

Growth,  
Adversity,  
Resilience.

Annual Plan  
**2025-2026**



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# 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.



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# Introduction from the CEO



This past summer, we were treated to outstanding performances by Canada's Olympic and Paralympic athletes in Paris. This is incredible as you consider the financial strain most of our national sport organization (NSO) partners are experiencing caused by increased costs for travel, training, and competition. Most of our national sport leaders are predicting a significant shortfall this fiscal year-end and are preparing to mitigate next year. So too are our provincial/territorial partners experiencing challenges in the current economic climate. Our role is to respond to their decisions, which will likely include staff and/or service reductions, and maintain their engagement in the National Coaching Certification Program (NCCP). This annual plan is intended to support all our partners through their varying realities in 2025–26.

At the Coaching Association of Canada (CAC), our approach is to model the behaviours of great coaches. As such, we look at the current financial climate as an opportunity to meet these challenges head on and to embrace growth through adversity. We will do all we can to support our partners in the NCCP through the coming years. Our intention is to remain in a strong position to do so. By diversifying our resources, we have been able to double our budget in the last decade through innovative partnerships within different government sectors and expanding services. This is despite the fact that core funds from Sport Canada to deliver on the NCCP have not changed during the same period. We have forged partnerships with entities like the Public Health Agency of Canada, Women and Gender Equality Canada, and many international partners. Our partnerships within Canada have expanded in our efforts to improve our services, such as with the Canadian Forces Morale and Welfare Services, School Sport Canada, and the Canadian Centre for Mental Health and Sport.

Our most significant effort is the transformation of the Locker. Now in its third phase, this project represents a significant financial investment to ensure the platform can continue to serve the needs of our organization and partners. In addition, we are embarking on the redevelopment of the reinvestment fee model for potentially as early as April 1, 2026. We do not take this role lightly: our commitment is to the sustainability of all partners, to engage and listen so as to strike a balance that results in a financial model able to maintain the growth of the partnership.

The period of this plan will also be a time of pause as we will not deliver the Petro-Canada Sport Leadership sportif (SLS) Conference, our major national gathering



of sport leaders. After 21 years, we are embarking on a year of reflection to evolve toward a new event or product that unites stakeholders in the interest of coaching leadership. We will continue to recognize great coaches through a revised digital strategy that broadens the reach and impact of storytelling to impress upon Canadians the importance and impact of the role of the coach.

Also of note is the continued work of the Future of Sport in Canada Commission. Their engagement from coast to coast to coast is indicative of their commitment to addressing the challenges in the safe sport landscape along with the deficiencies in the current structure. Their recommendations will improve on the work done to date to ensure the safety of participants in the care of the national sport system. The extent to which these recommendations will be implemented is unknown, particularly as we look toward a federal election. We are confident that the belief of all federal parties in safe sport will ensure the implementation of recommendations that address the needed systemic changes.

As always, I would like to thank 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 know we can serve as a pillar of strength and collectively grow our sport system for the good of all coaches, participants, and athletes.



**Lorraine Lafrenière**  
Chief Executive Officer



# 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 several 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.**

The negative impacts of COVID-19 on mental health are still felt in the post-pandemic period and are being exacerbated by challenging economic conditions and rising geopolitical conflict. Sport and recreation, along with community and family connections, are key to reducing distress among young people, with just under 50 percent of this population reporting that they have experienced anxiety and depression. 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 others.



## Volunteerism

**Although volunteerism suffered significant decreases during the pandemic, we have since seen an uptick in people engaged in volunteering, resulting in more programs being delivered by our partners.** Despite these positive signs, the sport system still has some rebuilding to do and must continue to focus on recruiting and retaining volunteers. This includes modifying volunteers' expectations, enhancing working environments, and addressing gaps in workplace culture and benefits to bring more dedicated individuals into the system.



## Blended learning

**Participation in online training increased significantly starting in 2020 due to the physical restrictions imposed by the pandemic.** But over the past years, there has been a notable shift in coach expectations and among sport organizations toward multiple and blended delivery options for education and training content — combining eLearning 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. In 2024–25, we commissioned the University of Windsor to study the self-efficacy of coaches following various modes of training, as well as to conduct a literature review on the current and future state of learning for the NCCP's largest coach cohorts. We will share the results of that study with partners in 2025–26 and consult on a multi-year plan that will help ensure the NCCP continues to be innovative and evolves with how coaches prefer to access content and training.

## Economic conditions and the cost of participation in sport

**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 structured sport (or the number of sporting activities to participate in) more challenging.** Unfortunately, this reality is unlikely to change over the short term, while at the same time, due to inflation, the national sport system is facing increasing costs for delivering their programs. This means sport organizations must find ways to reduce the cost of participation for families, which 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.

## 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 there are reasons to be optimistic. Established in 2024, the Future of Sport in Canada Commission is reviewing the national sport system and will publish recommendations for the Government of Canada this year. The recommendations will aim to advance safe sport in Canada and improve the

national sport system in other ways, focusing on a broad range of areas including policy, funding structures, and governance. Another positive development is the transition of the Abuse-Free Sport Program and Office of the Sport Integrity Commissioner (OSIC) from the Sport Dispute Resolution Centre of Canada (SDRCC) to the independent Canadian Centre for Ethics in Sport (CCES). CCES will build on the work of SDRCC, consulting with system partners to improve the program, which will continue under the name of Safe Sport Program.



### 2024 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 2024, we conducted our annual survey of CAC partners: 45 NSOs, 8 provincial/territorial coaching representatives (PTCRs), and 3 multi-sport service organizations (MSOs), along with 6 partners from the Canadian Olympic and Paralympic Sport Institute (COPSI) Network.

When asked to rate their overall satisfaction with their partnership with us, **90%** said they were **satisfied** or **very satisfied**. The top reason cited was CAC staff. The top five priorities expressed by our partners in this survey were:

-  NCCP content development, approval, revisions, or delivery adaptations
-  Promotion of the value of NCCP certification
-  Coach developer recruitment, retention, and diversity
-  Promotion of the value of the coach and coach developer roles
-  Coach recruitment, retention, and diversity



# Our 2022–26 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 2022–26:



### Partner Satisfaction

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

### 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.

### 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.

## 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 2025–26



Following are the major projects and activities we will undertake in 2025–26 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

Coaches across Canada need up-to-date, evidence-based training and education material to effectively support athletes and sport participants, both in building sport-related skills as well as in addressing issues such as violence and abuse. In 2025–26, we will:

**Continue to develop new resources about youth dating and gender-based violence, which will help coaches address, prevent, and intervene in gender-based violence and abuse in sport.** Activities in the project's second year include establishing a development team of youth coaches, sport leaders, and subject-matter experts. Co-facilitated by our research team at the University of Toronto, a two-day development team meeting will generate ideas for new

assets based on a review of existing *Support Through Sport* resources and the needs assessment for youth coaches completed last year. This work will also help identify a new intervention to be piloted with youth coaches at the University of Toronto.

**Target for launch: Q1–Q4**

**Promote creative solutions to help NSOs with NCCP development and delivery through the Support to Sport Contribution Program.** Training coach developers to deliver NCCP content or get directly involved in revising NCCP content are top priorities for our NSO partners, according to a past partners survey. To help NSOs with lower capacity or expertise act on those priorities, we will promote areas of collaboration and economies of scale that enable achievement of

project deliverables. Examples include collaborative work on program development and approvals, and joint events for coach developer training. The success of this initiative depends on the willingness of NSOs to act on these options.

**Target for launch: Q1-Q4**

## Communities of practice

A community of practice (CoP) connects people in a particular field so they can learn from each other and grow together. As part of our ongoing support for the CoPs we have already established, in 2025–26 we will:

**Continue to collaborate with the University of Ottawa on CoPs and social learning leaders certification.** In the third and final year of this project, we expect 18 CoP members will earn social learning leaders certification. Events such as the 2025 Society for Implementation Research Collaboration (SIRC) conference and Association for Applied Sport Psychology conference will provide opportunities for graduates to present about their experiences and seek new CoP opportunities. We will further promote the use of CoPs for sport with a series of blogs that showcase the value CoPs create.

**Target for launch: Ongoing**



## The Locker enhancement

The Locker is the central online hub for accessing, managing, and maintaining records of coach training offered through the NCCP partnership. The Locker enhancement project aims to enhance the functionality, user experience, and security of the platform. Initiatives focus on addressing gaps identified in collaboration with external partners and internal teams, improving data management, and strengthening stakeholder engagement. To advance this multi-phase project, in 2025–26 we will:

**Continue to implement data management and security upgrades.** To strengthen the Locker's data security, improve its reporting capabilities, and ensure policy compliance, we will finalize several related initiatives. We will introduce a data governance framework that features standardized definitions, audit trails, and quality metrics. We will also conduct a cybersecurity assessment and implement enhancements such as multi-factor authentication and encryption. A dashboard overhaul using Microsoft Power BI will enable customizable reporting as well as real-time analytics and insights to support innovation and further enhancements.

**Target for launch: Q1-Q4**

**Overhaul the Locker website to improve the user experience, system scalability, and data integration capabilities.** This will include introducing a mobile-first design, enhanced user navigation, and a new API architecture that supports seamless third-party integration. We will also improve system scalability and conduct risk assessments to ensure the platform can handle increasing demand.

**Target for launch: Q1-Q4**

## 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



## **Equity, diversity, and inclusion**

In close collaboration with our partners across the country, we work to 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 Canada's sport system and make it more sustainable over the long term. In 2025–26, we will:

**Maintain our existing women in coaching programming.** We will 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, and the Canada Games Council. During the period of this plan, we will operate the 2025 Canada Summer Games Apprenticeship Program, and begin participant recruitment and selection for the 2027 Canada Winter Games Apprenticeship Program. Through our partnership with Game Plan, we will continue to offer NCCP grants to help high-performance women athletes transition into coaching. Our quarterly publication, the *Canadian Journal for Women in Coaching*, will remain a source of timely information to showcase leading practices and tell the stories of Canada's women coaches. In 2025, we will celebrate the publication's 25<sup>th</sup> anniversary, as well as the work of its founders and contributors.

**Target for launch: Q1–Q4**

## **Provide grants to NSOs, PTCRS and COPSI Network members to help recruit, retain, and develop coaches from diverse backgrounds and communities — contributing to the common goal of increasing diversity in the coaching workforce and ensuring sport environments are inclusive and accessible to all.**

Previous NSO recipients have said these grants are essential to helping diverse coaches establish their careers in sport and to facilitating ongoing culture change within their sport initiatives. We will provide a minimum of 10 grants of \$1,500 through the MONDO sponsorship, and create success stories based on the previous year's program to highlight the positive impact of this support. These assets will be shared across the CAC's communication channels to build awareness of the importance of diversity in coaching and to recognize MONDO's support.

**Target for launch: Q1–Q4**

**Launch the revised NCCP Fundamental Movement Skills (FMS) module.** The revision includes updated research and content, new videos and graphics that better reflect Canada's diverse population, and guidance to help coaches apply universal design principles to create inclusive environments for sport. There is also a new version of the module adapted for delivery in high school physical education classes. In collaboration with provincial and territorial coaching representatives, we will promote the new module through events like National Volunteers Week and National Coaches Week, as well as targeted deliveries of the FMS workshop.

**Target for launch: Q1**

**Advance women in coaching through the Women and Gender Equity (WAGE) project.** This 22-month project aims to advance gender equity, leadership development, and knowledge transfer through a mentorship program for women in coaching. A CoP made up of representatives from 15 sport organizations will work together to further the project's goals, including by helping raise awareness and create opportunities for education and practical experience, sharing knowledge, and introducing policy changes and new programs. Supporting activities include updating the NCCP mentorship module and mentor guides to reflect the current sport landscape and standards of practice, as well as to expand and enhance pathways for women pursuing coaching in Canada. A series of vignettes will be produced to highlight the positive impact of mentorship for women in coaching, as well as the importance of creating meaningful and safe opportunities for women in sport as coaches and sport leaders.

**Target for launch: Q1–Q4**

## Community networking

Conferences and events let us connect with coaches across Canada — and provide opportunities to highlight and celebrate the successes of our partners. To help bring the coach community together in 2025–26, we will host:

### **Partners Congress (June 3–4, 2025, Ottawa):**

Drawing 120–150 delegates, this annual event allows us to collaborate 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.

### **Coach House at the Canada Summer Games**

**(August 2025, St. John's):** A dedicated space for coaches to connect, plan, and network, delivered in partnership with the Canada Games Council and the Canada Games Host Society. Activities such as team celebration nights provide opportunities to recognize the achievements of coaches during the Canada Summer Games.

## Communication/promotion

The CAC is an important source of information about coach training and development for coaches, partners, the sport community, and the public. To ensure our existing content and resources are available and accessible to as many people as possible across Canada, in 2025–26 we will:

### **Promote and participate in National Volunteer Week (April 27 to May 3, 2025), which recognizes the contributions of volunteers all across Canada and their positive impacts on society.**

We will collaborate with the PTCRs to use National Volunteer Week as an opportunity to engage new coaches, aiming to reach parents, volunteers, and others who may wish to be more involved but are not yet part of the NCCP or coaching network. Activities will include a paid marketing campaign, targeted emails, social media posts, and other promotional materials.

**Target for launch: Q2**

### **Promote and participate in National Coaches Week (September 2025), 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 highlights 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**

## International development

The NCCP is a world-class coaching program, and we work with international partners and their National Olympic Committees to develop and deliver sustainable coaching programs while generating new revenues for our organization. In 2025–26, we will:

### **Continue to build on our international partnerships.**

This will include in-person delivery of NCCP Level 4 program to a new cohort in Bahrain, and implementation of NCCP International Level 2 and Level 3 programs to develop coaching pathways in Barbados, along with the NCCP FMS program in collaboration with the Ministry of Education. We will also continue discussions with Oman, Kuwait, Guyana, and other countries looking to implement sustainable coaching programs.

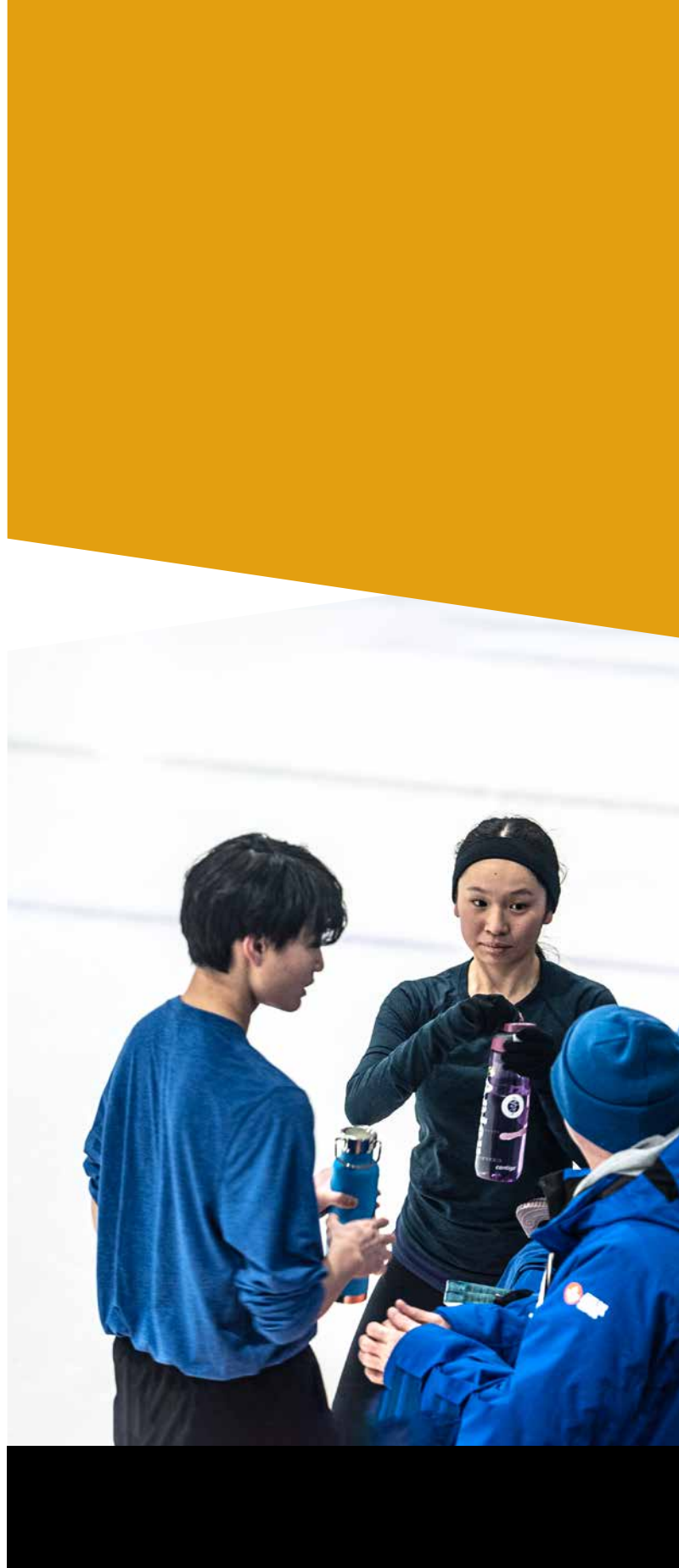
**Target for launch: Ongoing**

**Continue to collaborate with the International Council for Coaching Excellence and the Canadian Olympic Committee to create and advance opportunities to promote coaching globally and support existing domestic funding.** We will leverage these relationships to support international partners by facilitating access to and accelerating receipt of Olympic Solidarity funding, which is available to help countries develop their athletes for the Olympic Games.

**Target for launch: Ongoing**

**Further develop our international programs website.** This will include updating the testimonials, reviewing and revising content, and ensuring all of what we do internationally is reflected on the page to give prospective clients complete information.

**Target for launch: Q2**

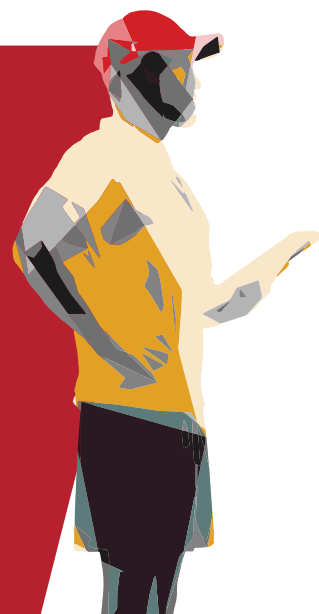


## Strategic imperative: **Quality coaching**

### **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**

Launched in 2016 with the support of the Canadian Centre for Ethics in Sport, the Responsible Coaching Movement (RCM) invites pledges to implement policies and processes that will make sport safer for all, both on and off the field of play. In 2025–26, 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 NSOs, 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 trained/screened coach or adult is present). Activities during the period of this plan will include onboarding new RCM champions (about 300 per year) as well as expanding outreach to school teachers and administrators in collaboration with PHE Canada. We will also continue our partnership with Kids Help Phone. As well, we will introduce automation for pledges to accelerate acceptance times and provide a better experience for new pledges and champions.

**Target for launch: Ongoing**

## **Professional Coaching**

The Professional Coaching Program helps coach employers and coaches embody and uphold safe industry standards (Registered Coach license) and the highest standards of education, experience and ethical conduct (Chartered Professional Coach [ChPC]). To help even more coaches achieve this designation, in 2025–26 we will:

**Maintain our regular ProCoach programming for coaches and coach employers,** including the *Quarterly Connect* update newsletter, professional development webinar series, and benefits/discounts available to Registered/Chartered Professional Coaches.

**Target for launch: Ongoing**

**Enhance and promote the ProCoach program.** We will refresh the program with new logos, colour schemes, and brand elements, and introduce new pathways that enhance inclusivity and value. We will also simplify the application process by introducing separate streams for Registered Coaches and ChPCs, with a new tiered fee structure that will make the Registered Coach option simpler and more affordable (while ChPCs get full access to all services). A digital campaign will promote the program to coaches through targeted emails, the Locker, and social media.

**Target for launch: Q1-Q4**



### **Maintain partnership with Canadian Olympic Committee and Canadian Paralympic Committee**

to ensure all coaches participating in the 2025 Junior Pan Am Games in Paraguay and 2026 Winter Olympic and Paralympic Games in Italy 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**

### **Coach recognition**

Coaches are a vital part of Canada's sport system and serve an important role in communities across the country, enhancing quality of life and nurturing young athletes' passion for sport. To help recognize the positive impact of coaches in Canada, in 2025-26 we will:

**Spotlight outstanding coaches and organizations through the National Awards Program, which celebrates the full spectrum of coaching roles: from community coaching to high performance, annual success to lifetime achievement, and coach development to peer mentorship.** We will also develop a means of recognizing award recipients virtually that allows athletes, families, friends, and sport organizations to celebrate the achievement with them.

**Target for launch: Q1-Q3**



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**

The long-term sustainability of the CAC depends on a variety of funding sources and revenue opportunities. To make our organization more resilient going forward, in 2025–26 we will:

**Promote the Body Confident Sport program through email, social media, and website ads.**

Led by Laureus, Dove, and Nike, the program aims to help girls build body confidence and make sport a place where all girls feel they belong.

**Target for launch: Q1–Q4**

**Support Petro-Canada's Fuelling Athlete and Coaching Excellence (FACE) Program, which gives grants to up-and-coming athletes and their coaches from across Canada to help them reach the Olympic or Paralympic Games.** Along with promoting the FACE program through our communications channels, we will participate in bi-annual FACE committee meetings to review nominations and select grant recipients. As a committee member, we will verify coaches' status in the Locker and ensure they have a Registered Coach or ChPC designation issued through the CAC's Professional Coaching Program via the Licensing/Registration Committee.

**Target for launch: Q1–Q4**

**Advance database support as part of the international Locker to enhance international programming and allow international partners to manage coach development activities.** We will also introduce support for international NCCP programs, including coach transcripts, event management, and coach reporting.

**Target for launch: Q3–Q4**

**Continue to develop our existing international partnerships and explore potential new partnerships with governments and sport organizations around the world.** This will include networking through conferences, managing leads with existing connections, and developing a list of cold-call contacts to promote programs and white-label eLearning modules.

**Target for launch: Ongoing**

**Advance renewal 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 due for renewal in 2026, so the CAC, NCCP partners, and governments must actively engage in the review and negotiation of an updated reinvestment model. Our role is to

lead the consultation process and propose a final recommendation for endorsement by the partners. In 2025–26, we will present a proposed financial model to the partnership during the 2025 Partners Congress, building on the work completed with Deloitte on the NCCP reinvestment fee model. We will seek the partnership's endorsement to advance an updated and sustainable fee model for future years.

**Target for launch: Ongoing**

**Strengthen existing partnerships by participating in partner-led annual conferences.** At the Inclusion in Canadian Sports Network's annual Diversity in Sport Conference and the PHE Canada Annual Conference, we will have a booth to promote our inclusive programs and services, and modules such as Anti-racism in Coaching, Intercultural Skills in Sport, and Creating a Positive Sport Environment. We will also have a booth at the Safe Sport International Conference hosted by Laval University, where we will present the new Gender-based Violence in Sport module and other research-based modules such as Make Ethical Decisions and Safe Sport Training.

**Target for launch: Ongoing**

## Quality Assurance and Currency

Coaches and clubs need learning material that is current, evidence-based, ethically sound, and aligned with leading practices. In 2025–26, we will review and update our content to meet these needs through the following activities:

**Review and update NCCP content to ensure it is high quality and includes current information.** We will continue to develop a list of subject-matter experts who can speak to the topic areas, and revise content based on literature and task force reviews. Working closely with international partners, we will also determine if there are any culture-specific requirements for the topics to be updated.

**Target for launch: Ongoing**

**Monitor and evaluate programs, services, educational resources, and eLearning modules to support continuous improvement.** We will assess the completion rates of modules, satisfaction as reported in Pulse feedback surveys, and impacts on coaching behaviours in practice.

**Target for launch: Ongoing**

**Update CAC brand guidelines.** The update will add the marks and assets of CAC programs and properties introduced over the past few years, and reflect the evolution of our design templates. We will also incorporate best practices promoting equity, diversity, and inclusion — which informed development of our more recent eLearning brand guidelines — into our general brand guidelines to help ensure the diversity of coaches and sport participants in Canada is reflected in our work.

**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 2025–26 we will:

**Conduct the 2025 partner survey, collecting feedback and insights that will be used to inform the development of the 2026–27 annual plan.**

**Target for launch: Q2**

## Workforce Development

Maintaining a workforce with the right skills and expertise to support coaches, participants, and athletes across the country is critical to the mission of our organization. To ensure we can continue to deliver and evolve our programs and services into the future, in 2025–26 we will:

**Implement a human resource management system to streamline human resources (HR) processes, reduce platform duplication, and enhance overall organizational efficiency.** This will create time for us to focus on more strategic HR functions, such as talent development and succession planning, which are critical to supporting our partners and projects.

**Target for launch: Q1–Q2**

**Continue improving our performance management practices, helping us deliver high-quality programs, develop more innovative solutions, and enhance partner support.**

**Target for launch: Q1**

**Take next steps toward effective succession planning and conduct a skill gap analysis.** By identifying critical roles across the CAC and the skills required to fill them, we can refine our employee development and recruitment strategies to serve long-term organizational needs. This will help ensure we continue to have the expertise required to support our partners in the event of leadership transitions or evolving program needs.

**Target for launch: Q2**



# Risk registry

Through an outcomes-based risk management approach directly aligned with our annual plan, the CAC continuously assesses system-wide events and circumstances that could affect our ability to fulfil our 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 2025–26, the board has identified the following key strategic risks:

## **/// Mental/physical health and the economy**

**The toll of COVID-19 on the mental and physical well-being of individuals, societies, and countries is still being felt today, and deepening economic challenges — from high inflation to exclusionary housing prices — are making it worse.** Sport and recreation remain critical to the mental and physical health of people across Canada in this environment. 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 NCCP, combined with our enhanced supporting initiatives, such as our Mental Health is Our Sport program, continues to help mitigate mental health challenges through return-to-sport activities 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.

## 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 one of the uniting leaders 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 PTCR/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, our potential impact in this area is limited due to our finite financial resources, along with the fact that the CAC itself does not hire coaches (volunteer or paid). So even though PTCRs 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, and they will need to be monitored and supported in 2025–26.

## 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 remains resource challenged. Complicating the issue is the fact that within the sport system there are “non-member” clubs, private or otherwise, that are not obliged to adhere to industry standards. This is a risk because, in the public eye, there is no distinction between “sanctioned” and “non-sanctioned”.

## The sustainability of national sport programs

### **Most of Canada’s NSOs rely on government funding that has not increased since 2010 despite considerable inflation over that period.**

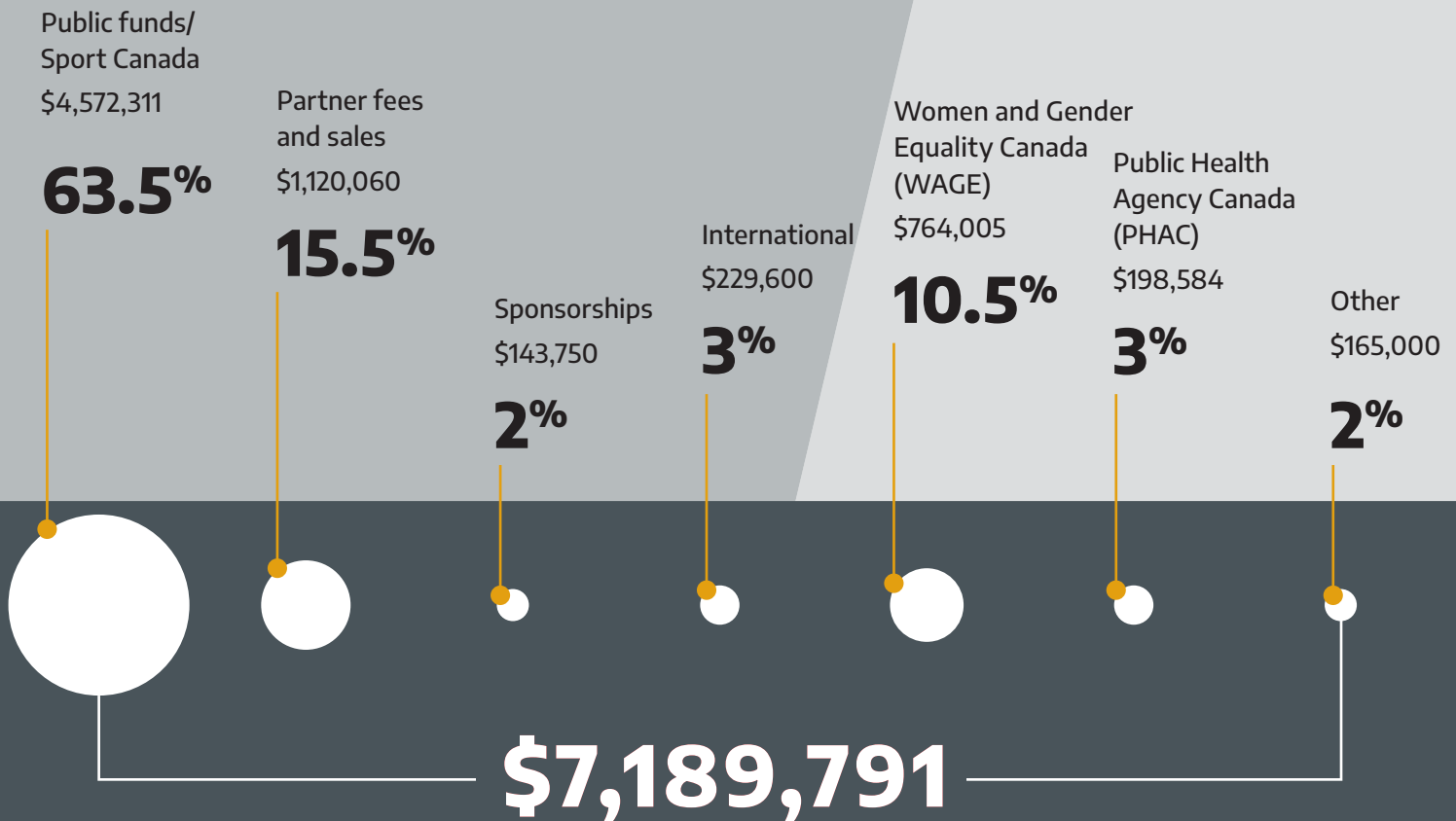
According to a survey commissioned by the Summer Sport Caucus and Winter Sport Caucus, most NSOs projected a deficit for the end of fiscal 2024–25, threatening their ability to maintain their current levels of programming. It also has implications for their continued development and delivery of the NCCP. We continue to work with NSOs to find creative solutions to support these NCCP activities, and continue to have proactive discussions internally to mitigate the risks of this funding shortfall. Our plan is intentionally responsive to this risk, and we will continue to monitor and adapt within our financial means as needed.

# 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 2025–26.



Revenue remains relatively stable year over year at **approximately \$7 million** (exclusive of above-core funding from Sport Canada), with **most of the revenue coming from the federal government** (Heritage Canada, Women and Gender Equality Canada).



We will explore several opportunities in 2025–26 to diversify and expand our revenue sources, including:

## **/// Sport Canada — Support to Sport Program (2025–2029):**

**Our organization is preparing to submit an application for the new Support to Sport Program funding from Sport Canada.** This program offers both Core funding and Project funding, and we intend to pursue both funding streams to advance our strategic objectives and strengthen our contributions to the Canadian sport system. By leveraging both funding streams, we aim to drive meaningful change in the Canadian sport system, meeting the evolving needs coaches, stakeholders and Canadian sport participants while aligning with Sport Canada’s vision and priorities.

**Core funding:** We seek four-year core funding to support the day-to-day operations of our organization, enabling us to deliver high-quality services that align with Sport Canada’s priorities and the CAC’s mandate. As a multi-sport organization (MSO), we are uniquely positioned to provide essential services to underrepresented groups, ensuring inclusivity and equity across the sport landscape. Core funding will allow us to sustain and expand our NCCP, including initiatives that foster safe, inclusive, and healthy sport environments for all Canadian sport participants.

**Project funding:** In addition to core funding, we plan to apply for project funding to support innovative, time-limited initiatives that align with the Government of Canada’s funding priorities. These projects will focus on:

- ///** Advancing sport system development through evidence-based approaches;
- ///** Addressing emerging challenges and opportunities in Canadian sport; and
- ///** Supporting new initiatives that enhance accessibility, diversity, and safety within sport.

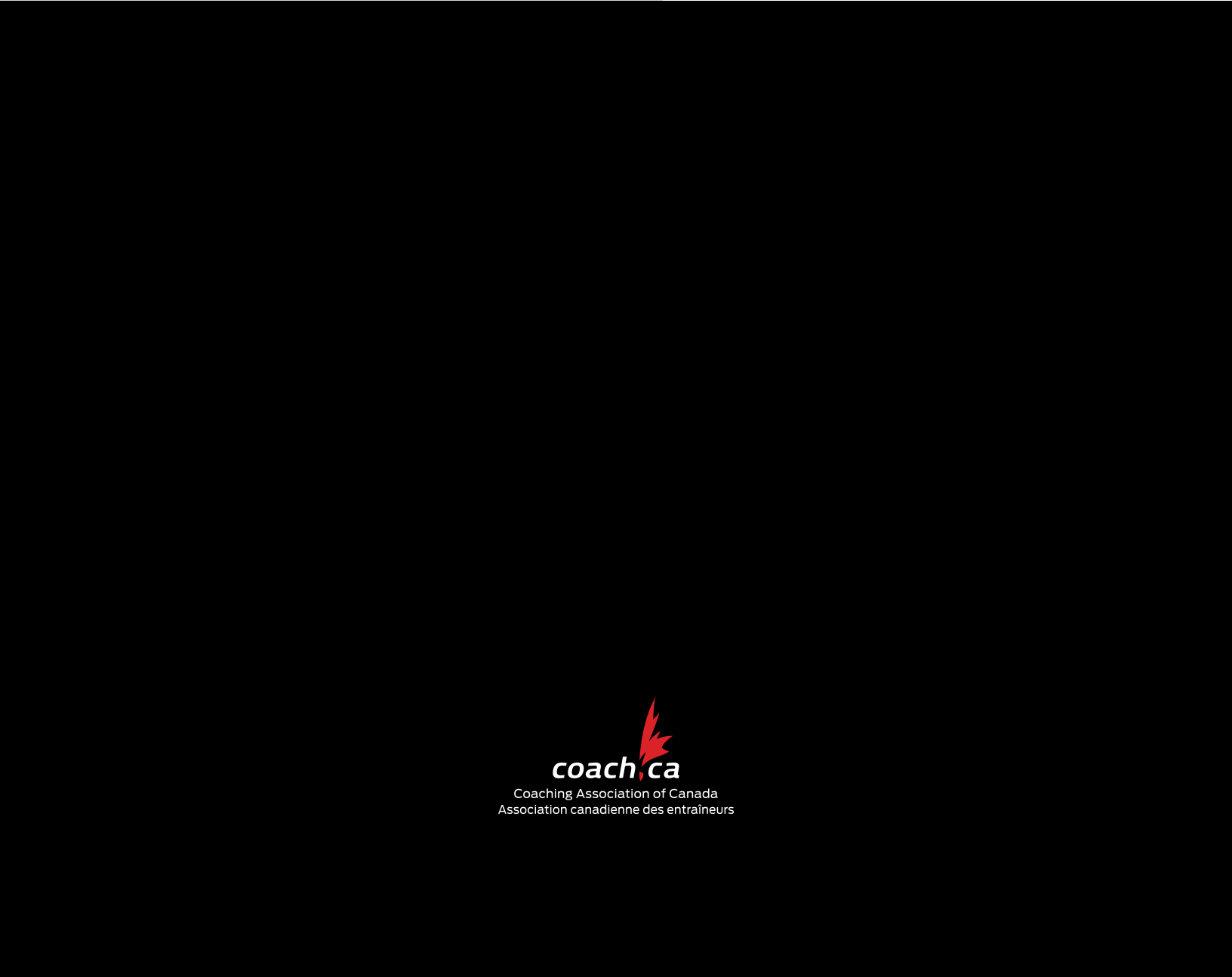
## **/// Sponsorships:**

**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 2025–26 and beyond.

## **/// International development:**

**We will continue to look to expand our international reach in 2025–26, proactively seeking out new partnerships and proposing more opportunities to our existing and previous international partners.** Working collaboratively with international partners helps build sustainable coach development programs 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.





Coaching Association of Canada  
Association canadienne des entraîneurs