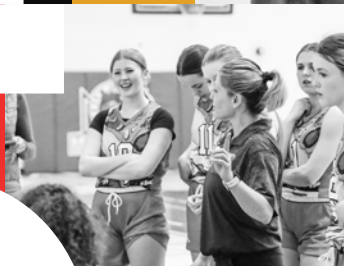


# Future-Proofing Canada's Sport System

Coaching Association  
of Canada

**Annual Plan  
2024-2025**



# 2024 2025



## 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.



Funded by the Government of Canada  
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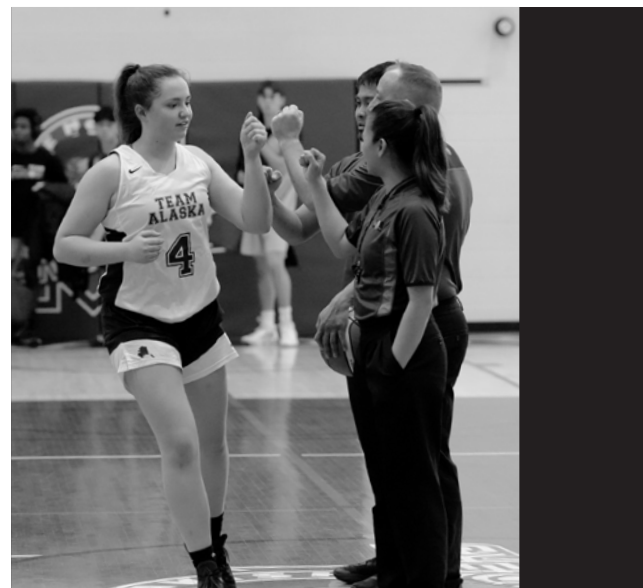
# Introduction from the CEO



The sport system in Canada is under more pressure than ever before — pressure that won't be going away any time soon. While demand for sport has grown steadily since the pandemic, sport organizations are struggling to keep pace, finding it difficult to recruit the volunteers who are vital to keeping their programs running. At the same time, they're looking to reduce program costs to keep sport affordable for families during the current economic climate. Canada's national teams are grappling with rising costs as well, especially in areas like transportation, forcing them to make tough staffing and operating decisions as they get ready to travel to Paris for the 2024 Olympic and Paralympic Games. And with the federal government looking to make \$15 billion in repurposing across its departments, it is very possible that the entire sport system will be affected.

We at the Coaching Association of Canada (CAC) are energized by the federal government's December 2023 announcement to create the Future of Sport in Canada Commission, which will make recommendations for improving all aspects of the sport system. But those recommendations won't come for a couple of years. In the meantime, we need to keep a keen eye toward sustainability and to future-proofing the sport system against any challenges still to come: to ensure we can continue to fulfil our mandate and deliver what coaches and sport organizations need and expect of us, no matter the circumstances.

That means streamlining and being very intentional in the way we consult and engage with partners, recognizing their capacity constraints so we don't add to the pressure they're already under. It's about maximizing the reach and impact of our existing programs and resources, such as the successful *Mental Health is Our Sport* campaign that officially wrapped up in 2023–24 but will continue to be supported



over the long term. It will involve finding innovative ways to bring our services to new and more diverse audiences throughout the country — to help make the coaching profession and the sport system more inclusive and representative of all people in Canada. Because no matter where you are from, sport can be a unifying experience that can help everyone get through our current global reality. Protecting the sustainability of the sport system also requires us to be mindful of the mental health and well-being of our staff and partners, as well as that of all coaches and sport participants across Canada.

I believe we can achieve all of that, largely because of our strong track record over the past decade. This year marks my 10<sup>th</sup> anniversary as CEO of the CAC, and I have seen first-hand our ability to unite the sport community during good times and challenging times. We have always scored consistently high in both staff and partner engagement surveys, and we remain committed to listening to our partners so we can provide services that are responsive to their needs and priorities.

That includes coach education and training material delivered through the National Coaching Certification Program (NCCP), which is celebrating its 50<sup>th</sup> anniversary. The CAC was officially incorporated in 1971 and the NCCP began delivery in 1974. Since then, more than two million coaches and coach developers have used the program to develop their own skills so they can improve the performance of athletes and participants at all levels of sport. We look forward to highlighting the program's impact and value in a variety of ways throughout the year.

As always, I would like to thank all CAC staff and our board of directors for their dedication and passion. By working together with our partners to achieve the goals outlined in this plan, I am confident we can weather the storms ahead of us — and foster a sustainable, resilient sport system that will continue to benefit coaches, participants, and athletes across the country for years to come.



**Lorraine Lafrenière**  
*Chief Executive Officer*



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25

**Note:** The National Coaching Certification Program (NCCP), is celebrating its 50<sup>th</sup> anniversary. The CAC was officially incorporated in 1971 and the NCCP began delivery in 1974.

# Operating environment



Our annual plan outlines our strategic goals and priorities for the fiscal year, shaping our operations in service to the more than 500 national and provincial/territorial partners in the NCCP. Each year's plan is developed with input from our partners and staff and is guided by our board of directors, taking care to reflect the current reality and needs of Canada's sport system and our organization's position within it.

## Environmental scan: The state of sport in Canada

**Based on consultations with our partners, we have identified four major themes regarding the state of amateur sport and coaching in Canada. These themes cover key challenges, risks, and opportunities for the CAC, all of which have been considered and incorporated into this annual plan.**

### Mental Health

Sport and recreation are more important than ever to people in Canada and their well-being. Research on the impacts of COVID-19 found that mental health outcomes were significantly worse among those who were unable to maintain their level of physical activity during the pandemic. In addition, youth are showing a significant rise in anxiety and depression, with just under 50 percent of this population saying they have experienced these issues. Sport and recreation, along with community and family connections, are key to reducing distress among young people. Providing training and resources to improve the mental health literacy of coaches across Canada, including those working in under-represented and underserved communities, continues to be critical to helping people at all levels of sport identify and address mental health issues in themselves and in others.

### Volunteerism

Volunteerism is still in its rebuilding phase since suffering significant decreases during the pandemic, with national sport organizations (NSOs) and provincial/territorial sport organizations (PTSOs) across the country noting that their capacity to deliver on the growing demands in registration is limited. While the increased demand for sport is a positive sign, the sport system must turn its attention to recruiting and retaining volunteers. This includes enhancing working environments and addressing gaps in workplace culture and compensation/benefits to bring more dedicated individuals into the system. This is a complex problem that must be addressed in different ways by each sport and each jurisdiction.

## Blended Learning

Participation in online training increased significantly starting in 2020 due to the physical restrictions imposed by the pandemic. But over the past year, there has been a notable shift among sport organizations toward multiple and blended delivery options for education and training content — combining eLearning along with in-person, synchronous online, and modified home study — at all levels and contexts of coaching. This blended learning approach has been met with largely positive reactions among coaches. Our ability to create flexible programs contributes to the increased delivery of the NCCP. However, ongoing research and monitoring are required to assess the quality and efficacy of blending learning, including its impact on coach competency.

## Economic Conditions and the Cost of Sport Participation

The significant increase in the cost of living, combined with the high cost of borrowing, is taxing parents in ways that make the decision to have children participate in sport or not (or the amount of sporting activities to participate in) more challenging. Unfortunately, this reality is unlikely to change over the short term, so sport organizations must find innovative ways to reduce the cost of sport participation for families. At the same time, due to inflation, the national sport system is facing increasing costs for delivering their programs — in some instances, up to 30% more compared to last year. While the impact this will have on sport organizations remains to be seen, it will likely involve a reduction of the workforce. Given Canada's continued uncertain economic outlook, the ability to sustain the current model for program delivery is a risk for organizational performance.

# 88

percent

### 2023 partners survey

As a partner-driven organization, our ability to deliver on our mission depends on the strength of our relationships. In particular, our relationships with NSOs, PTSOs and other NCCP stakeholders are vital to further improving Canada's coach education and training system.

In Fall 2023, we conducted our annual survey of CAC partners: 42 NSOs, 9 provincial/territorial coaching representatives (PTCRs), and 10 multi-sport service organizations (MSOs), along with 5 partners from 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**. The top three reasons cited were the collaboration, support, and communication provided to them by CAC staff. The top five priorities expressed by our partners in this survey were:

- » NCCP content development, approval, revisions, or delivery adaptations
- » Coach recruitment, retention, and diversity
- » Coach developer recruitment, retention, and diversity
- » Disability sport inclusion
- » Mentorship programs for women in coaching

# Our strategy at a glance



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

## Strategic imperatives and target outcomes

### EXCELLENCE

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

#### Target outcomes:

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

### EDUCATION, TRAINING, AND DEVELOPMENT

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

#### Target outcomes:

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

### LEADERSHIP

Celebrate and grow the influence of sport.

#### Target outcomes:

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

### QUALITY COACHING

Celebrate and enhance the impact of the coach.

#### Target outcomes:

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



## Key performance indicators

Four key performance indicators (KPIs) will drive our goals and activities for the 2024–25 fiscal year:

### Partner Satisfaction

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

### NCCP Participation

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

### Coach Diversity

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

### Team Belief in Impact

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



## 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 2024–2025



Following are the major projects and activities we will undertake in 2024–25 to achieve our strategic imperatives and goals. As we require the support of partners to fulfil our mandate, collaboration and consultation at all levels of the sport community will be critical to every initiative in this plan, even where not explicitly stated.

## Strategic imperative: Education, training, and development

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

### TARGET OUTCOMES:

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

### Training content

Up-to-date, evidence-based training and education material is essential to ensuring coaches across Canada can effectively support athletes and sport participants — not just in building sport-related skills but in addressing issues such as violence and abuse. In 2024–25, we will launch 15 to 20 new or revised eLearning modules and toolkits to help meet the needs of even more coaches, including the following:

**Update the NCCP Making Head Way in Sport module to align with direction from our partner Parachute as well as the latest research coming out of the 2022 International Consensus Conference on Concussion in Sport.** The revised module will provide important new information and strategies for coaches in Canada on how to recognize and respond to suspected concussions, support athletes in their recovery, and prevent concussions from happening in their sport environment.

Target for launch: Q1

**Update the NCCP Coaching Athletes with a Disability module to reflect the significant research that has been done over the past few years by the CAC in partnership with the Canadian Paralympic Committee, University of Ottawa, and University of Alberta.** Our goal for this module is to not only help coaches support athletes with disabilities but also to help more coaches who themselves have disabilities get involved in sport. The revisions will ensure the module centralizes the voices of both athletes and coaches with disabilities in its content, including using more carefully crafted language that is inclusive of all coaches and improving the module's imagery to better reflect the diversity of Canada's population. (See the Leadership section for more on our strategy to support coaches, athletes, and participants with disabilities.)

Target for launch: Q1

**Develop and launch a new module on international coach training and orientation.** Currently, there is no module that helps introduce international coaches to Canada’s sport system or to its values and ethics. To fill this gap, we will work with our sport system partners and stakeholders to design an evidence-based eLearning module that supports the integration and onboarding of international coaches hired by NSOs into the sport system. Promoting a holistic, athlete-centred approach, this module will focus on culture and communication when working with athletes in Canada, and will also reinforce knowledge among international coaches on important topics such as abuse-free sport, Safe Sport training, and sport governance.

**Target for launch: Q1**

**Align key NCCP multi-sport training modules to align with current terminology being used across the sport system.** Deferred from the previous fiscal year, this will include minor branding and content updates to NCCP Performance Planning, NCCP Advanced Practice Planning, and NCCP Design a Basic Sport Program. The updates will also aim to ensure the modules are appropriate for coaches at all levels and incorporate more aspects of athlete and participant wellness into the module content.

**Target for launch: Q2–Q4**

**Develop, launch and promote the new Building Cultural Competencies eLearning module and toolkit.** In recognition of Canada’s changing demographics, we will work with sport system partners and stakeholders to design a 45- to 60-minute training and orientation module that will provide coaches with the knowledge they need to support newcomers to Canada as well as participants from under-represented communities across the country. The new module, to be provided free of charge for all coaches via the Locker, will be informed by research conducted by the CAC and Canadian Tire Jumpstart Charities as part of the *Voices from the Community* project, which aims to better understand the barriers to accessing sport, coaching and coach education among equity-deserving groups. We will also develop a toolkit to help NSOs put the module into practice, including checklists and interview guides to ensure culture and inclusivity are being addressed when recruiting and training new coaches.

**Target for launch:  
Q1–Q2 (launch)  
Q2 (promotion)**



**Develop and launch a new youth-driven peer intervention program and advocacy resources on gender-based violence.** Since 2021–22, the *Support Through Support* eLearning series has helped coaches take action in addressing, preventing, and responding to gender-based violence and abuse in sport. Expanding on this series, this new program will help increase coaches' awareness and understanding of youth dating violence and gender-based violence so they can improve their coaching practice and model healthy relationships. The material will be co-developed by a network of youth coaches, with a focus on youth with disabilities, 2SLGBTQIA+ youth, and youth from Black and racialized communities. Their involvement will help increase the program's relevance to and support from youth coaches in these populations.

**Target for launch: Q1–Q4**

**Modify, with partner endorsement, the Support to Sport (S2S) Contribution Program and find creative ways to allow smaller NSOs to collaborate in the NCCP content development process.** Through the S2S program, we provide funding to help our NSO partners support many different aspects of NCCP development and delivery, including training coach developers to deliver NCCP content or getting directly involved in revising NCCP content. Based on the findings of the 2022 partners survey, these are the top priorities for our partners. However, NSOs with lower capacities, competing priorities, and more staff turnover have historically struggled to act on those priorities. To ensure NSOs of all sizes and capacities feel supported, we will work to create efficiencies within the S2S program and find new areas of collaboration across the sport system to address emerging coaching needs.

**Target for launch: Q1–Q4**



**Note:** The development of this program depends on approval of our grant application to the Public Health Agency of Canada. See the [Financial overview section](#) for more details.

## Coach development

Supporting the people and organizations who “coach the coaches” is key to improving the skills of coaches at all levels now and into the future, including the volunteers who make up the majority of Canada’s coaching ranks. As we look to give coach developers more of the tools and resources they need, in 2024–25, we will:

**Support the launch of the new cohorts of the Advanced Coaching Diploma (ACD) program and conduct a preliminary assessment of the updated program’s impact and results.**

The inaugural cohort of the refreshed ACD program was launched in September 2023 at the Canadian Sport Institute Ontario, with more than 30 participants looking to enhance their education beyond what’s available in the NCCP Competition Development pathway. Initial reviews have been very positive on both the relevance of the content and the new blended delivery format, which includes self-paced asynchronous learning as well as synchronous online classes. An initial assessment of the program’s results will be conducted once the first cohort is completed in August 2024. New cohorts will be launched by the Canadian Sport Institute Calgary in May 2024 and Institut National du Sport du Quebec in September 2024, alongside a second cohort in Ontario also in September. We will continue to provide support to these institutions as needed to help increase the number of coaches enrolled in their ACD programs.

**Target for launch: Q1–Q4**

**Implement the revised NCCP Policy on Coach Developers and launch a communications plan to support NSOs and PTCRs in implementing the policy.**

By clarifying that, for each coach developer role within an organization, only one module or event must be co-delivered with somebody else, the updated policy will significantly boost the capacity of the entire NCCP coach developer workforce, increasing the number of modules that can be delivered by up to 55 percent. This change will also help coach developers get through their pathways faster while reducing overall stress on the system. After the updated policy goes live, we will conduct a new coach developer forecast (last done in 2022) to assess coach developer capacity needs among our partners.

**Target for launch: Q1–Q4**



# Coach the Coaches

**Note:** The key to improving the skills of coaches at all levels now and into the future, including the volunteers who make up the majority of Canada’s coaching ranks.

**Begin work on a multi-year plan to better support NSOs in delivering quality sport programming at the community level.** More than 85 percent of the coaches in Canada’s sport system are community-level coaches, and most of those coaches are volunteers. They are essential to getting and keeping participants engaged in sport — from introducing young kids to sport to helping older adults and seniors (“masters athletes”) stay physically active. First, we will review the outcomes, criteria, and evidence (OCEs) that outline what NSOs should expect from community-level volunteer coaches. In the years that follow, using the revised OCEs, we will then review and update the NCCP Coach Initiation in Sport eLearning module, exploring how a blended learning approach could be leveraged so volunteers can progress through their coaching pathways at their own pace. We will also assess the need for additional resources for coaching masters athletes and work to simplify the pathways for volunteers who coach multiple sports (so they don’t have to take the same foundational course again for each sport, for instance).

**Target for launch: Q1–Q4**

**85%**  
**of the coaches in  
 Canada’s sport  
 system are  
 community-level  
 coaches**

## Communities of practice

A community of practice (CoP) is a great way to connect people so they can learn from each other and grow together in a particular field. As part of our ongoing support for the CoPs we have already established on addressing racism in coaching and making sport safer for all, in 2024–25, we will:

**Continue to collaborate with the University of Ottawa on developing “social learning leaders” for the sport system.** This year, each of the 20 CoP members will co-lead a unique project to support sport participants in various important areas throughout the sport system. We will also look for more opportunities for partners, coaches, coach developers, mental health practitioners, and others to join a CoP and build their expertise as social learning leaders.

**Target for launch: Ongoing**



## Research strategy

Research on the latest trends and best practices in coach training and education is essential to our ongoing ability to deliver high-quality learning content to coaches across the country. In 2024–25, we will:

**Conduct a research project on the current and future state of coach learning and education.** While the specifics will be determined once a research partner has been selected, this project (likely a meta-analysis or literature review) will focus on gaining a better understanding of the impacts of blended learning on coaches and how coaches prefer to access learning content. The findings will help ensure our approach to delivering education going forward will resonate with the youngest generation of coaches now entering the profession.

**Target for launch: Q1–Q2**

**Host our fifth annual Research Insights webinar, bringing together researchers and sport practitioners to discuss current research and how it can be applied to their roles, programs, and services.** We will also once again conduct our annual partner satisfaction survey and launch two new Pulse surveys to explore coaches' confidence and competence in implementing the learnings of the NCCP and CAC eLearning modules they have taken.

**Target for launch: Q4**



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## new Pulse surveys

**Note:** Pulse surveys explore coaches' confidence and competence in implementing the learnings of the NCCP and CAC eLearning modules they have taken.

## Strategic imperative: Leadership

Celebrate and grow the influence of sport.

### TARGET OUTCOMES:

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

### Mental health

Physical activity is good not only for the body but also the mind — and coaches have an important role to play in promoting mental health and wellness. By making it easier for coaches to access mental health training and resources, they are better able to address mental health issues among sport participants and athletes, including those from diverse communities. In 2024–25, we will:

**Continue to monitor, maintain, and promote the mental health eLearning module and knowledge hub.**

Although the *Mental Health Is Our Sport* initiative funded by the Public Health Agency of Canada concluded at the end of the 2023–24 fiscal year, we will continue to work to develop mental health literacy among coaches at all levels of sport, especially those in geographically remote, culturally marginalized, or socioeconomically disadvantaged communities. That includes continually updating the Mental Health and Sport Resource Hub (which consolidates all mental health content currently on the CAC website and provides links to external mental health resources) on a regular basis to ensure coaches, athletes, and parents/guardians can easily find the mental health information they need. We will also look for new ways to reach even more populations of coaches with the Mental Health in Sport eLearning module, which is currently available in 10 languages.

**Target for launch: Ongoing**

### Equity, diversity, and inclusion

By working closely with our partners across the country, we can help make sport in Canada more diverse, inclusive, and welcoming for all. That includes developing more women coaches as well as more coaches with disabilities and from diverse backgrounds, which will help grow and make Canada’s sport system more sustainable over the long term. In 2024–25, we will:

**Maintain our existing mentorship programs for women in coaching.**

We will once again offer both the High-Performance Women in Coaching Mentorship Program and the Women in Coaching Canada Games Apprenticeship Program in partnership with PTCRs, PTSOs, the Aboriginal Sport Circle (ASC), and the Canada Games Council. Through our partnership with Game Plan, we will continue to offer NCCP grants to help high-performance women athletes transition into the coaching profession. We will also continue to work with Pursuit (a program governed by Own the Podium) and other partners in delivering high-performance sport mentorship opportunities to support the recruitment and retention of women in coaching. Our quarterly publication, the *Canadian Journal for Women in Coaching*, will remain a source of timely information to aid in creating a healthier and more positive environment for women coaches.

**Target for launch: Ongoing**



**Increase the support offered to help coaches along the disability sport pathway.**

Our aim is to better prepare coaches to work with participants and athletes with disabilities at all levels — from community sport to national competitions — while also seeking to bring more coaches and coach developers with lived experience of a disability into the sport system. To do so, we will look to infuse disability-related content into our core eLearning modules, such as NCCP Fundamental Movement Skills, and make sure those modules are easily accessible to coaches with various disabilities. During the 2024 Partners Congress, we will have content that focuses on improving coaching development along the disability sport pathway.

**Target for launch: Q1–Q4**

**Update 12 multi-sport eLearning modules to meet Web Content Accessibility Guidelines (WCAG) 2.1 standards.**

These updates will ensure the modules are universally accessible across all platforms, including on mobile devices — enabling greater access to education and training for coaches nationwide. This is particularly important as we look to reach more newcomers to Canada, the vast majority of whom access information only on their phones. Greater accessibility will also improve the user experience for people with a disability. This project, which also involves modernizing our eLearning infrastructure to make it compatible with mobile devices, will be supported by funding from the CSRF.

**Target for launch: Q1**

**Partner with the Government of Canada's Community Services Recovery Fund (CSRF) to conduct a first-of-its-kind survey on coach demographics.**

To help more people from marginalized and underserved groups enter the coaching profession, we must first gain a better understanding of the current composition of the coaching community in Canada. With a grant from the CSRF (a federal program to help charities and non-profits adapt and modernize their organizational systems and processes post-pandemic), we will send an opt-in survey to every active coach in Canada. The collected data will provide valuable insights into coach demographics, coach education pathways, and the experiences of coaching participants. The findings emerging from this dataset — the first of its kind for the CAC — will reveal opportunities to develop and deliver coach education in new and innovative ways that are more attractive to and will better meet the needs of a greater diversity of coaches, in line with our goal of fostering a coaching profession that accurately reflects Canada's population. A report on the findings will be shared during the 2024 Partners Congress.

**Target for launch: Q1**

**Continue to provide grants to NSOs to help them recruit, retain, and develop coaches from diverse backgrounds and communities — as a way to contribute to the common goal of increasing the diversity of the coaching workforce and ensuring sport environments are inclusive and accessible to all.**

Previous NSO recipients have said these grants are an important lifeline for helping diverse coaches establish their careers in sport and to facilitating ongoing culture change within their sport initiatives. Starting in 2024, MONDO will be the presenting sponsor of this program. Their support will enable us to expand on our existing grant program and have a greater positive impact on the sport community.

**Target for launch:  
Q1 (grant launch)  
Q4 (grant close-out)**

## Community Networking

Conferences and events are essential to connecting us with coaches across Canada — and to highlighting and celebrating the successes of our partners. To bring the coach community together, we will host the following events in 2024–25:

**Petro-Canada Sport Leadership sportif Conference and Awards Gala (November 14–15, 2024, Regina):** An annual conference that brings together sport leaders, administrators, researchers, and coaches. It includes two days of professional development, networking, and collaboration, with a focus on growing and strengthening the sport system. The Awards Gala is a forum to recognize coaches for their contributions on and off the field of play, and to honour the recipients of the CAC's national coaching awards program. The 2024 conference will be supported by Tourism Regina.

**Partners Congress (June 4–5, 2024, Ottawa):** An annual event that allows us to collaborate with and consult on strategic priorities and NCCP policies/programs with the many partners and stakeholders who help us create, deliver, and promote high-quality coach education.

## Communication/Promotion

Coaches, partners, the sport community, and the public all turn to the CAC as an important source of information about coach training and development. To ensure our existing content and resources are available and accessible to as many people as possible across Canada, in 2024–25 we will:

**Celebrate the 50<sup>th</sup> anniversary of the NCCP with a campaign to promote the impact it has had on coach training and certification across Canada.** The NCCP provides standardized and inclusive education to coaches and coach developers in 65 sports. Over the course of the year, we will embark on a communications campaign to highlight the value of the program, and also develop assets that can be shared with and re-used by partners across the sport system.

**Target for launch: Q1–Q4**



**50<sup>th</sup>**  
**anniversary of  
the NCCP**

**Promote and participate in National Coaches Week (September 21–29, 2024), an annual campaign to recognize and celebrate the positive impact coaches have on sport participants and communities across Canada.** We will once again promote the campaign across various communications channels, including a paid marketing campaign targeting new coaches that promotes our free and discounted eLearning offerings. We will also provide a participation guide that includes graphics, social media posts, and other promotional resources to help sport organizations at all levels get involved and plan their own related activities.

**Target for launch: Q2**

**Create a new CAC digital content strategy to ensure we are delivering consistent messaging across multiple communications channels** (e.g., newsletters, emails, social media), which will help improve our reach, engagement, and brand visibility with coaches and partners. As part of this strategy, we will develop brand voice and social media guidelines, and conduct research to determine priority communities to reach to address current gaps in our communications plan.

**Target for launch: Q1–Q3**

## International Development

The NCCP is recognized as one of the best coaching and sport development programs in the world. Through our international partnerships, we can extend its reach to more coaches in more countries — strengthening the coaching profession globally while generating new revenues for our organization. In 2024–25, we will:

**Continue our existing international partnerships.** That will include in-person delivery of NCCP Level 4 programming for the Bahrain Olympic Academy, online delivery of the Panam Sports Coach Certificate 2 program, training learning facilitators in Barbados to deliver the NCCP Fundamental Movement Skills module, and providing multi-sport content to enhance existing coach training programs in other countries. All of these programs will help strengthen Canada’s reputation as a leader in coaching in the global sport community.

**Target for launch: Q1–Q4**



# S M

## new social media guidelines

**Note:** As part of this strategy, we will develop brand voice and social media guidelines, and conduct research to determine priority communities to reach to address current gaps in our communications plan.

## Strategic imperative: Quality coaching

Celebrate and enhance the impact of the coach.

### TARGET OUTCOMES:

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

### Responsible Coaching Movement

More than 1,500 sport organizations at all levels have committed to the Responsible Coaching Movement (RCM), pledging to implement policies and processes that will make sport safer for all, both on and off the field of play. We launched this program in 2016 with the support of the Canadian Centre for Ethics in Sport (CCES). In 2024–25, we will:

**Continue to raise awareness of the RCM and promote RCM champions via webinars, newsletters, and attendance at online and in-person coaching events.**

RCM champions are the PTSOs, local clubs, universities, and other organizations that have taken a pledge to implement three fundamental sport safety principles: ethics training, background screening, and the Rule of Two (ensuring a coach is never alone with a participant unless another screened coach or adult is present). The webinars and newsletters will be co-hosted with the CCES and the True Sport movement, which promote values-based sport and coaching.

**Target for launch: Ongoing**



## Responsible Coaching Movement

# RCM

**Note:** More than 1,500 sport organizations at all levels have committed to the Responsible Coaching Movement (RCM), pledging to implement policies and processes that will make sport safer for all, both on and off the field of play.

## Safe Sport Leading Practices

If they are provided with right tools and resources, coaches and other sport leaders can play a key role in addressing and preventing instances of abuse and maltreatment experienced by sport participants. In 2024–25, we will:

**Develop a toolkit with new resources for coaches and Safe Sport practitioners.** To be built collaboratively with coaches and sport leaders, this toolkit will contain practical resources to support them in their daily training and competition environments. Specifically, it will help them address boundary transgressions, abuse, and other forms of maltreatment in sport by providing guidance on trauma- and violence-informed approaches, restorative justice, psychological safety, and other topics.

**Target for launch: Q1–Q2**

## Professional Coaching

Through the Chartered Professional Coach (ProCoach) program, we help coaches embody and uphold the highest standards of professional and ethical conduct. To help even more coaches achieve this designation, in 2024–25 we will:

**Maintain our regular ProCoach programming to coaches and coach employers** (including the quarterly Update newsletter and webinar series) and launch a digital campaign to further promote the program and the many benefits/discounts available to Registered/Chartered Professional Coaches.

**Target for launch: Ongoing**

**Partner with Canadian Olympic Committee and Canadian Paralympic Committee** to ensure all coaches participating in the 2024 Summer Olympic and Paralympic Games in Paris are Registered/Chartered Professional Coaches and have met the important requirements of ethical conduct, background screening, and Safe Sport training.

**Target for launch: Q1–Q4**

# SafeSport

**new toolkit will contain practical resources to support them in their daily training and competition environments.**



## Strategic imperative: Excellence

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

### TARGET OUTCOMES:

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

### Sustainability

A variety of funding sources and revenue opportunities is vital to the long-term sustainability of the CAC. To make our organization more resilient going forward, in 2024–25 we will:

#### **Strengthen our existing sponsorship agreements and reach out to potential new sponsors where there is a mutually strategic fit.**

This includes renewing our existing agreement with Petro-Canada, which will expire in December 2024. Petro-Canada is an important sponsor of the CAC, enabling us to bring together the sport community through our annual conference and awards gala. We will also launch several new corporate partnerships, including bringing on MONDO as the presenting sponsor of our grant program that helps NSOs provide more professional development opportunities to coaches from diverse backgrounds. We are also proud to join Body Confident Sport, a program led by Laureus, Dove, and Nike to help girls build body confidence and make sport a place where all girls feel they belong.

**Target for launch: Ongoing**

#### **Continue to develop our existing international partnerships and explore potential new partnerships with governments and sport organizations around the world.**

**Target for launch: Ongoing**

#### **Facilitate the review of the NCCP reinvestment fee model.**

As part of our mandate, all NCCP partners agree to reinvest into the development and sustainability of the program: a financial model meant to protect the long-term sustainability of the resources for coach training and education. This model is coming up for renewal in 2026, so it is important that the CAC, NCCP partners, and governments all begin to actively engage in the review and negotiation of an updated reinvestment model. Our role will be to lead the consultation process and propose a final recommendation for endorsement by the partners.

**Target for launch: Ongoing**

#### **Initiate an organizational technology suite assessment to provide insight into the current state of services for NCCP Partners and internal infrastructure in order to propose a path forward that meets the evolving and expanding needs of the partners while ensuring business continuity and sustainability.**

In addition, we will update the business model for providing access to the Locker to non-NCCP partner organizations, such as MSOs. We receive numerous inquiries from organizations across Canada looking to leverage our Safe Sport eLearning content. But to do so, they must first be added to the Locker's Safe Sport list and provided end user access to CAC content, and confirm their ability to report course completion levels. To make it easier to bring MSOs and other potential non-NCCP partners into the system, we will review and propose changes to core processes and products of the Locker, including the data connector (which transfers information to and from partners' systems and databases) and eLearning hosting and logistics. We will then make updates to the sell sheets and pricing models for MSOs, providing a new source of reoccurring revenue for the CAC once implemented.

**Target for launch: Q1–Q4**

**Create a “product lab” (internal focus group) to identify opportunities associated with new business requests and develop solutions in response to those requests.** The product lab will provide a safe place for potential opportunities to be validated and vetted, which will then help with implementation planning for any new service or product offering. It may involve leaders and team members from across all CAC departments who will contribute to the planning and operationalization of projects.

**Target for launch: Q1–Q4**

## Partnerships

Every decision we make must be evidence based and responsive to the needs of the NCCP partnership. To ensure we continue to meet our partners’ needs, in 2024–25 we will:

**Conduct the 2024 partner survey, collecting feedback and insights that will be used to inform the development of the 2025–26 annual plan.**

**Target for launch: Q3**



# 2024

## Partner survey

**Note:** Collecting feedback and insights that will be used to inform the development of the 2025–26 annual plan.

# 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 fulfil its strategic initiatives. Those assessments help determine actions to mitigate the most significant risks and to leverage opportunities for the organization.

Our risk registry is the responsibility of the CAC board of directors and is reported to Sport Canada through public-facing material like this annual plan. For 2024–25, the board has identified the following key strategic risks:

## Mental/physical health and the economy.

**The world continues to feel the impacts of the COVID-19 pandemic.** Its toll on the mental and physical well-being of individuals, societies, and countries is still seen today. Sport and recreation are critical to the post-pandemic recovery of people across Canada, with the sport system poised to play a vital role. But the ability for the sport system to have an impact is hindered by the skyrocketing cost of living, which is making sport increasingly unaffordable and also contributing to the loss of volunteers required to deliver sport. Clubs and organizations across the country are urgently seeking ways to address these issues while prioritizing services in the best interest of the public. The *Mental Health is Our Sport* program continues to help mitigate mental health challenges through return-to-sport activities that are focused on underserved communities. Ongoing monitoring of this program is required, along with additional resources to increase our impact. Sport organizations must also guard against doing “more for less”, which threatens the sustainability of the entire system.

## The Future of Sport in Canada Commission.

**The national sport system is in a state of flux, challenged by a lack of alignment, outdated governance practices, and the need to address Safe Sport gaps across the system.** Yet it remains optimistic thanks to the recent announcement of the Future of Sport in Canada Commission, along with the intention to make the Office of the Sport Integrity Commissioner (OSIC) independent from the Sport Dispute Resolution Centre of Canada (SDRCC). The recommendations of the Commission will be published in 18 months. However, a federal election and increasing economic instability, along with the importance of having the federal and provincial/territorial governments endorse the renewed *Canadian Sport Policy*, are all factors that may affect the Commission’s output. Therefore, the system must remain responsive to changes occurring in the coming 12 to 18 months.



**Increasing diversity in the sport system to be truly reflective of Canada.**

**This risk is an opportunity as well as a threat.** The CAC is already seen as a leader in the equity, diversity, and inclusion (EDI) space, having demonstrated our impact in the NCCP by making EDI-focused revisions to multi-sport materials, providing EDI training for coach developers, and leading and standardizing the recognition of unceded territories. We also help build PTCCR/NSO awareness of EDI best practices, and provide apprenticeships and grants so they can support more coaches from diverse backgrounds. All of this is done within the context of the shared knowledge and expertise of our partners. Going forward, there may be an opportunity to further expand our EDI programming and leverage our strong NCCP network to have an even greater impact on the national sport system and coaching. However, the threat is that the CAC itself does not hire coaches (volunteer or paid). So even though PTCCRs and NSOs are attempting to make important changes related to EDI, they remain challenged by the current unstable economic climate. Accountability and reporting priorities in EDI are emerging across the system, which need to be monitored and supported in 2024–25.



**The “brand” and value of Canada’s sport system.**

**At every level of sport in Canada, coach employers need to implement leading Safe Sport practices to better protect athletes and participants.** The CAC continuously advocates for Safe Sport as well as the positive value and influence coaches and coaching can have in this area (e.g., through the RCM, spokespeople for Safe Sport, awards, social media campaigns, etc.). However, each time a negative story reaches the news, it chips away at our impact. While we prioritize our limited resources to support sport partners in implementing improved processes to protect all athletes and participants, addressing this risk can be done only in collaboration with the entire sport system, which also remains resource challenged. Complicating the issue is the fact that within the sport system there are “non-member” clubs, private or otherwise, who are not obliged to adhere to industry standards. This is a risk because, in the public eye, there is no segmentation of “sanctioned” and “non-sanctioned”.

**EDI**

**equity, diversity, and inclusion**

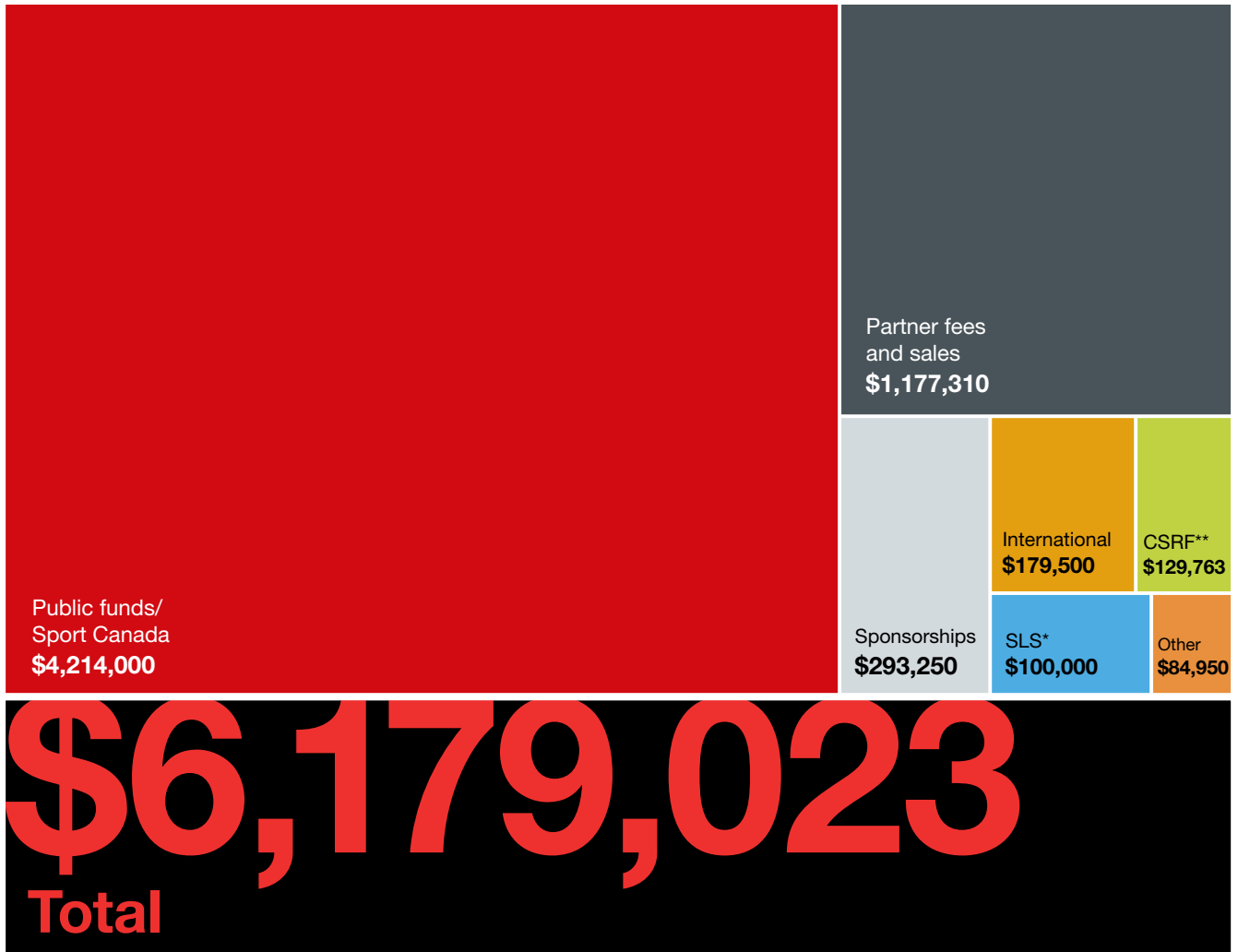
**Note:** The CAC is already seen as a leader in the equity, diversity, and inclusion (EDI) space.

# 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 2024–25.

Revenue remains relatively stable year over year at approximately \$6 million (exclusive of above-core funding from Sport Canada), with most of the revenue coming from the federal government.



\*Petro-Canada Sport Leadership sportif (SLS) Conference

\*\*Community Services Recovery Fund (CSR)

We will explore several opportunities in 2024–25 to diversify and expand our revenue sources, including:

**Sport Canada: We Will Apply for Funding from Sport Canada’s Gender Equity – Equity, Diversity, and Inclusion Project Stream for Two Initiatives.**

- » *Revising the NCCP Fundamental Movement Skills module:* To help increase the number of female coaches and coaches with a disability, and to meet targets set by the Government of Canada, we will update the curriculum and resources of the NCCP Fundamental Movement Skills module to ensure they are evidence-based and better represent those two target audiences (including in the imagery used). We will also develop stronger marketing assets and promotional tools, and support PTCR delivery agents in promoting and deploying the revised module.
- » *Engaging newcomers to Canada in coaching:* We are committed to enhancing the diversity, equity, and inclusion of new coach participation in the NCCP. This funding will be used to design a tailored program to help NCCP partners engage directly with newcomers in Canada, aligned with our overarching objective of increasing the representation of girls, women, and individuals from equity-deserving populations in coaching, officiating, and sport leadership roles. Enhancing the skills of and opportunities for newcomers will not only help create a more representative sport system that mirrors the richness and diversity of the population in Canada, but will also further our work to build a sport environment that is inherently inclusive and safe for all participants.

**Public Health Agency of Canada (PHAC):** In the 2023–24 fiscal year, we applied for a five-year grant from PHAC for a project to increase the reach and accessibility of our existing Support Through Sport (STS) program, which aims to help coaches address, prevent, and intervene in teen dating and gender-based violence in sport. With this new funding, 12 youth coaches (between the ages of 14 and 28) will work with an expert group to develop and deliver a peer intervention program for youth from the 2SLGBTQIA+ community, youth from Black and racialized communities, and youth with a disability. Using an action research approach, we will complete a literature review of peer intervention programs followed by a needs assessment of the youth coaches. Based on the findings of this research, the youth coaches will be engaged in the development of a new introductory eLearning module and also in any revisions to the existing STS modules to ensure their relevance and appropriateness for a youth audience and coaches of youth participants. Pilots with youth coaches will be tested and evaluated to examine the effectiveness of the peer intervention approach in preventing and addressing youth dating violence and helping coaches model healthy relationships. The final products will be accessible through the existing STS page and also through the Locker, and will be available to coaches in French, English, Arabic, Spanish, Tagalog, Chinese (written)/Mandarin (voiceover), and Punjabi. A large-scale knowledge mobilization and implementation plan will be determined in collaboration with the youth coaches.

We expect to receive a response to our grant application in early 2024. This new funding for 2024–29 would be a continuation of the multi-year PHAC funding we previously received to deliver the gender-based violence and teen dating violence modules of the STS eLearning series.

**Women and Gender Equality Canada**

**(WAGE):** We have submitted a project application to WAGE to scale up our 2017–20 Alberta Women and Sport Leadership Impact Program, seeking to advance gender equality and leadership development by creating new mentorship programs for self-identifying women and non-binary coaches from socially, culturally, and socioeconomically diverse communities. If our application is successful, sport leaders will engage with a newly created community of practice (CoP) to implement a mentorship program unique to the needs of their organization. The CoP will provide step-by-step guidance on how to plan, train, design, deploy, assess, and maintain their mentorship program, with a focus on supporting long-term change. A total of 15 organizations will take part in this project, with one sponsor (senior sport leader), one project lead, two mentors and two mentees from each organization participating in role-specific activities to advance women in coaching. These activities could include awareness raising, training and education opportunities (including access to expert presenters), practical experiences, monthly meetings, evaluations, knowledge sharing, policy changes, new program development, conference presentations, publications, and more.

**Sponsorships:** The support of our sponsors 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 2024–25 and beyond.

**International development:** We will continue to look to expand our international reach in 2024–25, proactively seeking out new partnerships and proposing more opportunities to our existing and previous international partners. 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 — while also generating a modest revenue stream for the CAC.



# WAGE

Women and Gender  
Equality Canada

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