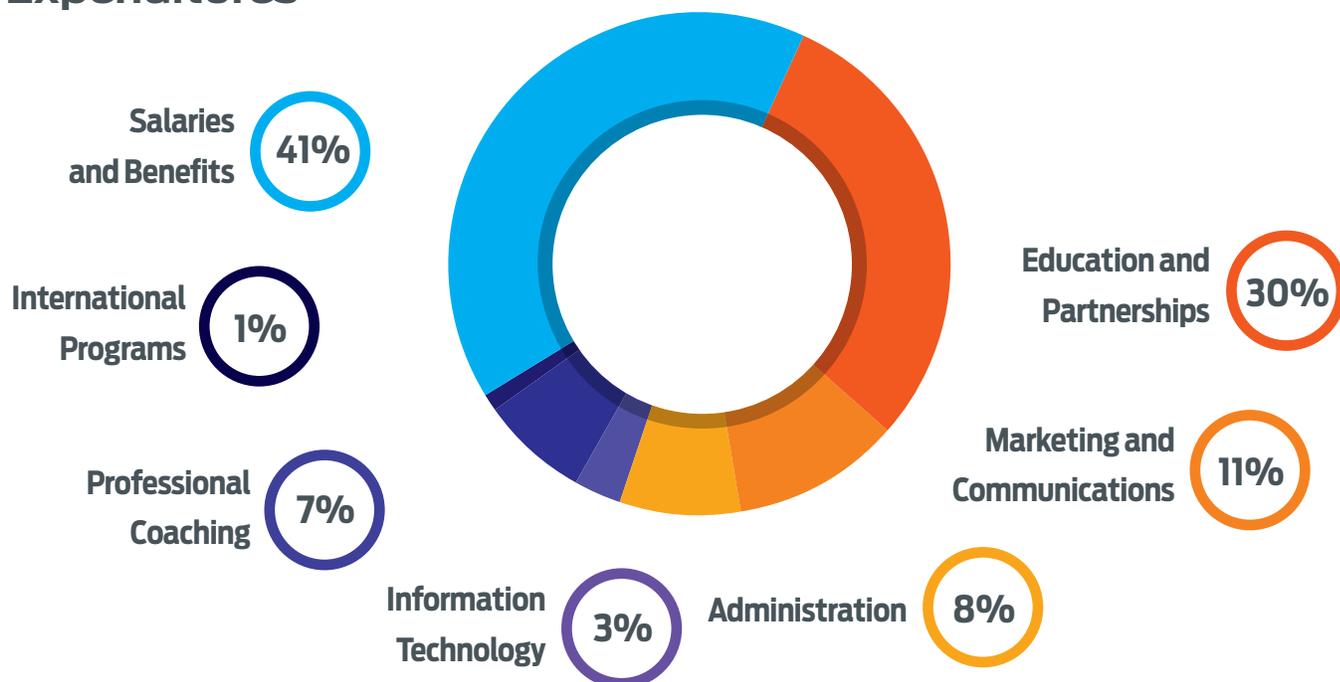
Revenues and Expenditures

Revenues (\$6,466,152) and Expenditures for fiscal year 2019-2020 for the 12-month period ending 31/03/2020.

Revenues



Expenditures



Board of Directors

Paul Carson

Chair

Vice-President, Hockey Development, Hockey Canada

Dany Boulanger*

High Performance Coach Member

Head Coach, ARO – Club de plongeon de Québec

Monica Lockie

National Sport Organization Member

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

Susan Lambou

Provincial/Territorial Coaching and Sport Leadership Council Representative

Coaching Manager, Sport Manitoba

Bill Greenlaw

Provincial/Territorial Government Representative

Executive Director Communities, Sport and Recreation
Nova Scotia Department of Health and Wellness

Lynn Boudreau

Provincial/Territorial Coaching and Sport Leadership Council Representative

Senior Sport Coordinator, Sport PEI

Greg Perreaux

Provincial/Territorial Coaching and Sport Leadership Council Representative

Executive Director,
Coaches Association of Saskatchewan

Elise Marcotte

Athlete Member

Recruitment Evangelist, Employer Insights, Indeed
Olympian 2008 – 2012

Sue Hylland

Federal Government Representative

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Member-at-Large

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Coordinator, Coach and Partner Services
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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	Canadian Sport Parachuting Association
Archery Canada	Canadian Team Handball Federation
Athletics Canada	Canadian Tenpin Federation Inc.
Badminton Canada	Canadian Weightlifting Federation
Ballon sur glace Broomball Canada	Haltérophile Canadienne
Baseball Canada	Canadian Wheelchair Sports Association
Biathlon Canada	Canoe Kayak Canada
Bobsleigh Canada Skeleton	Climbing Escalade Canada
Boxing Canada	Cricket Canada
Bowls Canada Boulingrin	Nordiq Canada
Canada Basketball	Curling Canada
Canada Skateboard	Cycling Canada Cyclisme
Canada Snowboard	Diving Plongeon Canada
Canada Soccer	Equine Canada
Canadian 5-Pin Bowlers Association	Field Hockey Canada
Canadian Blind Sports Association	Football Canada
Canadian Cerebral Palsy Sports Association	Freestyle Canada
Canadian Fencing Federation	Golf Canada
Canadian Handball Association	Gymnastics Canada
Canadian Lacrosse Association	Hockey Canada
Canadian Luge Association	Judo Canada

Karate Canada
Nordic Combined Ski Canada
Orienteering Canada
PGA of Canada
Racquetball Canada
Ringette Canada
Rowing Canada Aviron
Rugby Canada
Sail Canada
Shooting Federation of Canada
Skate Canada
Ski Jumping Canada
Softball Canada
Speed Skating Canada
Squash Canada
Surf Canada
Swimming Canada
Canada Artistic Swimming
Table Tennis Canada
Taekwondo Canada
Tennis Canada
Triathlon Canada
Ultimate Canada
Volleyball Canada
Water Polo Canada
Water Ski and Wakeboard Canada
Wheelchair Basketball Canada
Wrestling Canada Lutte

Provincial/Territorial Coaching Representatives

Alberta Sport
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

CAC Sport Partners

National Multi-sport Service Organizations

Aboriginal Sport Circle
 Active for Life
 AthletesCAN
 Canadian Women and 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)
 Canada Games Council
 Canadian Olympic Committee
 Canadian Paralympic Committee
 Canadian Swimming Coaches and
 Teachers Association
 Commonwealth Games Canada
 HIGH FIVE
 International Support Program to the African
 and Caribbean Sport (PAISAC)
 Own The Podium
 Parachute Canada
 Physical and Health Education Canada
 Respect Group
 School Sport Canada
 Special Olympics Canada
 Sport Dispute Resolution Centre of Canada
 Sport for Life Society
 Sport Matters Group
 U SPORTS

Provincial/Territorial Aboriginal Sport Bodies

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

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





Coaching Association of Canada

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