



COACHING ASSOCIATION  
OF CANADA

2021 / 2022

ANNUAL REPORT

**coach.ca**

Coaching Association of Canada  
Association canadienne des entraîneurs





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

We aim to enhance the experiences of all athletes and participants in Canada through quality coaching.

We foster this through key pillars of coaching leadership and sustainable coaching education.

Our coach development programs and services support coaches from grassroots to professional levels, and beyond.

The Coaching Association of Canada's office is situated on the unceded territory of the Algonquin and Anishinaabe Peoples.



## CAC Strategic Plan

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

### COACHING EDUCATION

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

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

### COACHING LEADERSHIP

Grow the value and influence of coaching throughout society

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

### COACHING PROFESSION

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

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

### ORGANIZATIONAL EXCELLENCE

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

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

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

In 2021, the Coaching Association of Canada celebrated its 50th anniversary of incorporation. Since the CAC's inception, more than 2 million coaches and leaders have accessed training through the National Coaching Certification Program (NCCP).

This past year, our focus has been on the redesign and content updates of the NCCP, as well as the accreditation of more than 250 sport-specific programs. Annually, we have delivered key signature events uniting the Canadian Sport System. We have delivered on safe sport through training, leading practices, and the Responsible Coaching Movement (RCM). We provide services to coaches and screening for attendance at multi-sport Games. Internationally, we have contributed to coach training and building systems in more than 30 countries. All of this is possible because of our dedicated and passionate staff and partners who believe that our true north is achieved through quality coaches. The 2021-22 fiscal year allowed us to reflect and celebrate our success. Celebration sets the foundation for growth and incremental performance gains.

The pandemic waves have shown how responsive and resilient we have become collectively to maintain the delivery of the NCCP. Dramatic increases in online delivery and positive coach evaluations reinforce that our pivot to online has been a shining success of the pandemic.

The CAC's people-centric culture has resulted in another year of exceptional performance metrics. Through its independent evaluations, staff report an overall engagement rate of 94% and our partners report an 84% satisfied or very satisfied assessment of CAC services. Both metrics go far beyond industry standard and yet, we do not take them for granted and our focus remains committed to listening with purpose and improving in the best interest of the coach. A focus on leading practice and ongoing improvement remains our priority; for example, the CAC successfully implemented an Effectiveness Review and optimized operations and organizational sustainability.

Our performance oversight is led by our exceptional board of directors, whose stewardship has been unwavering throughout this pandemic. The CAC Board of Directors was pleased to come together for our first in-person meeting after two years of hosting virtual sessions. A recent Sport Canada Governance Assessment of national organizations placed CAC within the top-tier of performers.

In a recent review completed by the Federal-Provincial/Territorial Sport Committee (FPTSC), the CAC's mandate remains strong for the next four-year cycle. In alignment with this affirmation, the CAC Board has confirmed that our Strategic Imperatives remain Education and Training, Leadership, Safe Sport and the Profession, and Excellence

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(optimization of resources) through to 2026.

Our success is only possible because of the incredible financial and moral support of the Government of Canada.

The CAC is forever grateful for the privilege to contribute to the coaching movement in Canada alongside our peers and partners



**Paul Carson**  
Chair, Board of Directors  
Coaching Association of Canada



**Lorraine Lafrenière**  
Chief Executive Officer  
Coaching Association of Canada





# Fiscal Year at a Glance



## CAC's 50<sup>th</sup> anniversary

After five decades, the Coaching Association remains committed to creating a sport system that engages, serves, and inspires our communities in an authentic and inclusive manner. Since 1971, the CAC has since grown and flourished to surpass the **2M mark of records of coaches trained and certified** through the National Coaches Certification Program (NCCP) and its partners.

## Outstanding Partner Satisfaction and Employee Engagement

Partners rated their satisfaction with the CAC at **88%**, up one percentage point from last year and surpassing our annual target of **75%**.

Employee engagement survey reached **72%** satisfaction for 2021-22.

CAC named a top-tier organizations Sport Canada Governance Assessment.

## Canada

The programs of the Coaching Association of Canada are funded in part by the Government of Canada. The Government of Canada contribution to our sport system in Canada is critical and sustains Canada's successful sport program development for all participants. The CAC is proud to work in partnership with Sport Canada as we strive to build and strengthen our collective safe, inclusive, and valuable sport system.



## Safe Sport

Over the past year, we were grateful to serve our united sport community in building a diverse, safe, and inclusive sport system, for all participants. Increased awareness of the **Responsible Coaching Movement (RCM)** resulted in over 1108 organizations having now taken the RCM pledge to commit to creating a sport culture that is safe, smart, and secure. The CAC's Safe Sport Training eLearning module's total participation reached over 50,000 completions this year.

## Essential coach training for the pandemic

Three newly launched eLearning modules provided support to coaches and participants through the pandemic:

- 1 **Leading a Return to Sport Participation** provides guidance and resources to help coaches create a safe and adaptable return-to-sport plan. The module was completed 6,847 times since its launch in April 2021.
- 2 **Mental Health in Sport** educates coaches about mental health to empower them to effectively play a role in supporting the well-being of the participants in their sport program, while also supporting their own mental health. The module was completed 8,532 times since its launch in May 2021.
- 3 The **Support Through Sport** series empowers coaches to recognize and act in addressing gender-based and teen dating violence. Over 2,300 coaches completed the **Understanding Teen Dating Violence** module since its launch in June 2021.

## Successful transfer of the Aboriginal Coaching Program

Following a seamless and successful transition for the coaches and affiliated delivery partners in April 2021, the Aboriginal Sport Circle (ASC) resumed management of the Aboriginal Coaching Program which includes the following program components: the Aboriginal Coaching Modules (ACM), the ACM Learning Facilitator Training (ACMLFT), and the Aboriginal Apprentice Coach Program (AAP).

## Supporting Team Canada coaches on the world stage

The CAC supported Team Canada coaches through its Chartered Professional Coach® (ChPC) program which recognizes coaches who value coaching excellence and its impact on enhancing the athlete experience.

- 174 coaches represented Team Canada at the Tokyo 2020 Summer Olympic and Paralympic Games
- 99 coaches represented Team Canada at the Beijing 2022 Winter Olympic and Paralympic Games
- In 2020-2021, 587 Professional Coaches achieved a Registered Coach or ChPC status.

## Bringing our EDI Policy to life

The CAC and its partners benefitted from numerous equity, diversity and inclusion initiatives developed to support coaches and sport organizations:

- Anti-racism in Coaching eLearning module development (May 2022 launch),
- Continued partnership with the Canadian Centre for Diversity and Inclusion,
- Commitment to representation on CAC Board and task forces,
- Petro-Canada Sport Leadership sportif Conference (SLS),
- CAC's EDI Policy video for onboarding and yearly employee commitment,
- Continued partnership and programming with Black Canadian Coaches Association (BCCA)
- Over 100 women coaches benefitted from the mentorship opportunities provided by the CAC, and we hosted our first Virtual Mentorship Summit with over 100 participants in attendance.
- Over 200+ coaches benefitted directly from the nine EDI-focused NSO grants.

## Successfully uniting partners through virtual platforms

We were successful in hosting a second year of virtual events to unite stakeholders at our annual **Partners Congress** and **2021 Petro-Canada Sport Leadership sportif Conference**, where 95% of partners were satisfied with the sessions they attended and 85% of delegates, reported being satisfied or very satisfied with their experience, respectively.



# COACHING EDUCATION

The virtual **2021 Partners Congress** saw over 150 delegates from partner organizations including National Sport Organizations (NSOs), Provincial/Territorial Coaching Representatives (PTCRs), Multi-sport Service Organizations (MSOs), and Sport Canada. The program focused on how the partnership can work together to support coaches in returning to safe and inclusive sport, including topic areas such as adapting delivery of the NCCP, sport safety, and equity, diversity, and inclusion. Delegates had the

opportunity to hear from the Red Cross as to how they have responded in their delivery of first aid and instructor training in a blended learning environment during COVID. Participants were strongly engaged in the virtual environment, had the opportunity to have a celebration of CAC's 50th anniversary, and showed a 92% satisfaction rating.

## Return to NCCP delivery

The CAC's responsiveness to the pandemic continued as we supported our partners to ensure sustainable delivery of the NCCP through blended learning. The CAC adapted four PTCR-delivered NCCP modules to support online learning, which included **NCCP Core Training for Master Coach Developers, NCCP Fundamental Movement Skills, NCCP Performance Planning, and NCCP Coach Evaluator training**. Additionally, we continued to support NSOs in adapting their NCCP content to blended learning in online and asynchronous components. Finally, since the pandemic, over 700 learning facilitators have been trained for online delivery. Attendance for online and in-person delivery doubled and eLearning module completions increased by 50% over last year. Overall attendance in NCCP training has increased by 53%.

## Coach Developer annual forecast

Each year, the CAC conducts an annual assessment of the Coach Developer (CD) workforce of each participating NSO. The CAC embarked on a system-wide strategic assessment of the Coach Developer (CD) workforce to inform priorities by sport. Through the CD Annual Forecast process, we aim to identify clear trends amongst the partnership's CD workforce affecting sustainable delivery capacity.

This year, 48 NSOs completed the process and findings indicated a shortage of CDs, including French-speaking, and that they must prioritize diversity within their CD workforce. This is an opportunity to build back better after the pandemic with this focus of support in future years. Strategic planning with NSOs will focus on addressing their workforce needs and how we can best support these efforts next fiscal.

## NCCP Fundamental Movement Skills presented by teamsnap



**NCCP Fundamental Movement Skills (FMS)** presented by Team Snap is a foundational professional development module targeted at coaches and instructors working with participants at the FUNdamentals stage of development in clubs, schools, and recreation centres across Canada. Traditionally only delivered in an in-person environment, the NCCP FMS module was identified by our PTCR as a crucial factor in preparing coaches and instructors to return to sport post-pandemic. To better support our PTCRs and NCCP FMS delivery, the CAC adapted the content and activities to be delivered in an online environment. The adaption to online delivery resulted in an 67% increase in the number of workshops delivered in 2021, compared to 2020.



## Revised NCCP multi-sport modules

Under our strategic imperative of Coaching Education and goal of continued improvements to programs, the CAC revised and released five NCCP multi-sport modules in 2021-22:

- **NCCP Managing Conflict:** Teaches key skills for achieving positive outcomes using effective conflict management techniques. It includes synchronous and home study training with an updated evaluation eLearning module.
- **NCCP Leading Drug-free Sport:** Developed in partnership with the Canadian Centre for Ethics in Sport, the eLearning module introduces coaches to the values of fairness, excellence, inclusion, and fun in the context of drug-free and clean sport practice. It now combines both the coach training and evaluation in one module.
- **NCCP Make Ethical Decisions:** Helps coaches identify the legal, ethical, and moral implications of difficult situations that present themselves in the world of team and individual sport. The CAC significantly updated the training module and the online evaluation eLearning module.
- **NCCP Prevention and Recovery:** Provides strategies and techniques to prevent injury, while also improving performance. It includes synchronous and home study training with an updated video library of over 30 videos to support coaches.
- **NCCP Creating a Positive Sport Environment:** An eLearning module transformed the NCCP Empower+ workshop content to support coaches in providing a positive environment for their participants. It promotes growth and athletic development, fosters creativity and learning, and how to protect participants from harm, including having difficult conversations.

## NSO Approvals 2021-2022

### NCCP Development

In 2021- 22, a number of National Sport Organizations (NSOs) moved towards developing their NCCP Community Sport and NCCP Competition contexts, meeting Conditional Approval (CA) or Final Approval (FA) status.

<b>NCCP Community Sport Initiation</b>	
PGA Canada – Special Olympics Canada Special Olympics Golf Coach In-Training (FA)	Tennis Canada – Pickleball (CA)

<b>NCCP Competition Development</b>	
Boxing Canada (FA) Canadian Blind Sports Association – Goalball (FA)	
<b>NCCP Competition Introduction</b>	
Canadian Artistic Swimming (FA)	Canadian Team Handball Federation (CA)
<b>NCCP Competition Development, Advanced Gradation</b>	
Shooting Federation of Canada (FA)	
<b>NCCP Competition High Performance</b>	
Shooting Federation of Canada (FA)	
<b>NCCP Instruction Stream</b>	
Hockey Canada: NCCP Instruction Stream (FA)	

## Advanced Coaching Diploma enhancements

Every two years, the CAC conducts quality assurance assessments of the **Advanced Coaching Diploma (ACD)** and the 2021 review reported very positive feedback on learning perceptions. Program credibility for NSOs has seen an increase where 83% would likely recommend the program to a **NCCP Competition-Development Certified** coach, up 20% since the last review in 2019. Next, a revision to the program will be conducted to continue quality learning and enhance the program marketing strategy and sustainability by reducing barriers for coaches.



## Lifelong Learning and Maintenance of Certification

**Lifelong Learning** is the underlying philosophy of the NCCP for coaches to undertake the ongoing, voluntary, and self-motivated pursuit of knowledge. A taskforce consisting of NCCP partners was created to perform a review of the **NCCP Maintenance of Certification** and **Renewal of Certification** policies to simplify, streamline and standardize the implementation of the program. A focus on building meaningful partnerships with organizations outside of the NCCP continued to provide coaches with additional Professional Development (PD) opportunities to impact a coach's knowledge and behaviour.



## School Sport Canada eLearning

As part of this goal, the CAC partnered with School Sport Canada to collaborate on building an eLearning module to support coaches who are coaching in the school sport environment. School Sport Canada and the CAC launched **Coaching School Sport: Redefining Winning** in April 2021. The eLearning module is targeted at teacher and community coaches, providing them the opportunity to explore the core values of the school sport philosophy and coaching in the interscholastic environment. The CAC is proud to partner with School Sport Canada on this module which helps support teacher coaches across Canada.

In addition to this eLearning, we were also pleased to welcome two organizations to support the NCCP partnership this year in hosting their eLearning modules in the Locker: **Next Gen Men**, whose eLearning module covers how boys shape, and are shaped by, a wide array of gender-based cultural norms; and School Sport Canada, whose **Coaching School Sport: Redefining Winning** eLearning module is designed specifically for all school coaches in Canada. Increasing partnerships will remain a priority moving forward.

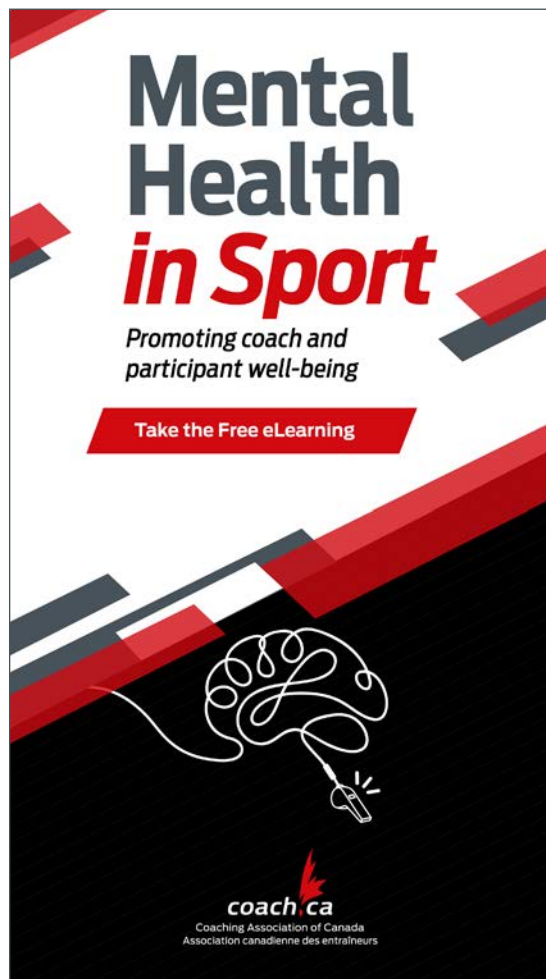
## Support Through Sport

Through funding from the Public Health Agency of Canada, the **Support Through Sport** series empowers coaches to recognize and take action in addressing gender-based and teen dating violence. Over 2,300 coaches completed the **Understanding Teen Dating Violence** module since its launch in June 2021. The series will expand in 2022 with three new modules and downloadable resources.





“Please train each and every coach in Canada with this training.”  
 – Mental Health in Sport participant



## Supporting coaches to return to sport

Coaches and athletes across Canada were continuously challenged with the unprecedented events and continuous uncertainty of the past two years. To provide support, the CAC released two free eLearning training modules in April and May 2021:

- **Leading a Return to Sport Participation:** provides guidance and resources to help coaches create a safe and adaptable return-to-sport plan.
- **Mental Health in Sport:** educates coaches about mental health to empower them to effectively play a role in supporting the well-being of the participants in their sport program, while also supporting their own mental health.

Since their release, over 6,800 coaches have completed **Leading a Return to Sport Participation** and more than 8,500 coaches have completed **Mental Health in Sport**.

“This training has broadened my overall view of how I would plan sessions for my athletes returning to sport during this tough time of Covid-19. I now have a framework and better understanding to deal with the challenges ahead while keeping our athletes safe and to minimize injuries by utilizing proper planning.”  
 – Leading a Return to Sport participant

## National Coaches Week September 18-26, 2021

The **2021 National Coaches Week (NCW)** campaign celebrated coaches from across the country. Six eLearning modules were offered at no cost throughout the week. During this time, more than 4,190 modules were completed, with 2,716 new accounts created in the **Locker** and over 11,910 coaches logging into their account during that week.

The NCW digital campaign generated 3.75 million impressions, and 11K engagements, helping drive over 223K page views to coach.ca. Amid this, 4,248 tweets included one of the campaign hashtags generating over

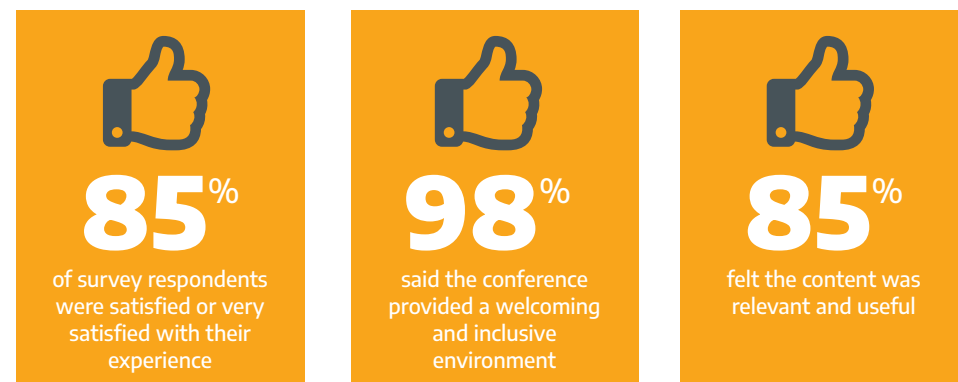
25 million potential impacts. We witnessed engagement stemming from 81 NCCP partners throughout the campaign on social channels.

The partnership with Petro-Canada expanded to include a National Coaches Week contest which received over 500 contributions sharing personal stories of how coaches have made a positive impact on local communities across the country. Thanks to Petro-Canada, 20 participants and their inspiring coaches each won a \$100 Petro-Canada gift card.



## Petro-Canada Sport Leadership sportif Conference and Awards Gala

The second virtual edition of the **Petro-Canada Sport Leadership sportif Conference (SLS21)** was held November 3-5, 2021, welcoming almost 900 delegates from across Canada for three days of learning, professional development, and networking. The conference theme of **Let's Reignite Sport** provided a foundation for the sport community to strategize and collaborate to lead a safe and proactive return to sport. Through a series of engaging keynote presentations and breakout sessions, delegates were encouraged to prioritize a people-first approach to wellness, implement inclusive policies, and develop sustainable and innovative business practices.



**SPORT LEADERSHIP SPORTIF**

**Awards Gala | Gala des Prix**

Watch live on YouTube  
Thursday, November 4  
7:30 – 9:00pm ET

Assistez à la soirée sur YouTube  
Jeudi 4 novembre  
19 h 30 à 21 h HE

coach.ca  
Coaching Association of Canada  
Association canadienne des entraîneurs

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## 2021 Awards Program

On November 4, the CAC celebrated the outstanding accomplishments of coaches and sport leaders during the virtual **Petro-Canada Sport Leadership Awards Gala**. In total, more than 800 people viewed the livestream or the recording. The prestigious **Lifetime Achievement Award** was presented to rugby coach Doug Tate. Rowing Canada Women's Eight head coach Michelle Darvill, ChPC, was the recipient of the **Coach of the Year Award**; Master Coach Developer Martin George, ChPC, was recognized with the **National NCCP Coach Developer Award**; and Thorsten Gohl was presented with the inaugural **Impact Award**. A total of 46 coaches across 16 unique sports were honoured with the **Petro-Canada Coaching Excellence Award**. The CAC was also honoured to support the Aboriginal Sport Circle in presenting the **National Indigenous Coaching Award** to Leanne Sirup and Patrick Leask.



**Doug Tate**, Lifetime Achievement Award.  
Sport: Rugby.  
Photo credit: University of Victoria Varsity Athletics.



**Michelle Darvill**, Coach of the Year Award.  
Sport: Rowing.  
Photo credit: Rowing Canada Aviron/ Kevin Light Photo



**Martin George**, NCCP National Coach Developer Award.  
Sport: Rowing.  
Photo credit: Rowing Canada Aviron



**Thorsten Gohl**, Impact Award.  
Sport: Table Tennis.  
Photo credit: Table Tennis North



# COACHING LEADERSHIP

## Research Strategy

Two **Research Insights** webinars were held with cutting-edge sport coaching research presentations, allowing for over 65 researchers and practitioners to connect. Four new **Research Insights** summaries were published and 29 requests came from the public to access research reports. We continue to see an increase

in requests for research support. Finally, our work on **Project Pulse**, the official feedback channel for NCCP multi-sport workshops and CAC eLearning, continued. A brokering plan is in place to ensure national monitoring and PTCRs have been trained on how to build their own reports.

## Para sport coaching

In conjunction with the Canadian Paralympic Committee (CPC), the CAC funded a research project to understand the gaps and barriers as well as enabling factors experienced by NSOs in relation to education, recruitment, and retention of coaches for para sport. It also sought to understand the coach training experience for coaches with and without a disability, and how the **NCCP Coaching Athletes with a Disability** eLearning module can complement sport-specific coach education. As a result, two 'best practice' checklists will be made available by mid-fiscal year for accessible and inclusive design and delivery of para coach training.





## Sport Safety

The Sport Safety Department continued to engage with partners and coaches through a Safe Sport Focus Group initiative and Professional Coaching Program interviews to better understand their current needs. Three new policy videos were produced to complement our Equity, Diversity, and Inclusion (EDI), Code of Conduct and Ethics and Positive Workplace policies. At the 2021 **Partners Congress**, we introduced an **Equity Planning Tool**. We successfully received funding from Sport Canada to develop two eLearning modules:

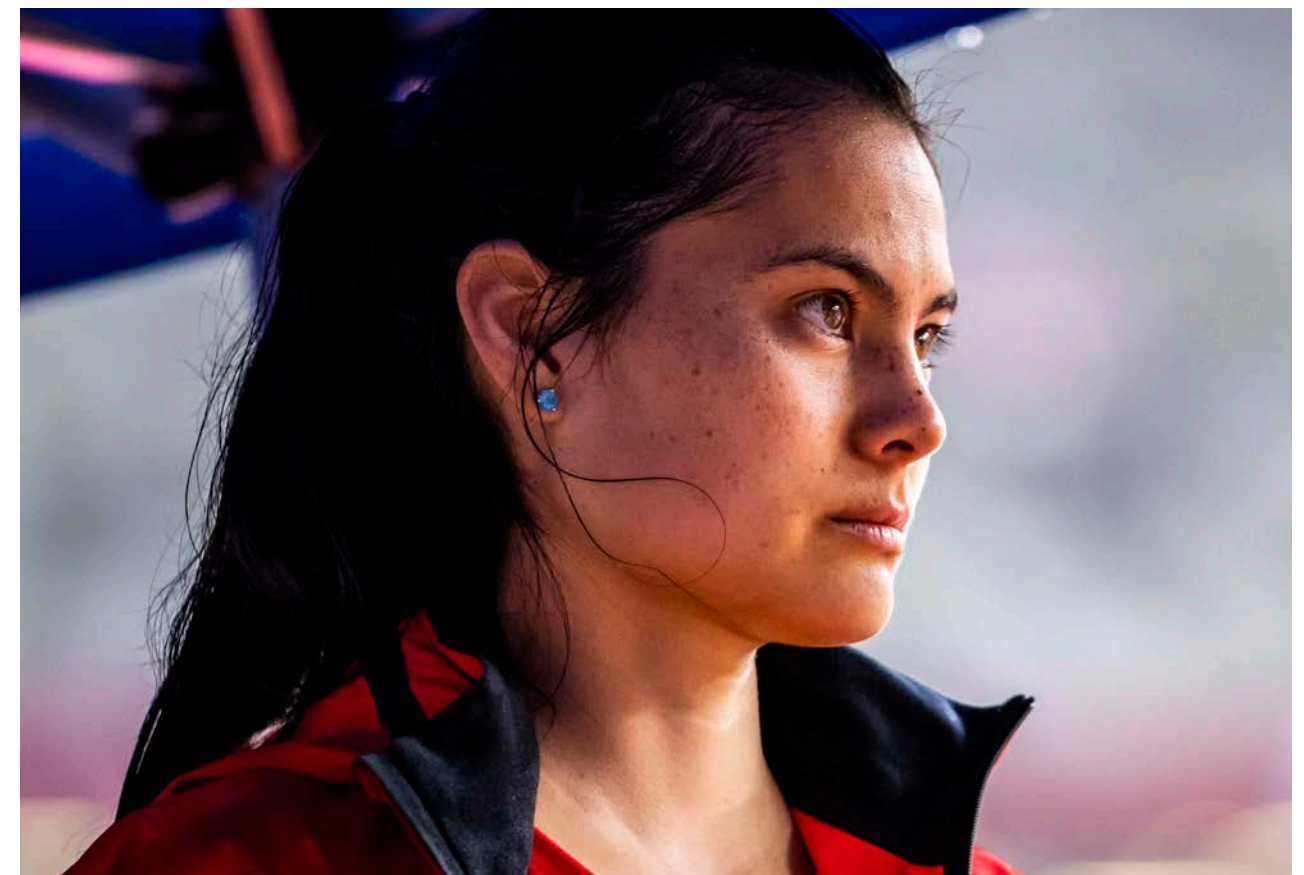
- **Understanding the Rule of Two** (April 2022 launch) will increase confidence and practices when faced with situations in which the Rule of Two may apply.
- **Anti-racism in Coaching** in partnership with the Black Canadian Coaches Association (BCCA) and University of Toronto IDEAS lab led by Dr. Janelle Joseph (May 2022 launch). The eLearning will address critical and timely issues, upskill coaches working with racialized participants, provide historical context about marginalized people in Canada, build awareness of racism in sport in Canada and provide tools for contemporary anti-racist coaching methods — all through a Black, Indigenous and People of Colour (BIPOC) lens.

## The coach perspective: a Safe Sport review

Last spring, the CAC engaged ITP Sports & Recreation Inc. to survey (500+ responses) and interview 75 coaches from across the system to determine their perspective and recommendations for advancing work in safe sport. The findings were shared on partner calls, via a presentation at SLS2021, and can be found in **The Coach Perspective: A Safe Sport Review on coach.ca**. The following summarizes the recommendations:

- **For sport organizations:** Ensure system-wide implementation beyond the national level; increase communications and support; and have a clear understanding of the complaints process.
- **For the CAC:** Develop tools and resources for difficult conversations; clearly outline specifics for high-performance programming; increase education for parasport; provide training on cultural awareness and Equity, Diversity, and Inclusion (EDI); and educate and work with stakeholders outside of NSOs.

The mandated Safe Sport Training eLearning module's total participation reached over 50,000 completions this year.



# Responsible Coaching Movement awareness campaign



The CAC reviewed and refreshed the branding, visual content and resources to help support its national awareness campaign for the **Responsible Coaching Movement (RCM)**. Held from February 23 to March 31, the awareness campaign promoted a call to action for sport organizations, parents, and coaches to enact responsible coaching across Canada – on and off the field of play. The RCM includes three distinct pillars, each serving to create

a sport environment that is Safe, Smart, and Secure, the resonating keyword slogan seen and heard throughout the campaign. The campaign reinforced our commitment to the safe sport movement and continued to engage the grassroots sport community to take the RCM pledge and commit to implementing the three RCM pillars which encompass background screening, the Rule of Two, and ethics, respect and safe sport training. As the campaign evolved, more organic search results appeared for ‘responsible coaching movement’ as public awareness increased.



The RCM refresh included:

- A newly designed and user-friendly RCM web section with an interactive RCM Champions map with search functionality.
- A RCM Toolkit containing resources, templates, content and graphics for the sport community to download.
- A new RCM explainer video and informative downloadable infographics to support each RCM pillar.
- New social media and web graphic assets our partners can use and share on their own platforms to help promote the message and their status as a RCM Champion.



# RCM digital campaign summary

Campaign duration: 5 weeks

Total impressions

**4M**

Clicks

**4,700+**



The Sounds of Sport awareness video views

**207,500**

RCM section on coach.ca:

Pageviews

**56,237**

New users

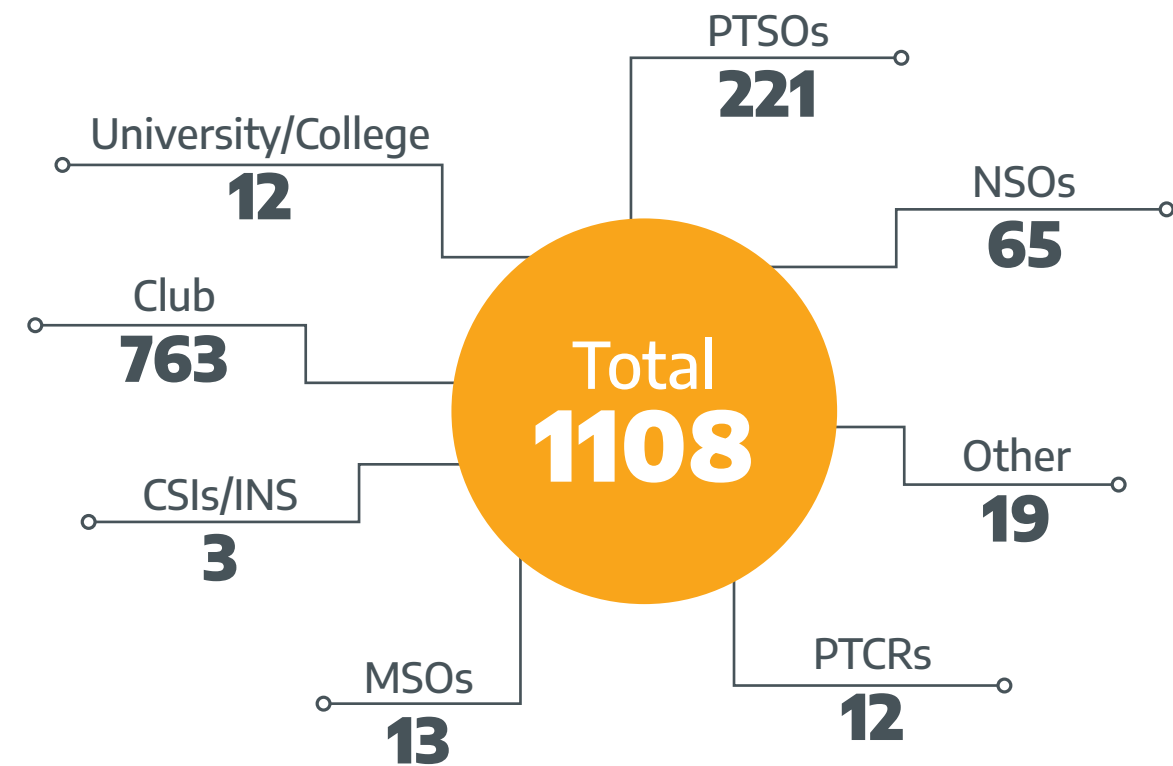
**35,222**

## RCM Champions

At the start of the fiscal year, 842 sport organizations had taken the RCM pledge. The CAC had a goal of reaching 1,000 pledges by March 31, 2022. To date, we have surpassed our goal, identifying 1,108 RCM Champions as having taken the pledge across the RCM Champions map.



## RCM Pledge Breakdown



## Gender Equity in Coaching Framework

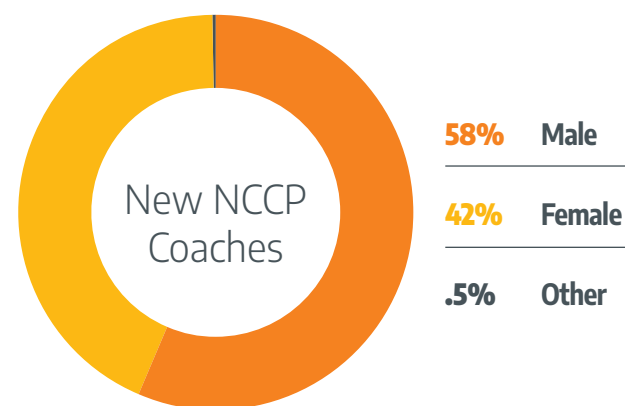
In 2021, the CAC and Canadian Women and Sport launched the **Gender Equity in Coaching Framework and Self-Assessment Tool** in addition to a webpage of resources. Over 40 sport leaders have completed the self-assessment tool to identify the factors that can be changed within their organization to improve conditions for women in coaching. We will continue to work with Canadian Women and Sport and sport organizations to help address them.



## Women in Coaching

The **Women in Coaching** program supported 65 mentees and 46 mentors through our **Enhanced Female Mentorship Program, Black Female Coach Mentorship Program, and Canada Games Apprenticeship Program**. The CAC, Canadian Collegiate Athletic Association (CCAA), U SPORTS, Mentor Canada, and the BCCA partnered on the first Virtual Mentorship Summit gathering 250 attendees interested in mentorship. Also, five professional development sessions were offered, including **BCCA HerStory. Training for Effective Mentees** resources were developed through the SIRC Researcher/Practitioner Match Grant. With support from Game Plan, eight women coaches received Coaching Education grants towards their **NCCP Competition Development** pathways.

The **Canadian Journal for Women in Coaching (CJWC)** released seven issues: one exploring allyship and six profiling the career journeys of inspiring women coaches. Among these and as a tribute to the leadership of women coaches at the Tokyo Games, the CJWC proudly featured five coach profiles throughout Women's History Month in March 2022.



*Note: The CAC implemented new gender fields in the Locker in November 2021. These fields reflect more inclusive and current language: Woman, Man, Non-binary/Gender fluid/Gender queer, Two-spirit and Prefer not to answer.*

## Equity, Diversity and Inclusion NSO grants

The CAC offers grants to NSOs which organize and operate programs and initiatives to increase the diversity of coaches in Canada. In 2021, we provided 10 NSOs with a grant that supported over 150 coaches through such initiatives as mentorship programs, NCCP training workshops, and practical coaching experiences.

## Corporate Partnerships

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



Our long-standing partnership with Petro-Canada enabled us to recognize and support coaches through several programs focused on coach and athlete excellence. Together with the CAC, Petro-Canada continued to drive thought leadership in sport at the **2021 Petro-Canada Sport Leadership sportif conference (SLS21)**. During the **Petro-Canada Sport Leadership Awards Gala**, 46 coaches across 16 unique sports were honoured with the **Petro-Canada Coaching Excellence Award**. A total of 1,305 individuals have been recognized with this award since 1986. The **Petro-Canada Fueling Athlete and Coaching Excellence (FACE™) Program** provides \$550,000 in direct funding annually to support 55 next-generation athletes and their coaches.



Our continued partnership with TeamSnap provides coaches with monthly coaching tips through the **#CoachToolkit** program, which includes NCCP-inspired videos provided by leading coaches from across Canada. Last year, despite the impact of COVID-19, TeamSnap's ongoing support of the **NCCP Fundamental Movement Skills** module educated over 1,206 workshop participants. More than 7,600 have taken the module since the partnership began.

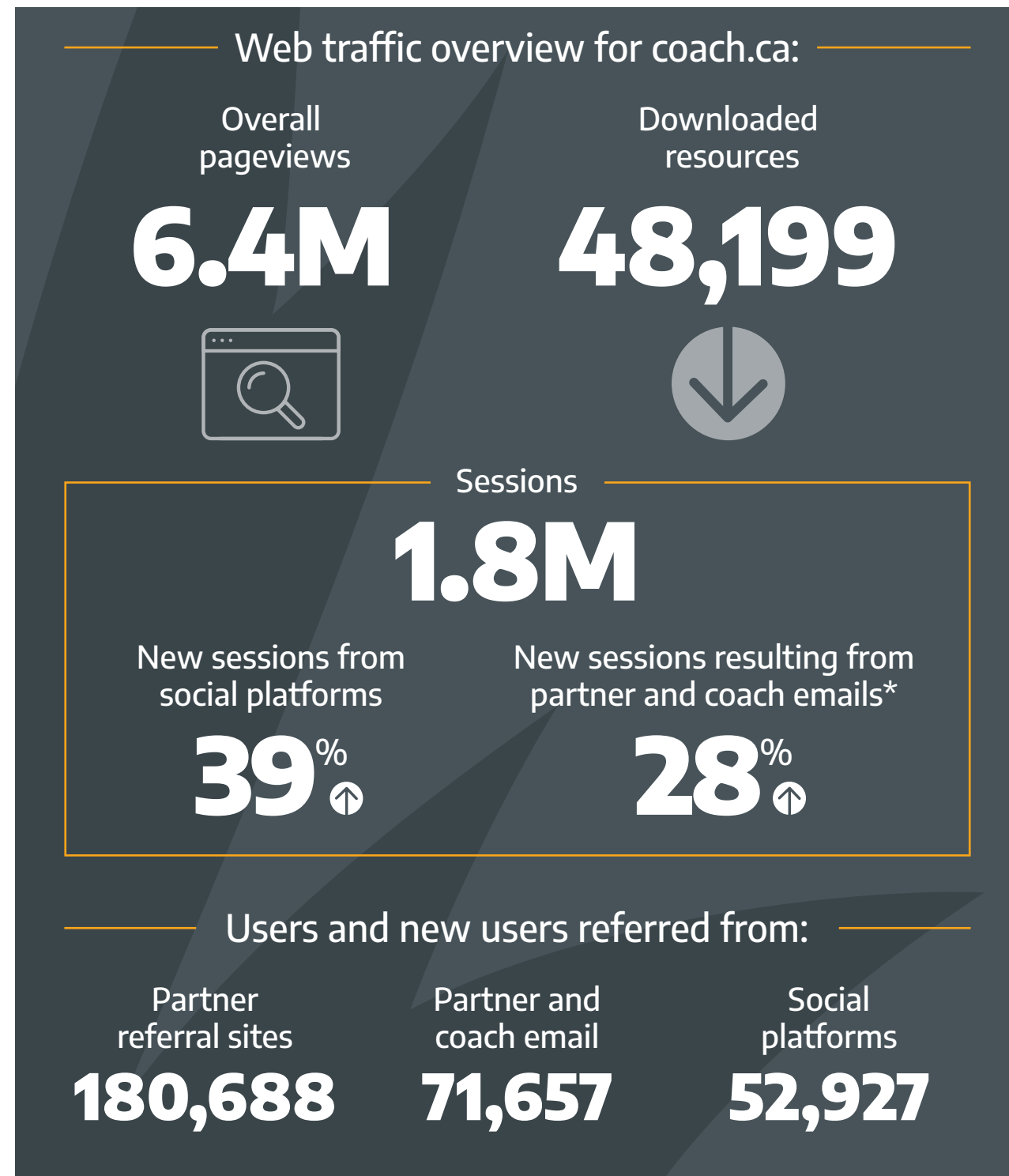


In 2021-22, the CAC launched a new partnership with Decathlon Canada in support of the revision and promotion of the **NCCP Coach Initiation in Sport** eLearning module. This partnership empowers coaches

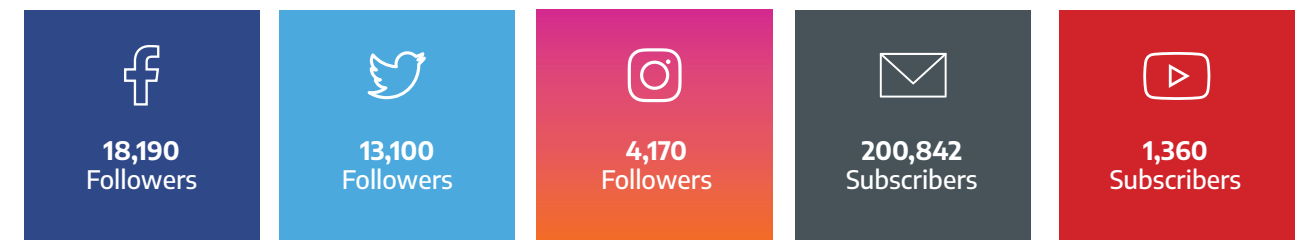
with the knowledge and opportunities to reach more participants, strengthen their coaching skills, and promote their activities. In the first year of the partnership, more than 6,000 coaches completed the revised module, and close to 800 benefited from a discount offering thanks to Decathlon's support.

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

## Online coaching hub



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



## CAC Coach and Partners Services team

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

### Numbers to highlight



## The Locker

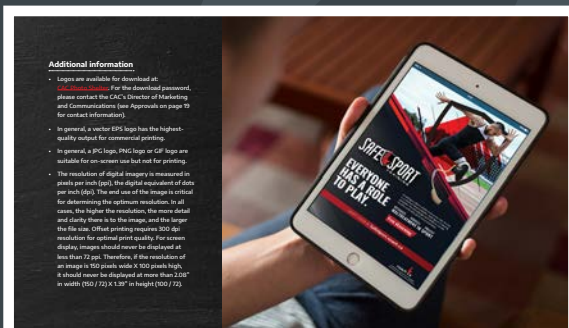
The CAC hosts the Locker as an online solution for coaches to easily access, manage, and maintain their coach training, education, and records in one central location. The Locker maintains the records of a growing community of over 2 million coaches in Canada of coach training offered through the National Coaches Certification Program (NCCP) and its partners.



# Revised Brand Guidelines and Style Guides

The CAC and NCCP Brand Guidelines and eLearning Style Guides were updated and refreshed to reflect the new CAC font (Encode Sans) and additional secondary colours to our brand palette. New sections provide guidance on incorporating

accessibility, EDI and the Rule of Two into content and images to align with our CAC and NCCP values, to better serve our partners and reflect the sport landscape in Canada.



**Additional Information**

- Logos are available for download at [cac.ca/logo](#). For the download, please contact the CAC's Director of Marketing and Communications (see Approvals on page 16 for contact information).
- In general, a 300 DPI logo has the highest quality needed for commercial printing.
- In general, a 300 DPI logo or GIF logo are suitable for on-screen use but not for printing.
- The resolution of digital images is measured in pixels per inch (ppi), the digital equivalent of dots per inch (dpi). The use of the images is critical for determining the optimum resolution, in all cases, the higher the resolution, the more detail and clarity there is to the image, and the larger the file size. Offset printing requires 300 dpi resolution for optimal quality. For screen display, images should never be displayed at less than 72 dpi. Therefore, if the resolution of an image is 100 pixels wide x 100 pixels high, it should never be displayed at more than 12.5" in width (100 / 72) x 1.25" in height (100 / 72).

**CAC colour palette**

The CAC brand palette consists of two primary colours (CAC RED and CAC GREY) and three accent colours (BLACK, GOLD and a 20% tint of CAC GREY).

CAC RED can be set to 80% opacity for artistic design purposes only. CAC RED cannot be altered in tint or shade for other graphic elements, such as rectangles and buttons.

CAC GREY can be set to 80% opacity.

CAC RED	CMYK	RGB	Positions
#E61E20	100 15 15 0	230 30 30	Primary 90%
#E61E20	100 15 15 0	230 30 30	HEX
#E61E20	100 15 15 0	230 30 30	HEX

CAC GREY	CMYK	RGB	Positions
#444444	0 0 0 100	51 51 51	Primary 100%
#444444	0 0 0 100	51 51 51	HEX
#444444	0 0 0 100	51 51 51	HEX

BLACK	GOLD	20% CAC GREY
#000000	#FFC000	#808080
CMYK	CMYK	CMYK
100 0 0 0	100 60 0 0	100 0 0 20
RGB	RGB	RGB
0 0 0	255 192 0	128 128 128
HEX	HEX	HEX
#000000	#FFC000	#808080

**Additional Information**

- For consistency between brands, CAC RED and CAC GREY have been standardized as the same values.
- Professional printing techniques use four color process files, which build colour out of cyan, magenta, yellow, and black (CMYK) or, in special instances, spot colour files such as Pantone.
- Colour input or laser printers use CMYK files.
- Screen displays use red, blue and green light sources (RGB) to create colour images.
- HEX numbers are used in HTML code to specify colours for websites, emails and other digital applications.





## Safe Sport Talks

The **Safe Sport Talks** webinar series served to provide opportunities for coaches and partners to share relevant information with the sport community. Drawing in a total of 546 participants, the series featured five webinars.



**Healthy Connections -  
Coach and Athletes by**  
Gail Brown from  
Kids Help Phone



**Not another Safe Sport webinar  
- a focus on the reporting  
process with Safe Sport Officer**  
Lise Maclean



**A touchy subject:  
coach-athlete relationship and  
physical contact and touch with**  
Dr. Melanie Lang



**Starting the conversation on Equity Diversity  
and Inclusion with Mark Tewksbury, Pascal  
Clément, Tara Mrakic, and Ryan Gushulak.**



**Creating safe environments for parasport  
participation with Mike Frogley, Colette  
Bourgonje, Jenny Davey and Stephanie Dixon.**

*“The personal stories gave me a better understanding of how society’s barriers impact people mentally, making me reflect on ways I can be more inclusive.”*

- Safe Sport Talks participant



## Creating a culture of excellence through Safe Sport for High Performance coaching

The CAC and Own the Podium partnered to host a **Safe Sport Community of Practice (CoP)** for 15 high-performance coaches, facilitated by Dr. Diane Culver and Dr. Tiago Duarte at the University of Ottawa. The coaches came to a more comprehensive understanding of safe sport to help prevent situations as seen in the media; starting with awareness of microaggressions and making deliberate efforts to include preventative strategies in their annual training plans. The Safe Sport CoP helped coaches develop strategies to build confidence in Safe Sport leadership and effectively manage challenges. The initiative was presented at the International Council for Coaching Excellence in November 2021.

Through the Professional Coaching Program, 1087 Chartered Professional coaches (ChPC) and Registered coaches were able to access services, such as legal and language training, and the SIRC research database. This included those working with the Canadian Olympic Committee and Canadian Paralympic Committee to ensure all coaches participating in the 2020 Tokyo Paralympic and Olympic Games, Pan American Games, and 2021 Beijing Olympic and Paralympic Games met the safe sport requirements. Additional coach benefits included quarterly newsletters and professional development webinars with 2020 Olympic Softball Coach, Mark Smith, ChPC, and veteran McGill University volleyball coach, Rachèle Beliveau.





# ORGANIZATIONAL EXCELLENCE

## International programs update

### *Continuing our training programs and partnerships to further build Canada as an international leader in coaching*

This past year, the CAC partnered with Pan American Sport in the delivery of the Pan Am Coach Certificate 1. This program was offered to coaches of the Pan Americas and saw over 2,000 coaches attend the sessions. The CAC, with support from Canadian content experts, delivered seven modules over seven months. This online format generated positive feedback and the CAC will deliver a Professional Development series in support of this year's program into the upcoming year.

Additionally, the CAC completed the training and evaluation of the current cohort of Bahraini coaches

engaged in the NCCP International Level 4 program. The training was delayed by COVID-19 and one session was completed during the pandemic through online delivery. Most coaches participated in the evaluation presentations in December 2021.

Finally, the CAC is looking at creating more opportunities for international development and partnerships in 2022-23. The program will be led by Wayne Parro as Director of International Programs.

## Best practices

During the 2021-22 fiscal year, the CAC successfully implemented further financial improvement plans to optimize our financial practices, risk management and audit readiness.

Regarding the improvements to our financial management practices, the CAC Board of Directors approved two new policies: the Reserve Policy and the Investment Policy Statement. The Reserve Policy ensures the CAC will have a solid financial platform for future years and the Investment Policy ensures the CAC's modest investments are managed in accordance with leading practices including measurable success parameters.

Enhancement to our risk management practices will take effect in 2022-23 and is included in our CAC Annual Plan 2022-23 published on coach.ca in February 2022.

Our external auditor executed a successful audit readiness assessment in January 2022 with positive feedback on CAC's readiness for a timely and rigorous fiscal year end close, followed by an efficient and clean audit.

Lastly, the CAC ensured sound stewardship of 2021-22 revenue and expenses in accordance with leading practice, see Table 1 for additional details regarding CAC revenue and expenditures for the fiscal year 2021-22.

# Revenues & Expenditures

Revenues (\$6,226,994) and Expenditures for the fiscal year 2021-2022 for the 12-month period ending 31/03/2022.

Table 1



Table 2



# Board of Directors

**Paul Carson**  
Chair

**Bill Greenlaw**  
Vice-Chair

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

**Shauna Bookal**  
National Sport Organization Member  
Executive Director, Field Hockey Ontario

**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 Lamboo**  
Provincial/Territorial Coaching and Sport Leadership  
Council Representative  
Coaching Manager, Sport Manitoba

**Doug Halliday**  
Provincial/Territorial Government Representative  
Sport 4 Life and Coaching NL Project Leader with  
Sport Newfoundland and Labrador

**Lynn Boudreau**  
Provincial/Territorial Coaching and Sport Leadership  
Council Representative  
Senior Sport Coordinator, Sport PEI

**Jason Reindl**  
High Performance Coaching Representative  
Head Coach, Track and Field and Cross-Country at University  
of Saskatchewan; President of the U Sports  
Track and Field Coaches Association;  
VP of Performance for Saskatchewan Athletics

**Elise Marcotte**  
Athlete Member  
Recruitment Evangelist, Employer Insights, Indeed  
Olympian 2008 – 2012

**Sue Hylland**  
Federal Government Representative  
Director of Sports Services, University of Ottawa

**Janice Dawson, ChPC**  
Member-at-Large  
Sport Programs Officer at Badminton Canada

**Tracy Hillis**  
Member-at-Large

**Tom Norton**  
Community Coaching Representative  
Staff Sergeant Member of the Royal Canadian  
Mounted Police in British Columbia

**Dr. René Murphy**  
Canadian Council of University Physical Education  
and Kinesiology Administrators (CCUPEKA)  
Representative  
Director, School of Kinesiology, Acadia University

## CAC Staff

### Executive Leadership

**Lorraine Lafrenière**  
Chief Executive Officer

**Bill Merklinger**  
Chief Operating Officer

**Adeola Onafuwa**  
Executive Coordinator

### Education Partnerships

**Peter Niedre, ChPC**  
Director, Education Partnerships,  
Policy Development and LTAD

**Gérard Lauzière, ChPC**  
Senior Coaching Consultant, High Performance

**Neale Gillespie**  
Senior Coaching Consultant, Coach Developers

**Adam Sollitt**  
Coaching Consultant, Provincial/Territorial  
Coaching Representatives

**Wayne Parro, ChPC**  
Senior Coaching Consultant, eLearning

**Marie-Pier Charest, PhD**  
Coaching Consultant, Research

**Winston To**  
Coaching Consultant

**Chris Wellsman**  
Associate Coaching Consultant

**Manisha Khindri**  
Coordinator, Education Partnerships Operations

### Sport Safety

**Isabelle Cayer**  
Director, Sport Safety

**Frances Priest**  
Manager, Sport Safety

**Andrea Johnson**  
Project Coordinator, Diversity and Inclusion

**Nathalie Joannette**  
Coordinator, Professional Coaching

### Marketing and Communications

**Natalie Rumscheidt**  
Director, Marketing and Communications

**Yolande Usher (Parental Leave)**  
Manager, Corporate Partnerships and Marketing

**Anick Michel**  
Manager, Marketing and Communications

**Pascal Villeneuve**  
Coordinator, Marketing and Communications

**Karlen Herauf (Parental Leave)**  
Manager, Events

**Evelyn Anderson**  
Manager, Corporate Partnerships and Marketing

**Marc St-Pierre**  
Coordinator, Corporate Partnerships and Marketing

## CAC Staff

### Innovation and Business Enablement (IBE)

**Ian Denney**  
Director, Innovation and Business Enablement

**Jeff Mees**  
Lead, Technology Platforms

**Darren Larose**  
Senior Systems Analyst

**Ifeoluwa Williams**  
Software Developer

**Adewale Yussef**  
Business Analyst

### Coach and Partner Services and Analytics

**Joseph Schwartz**  
Manager, Coach and Partner Services and Data Analytics

**Chris Patterson**  
Coordinator, Coach and Partner Services and Data Analytics

**Jennifer White (Parental Leave)**  
Coordinator, Coach and Partner Services and Data Analytics

**Rachel McCallan**  
Coordinator, Coach and Partner Services and Data Analytics

**Gabriel Kim**  
Coordinator, Coach and Partner Services and Data Analytics

### Corporate Services

**Martial Desrosiers Drainville**  
Director, Corporate Services

**Fidel Tilije**  
Manager, Finance

**Claudia Gagnon**  
Manager, NCCP Projects and Products

**Dunstan Decena**  
Coordinator, Finance

**Negar Behroozi**  
Corporate Officer

# 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.

## National Sport Organizations

Alpine Canada Alpin  
Archery Canada  
Athletics Canada  
Badminton Canada  
Ballon sur glace Broomball Canada  
Baseball Canada  
Biathlon Canada  
Bobsleigh Canada Skeleton  
Boxing Canada  
Bowls Canada Boulingrin  
Canada Artistic Swimming  
Canada Basketball  
Canada Skateboard  
Canada Snowboard  
Canada Soccer  
Canadian 5-Pin Bowlers Association  
Canadian Blind Sports Association  
Canadian Cerebral Palsy Sports Association  
Canadian Fencing Federation  
Canadian Handball Association  
Canadian Lacrosse Association  
Canadian Luge Association  
Canadian Sport Parachuting Association  
Canadian Team Handball Federation  
Canadian Tenpin Federation Inc.

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.

Canadian Weightlifting Federation  
Haltérophile Canadienne  
Canadian Wheelchair Sports Association  
Canoe Kayak Canada  
Climbing Escalade Canada  
Cricket Canada  
Nordiq Canada  
Curling Canada  
Cycling Canada Cyclisme  
Diving Plongeon Canada  
Equine Canada  
Field Hockey Canada  
Football Canada  
Freestyle Canada  
Gymnastics Canada  
Hockey Canada  
Judo Canada  
Karate Canada  
Nordic Combined Ski Canada  
Orienteering Canada  
Professional Golfers Association of Canada  
Racquetball Canada  
Ringette Canada  
Rowing Canada Aviron

## National Sport Organizations Continued

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

## Provincial/Territorial Coaching Representatives

Sport, Physical Activity and Recreation Alberta  
viaSport British Columbia  
Sport Manitoba  
Coach New Brunswick  
Government of Newfoundland and Labrador,  
Dept. of Tourism, Culture and Recreation  
Sport Newfoundland and Labrador  
Communities, Sport and Recreation,  
Province of Nova Scotia  
Sport North Federation  
Government of Nunavut,  
Sport and Recreation Division  
Government of Ontario, Ministry of Tourism,  
Culture and Sport  
Coaches Association of Ontario  
PEI Department of Health and Wellness  
Sport PEI  
Ministère de l'Éducation et de  
l'Enseignement supérieur  
SportsQuébec  
Coaches Association of Saskatchewan  
Government of Yukon, Dept. of  
Community Services

## Canadian Olympic and Paralympic Sport Institutes

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



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

# CAC Sport Partners

## National Multi-sport Service Organizations

Aboriginal Sport Circle  
 Active for Life  
 AthletesCAN  
 Bahrain Olympic Committee  
 Barbados Olympic Association  
 Canadian Black Coaches Association  
 Canadian Centre for Mental Health in Sport  
 Canadian Centre for Child Protection  
 Canadian Centre for Ethics in Sport (True Sport)  
 Canadian Collegiate Athletic Association  
 Canadian Council of University Physical Education and Kinesiology Administrators (CCUPEKA)  
 Canadian Forces Morale and Wellness Services  
 Canada Games Council  
 Canadian Olympic Committee

Canadian Paralympic Committee  
 Canadian Women and Sport  
 Commonwealth Games Canada  
 HIGH FIVE  
 Lifesaving Society Canada  
 Own the Podium  
 Panam Sports  
 Parachute Canada  
 Physical and Health Education Canada  
 Red Cross  
 Respect Group  
 School Sport Canada  
 Sport Dispute Resolution Centre of Canada  
 Sport for Life Society  
 Sport Matters Group  
 U SPORTS



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.



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



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**Coaching Association of Canada**

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