



Continuity and evolution

Annual plan 2026–2027

Partners in coach education

The National Coaching Certification Program is a collaborative program of the Government of Canada, provincial/territorial governments, national/provincial/territorial sport organizations, and the Coaching Association of Canada.



Funded by the Government of Canada
Financé par le gouvernement du Canada



Contents

- Introduction from the CEO 4
- Our 2026-2030 strategy at a glance 5
- Strategic imperatives for 2026–2027 9
- Risk registry 20
- Financial overview 23

Introduction from the CEO

The Canadian sport system, originally designed over half a century ago, is no longer fully aligned with today's realities, and the financial resources required to sustain its vision have not kept pace with inflation or evolving priorities. Through it all, the Coaching Association of Canada (CAC) has remained committed to stewarding coach education and safety across the country and to supporting a sport system where every coach, participant, and athlete can thrive. As the environment continues to evolve, we must adapt so we can continue supporting Canada's national sport organizations (NSOs), our provincial and territorial partners, and others.

A key example of how we have evolved is the upcoming launch of the new centralized NCCP Make Ethical Decisions eLearning module and the Redistribution Model. This foundational change will support sustainability across the partnership while better meeting the needs of coaches and sport leaders. Because it represents a significant shift, we will manage the transition thoughtfully to ensure trust, alignment, and smooth adoption. We look forward to tracking progress with partners and providing the support needed through this transformation.

As noted above, the financial stress facing the sport system highlights the need for the CAC to remain responsive and agile. We will continue to refine our services in real time, working closely with partners to identify emerging needs and develop creative, evidence-informed solutions that strengthen the system.

A significant investment this year is the enhancement of the Locker, our national coach education database. These improvements will elevate the user experience and system performance in service of our partners.

I extend my heartfelt thanks to CAC staff for their creativity and commitment, and to our Board of Directors for their leadership and confidence in our team. I also thank all our partners for their trust and collaboration. I am confident that the investments of the past two years are now paying off in stronger partnerships and better tools that will shape a safer, more inclusive, and more impactful sport system in Canada.



Lorraine Lafrenière
Chief Executive Officer

Our 2026–2030 strategy at a glance

Our 2026–2030 quadrennial strategic plan establishes the long-term priorities that will guide our collective efforts over the next four years, ensuring we remain responsive to the needs of more than 500 national and provincial/territorial partners in the NCCP. Informed by partner engagement, staff expertise, and guidance from our Board of Directors, the plan is designed to reflect the realities of Canada’s sport system and our organization’s evolving role within it.

As part of this work, four strategic imperatives and 13 related goals have been defined to advance our mission of enriching the experiences of athletes and participants across Canada through quality coaching.

Strategic imperatives and target outcomes

EDUCATION, TRAINING, AND DEVELOPMENT

Strengthen and deliver high-quality coach education, support instructional design improvements, and maintain consistency and accessibility across NCCP learning pathways.

Target outcomes:

- Continuously improve programs, services, and systems expertise for quality coaching
- Develop and maintain meaningful partnerships to address emerging coaching needs
- Increase access through platforms and innovation

LEADERSHIP

Unite the sport system around coaching priorities, advance inclusion, support leadership across provincial and national sport organizations and the provinces/territories, and represent Canadian coaching internationally.

Target outcomes:

- Unite the sport system in prioritizing coaching
- Foster inclusion as a foundation of sport in coaching

QUALITY COACHING

Support Safe Sport education, strengthen coaching pathways, reinforce the Responsible Coaching Movement, and enhance coach development, recruitment, and retention.

Target outcomes:

- Celebrate the power and impact of coaching
- Create and deliver valued services for coaches and coach employers
- Enhance standards from the community level to high-performance

EXCELLENCE

Advance excellence in coaching through evidence-informed programming, evaluation frameworks, and support for high-quality learning and assessment systems.

Target outcomes:

- Prioritize organizational sustainability (including revenue)
- Build and deliver on evidence-based practices
- Engage NCCP partners in quality assurance
- Recognize excellence in coaching



Key performance indicators

Five key performance indicators (KPIs) will drive our goals and activities in this planning period:

Partner confidence	Maintain a minimum baseline of 80% of partners expressing confidence in CAC's stewardship, values, and capacity to deliver shared NCCP outcomes within the framework of the mandate and redistribution model.
Trusted data infrastructure	Maintain an 80% confidence rate in the Locker as Canada's trusted national coaching data infrastructure by achieving transformation milestones while strengthening governance.
Organizational health and engagement	Maintain 80% of CAC employees reporting strong engagement and contributing to a healthy, values-aligned organizational culture, as validated through an independent assessment.
Inclusive representation in the NCCP	Demonstrate measurable year-over-year progress in the representation and advancement of equity-deserving groups within the NCCP, informed by baseline data and longitudinal Locker analysis.
Learning impact and curriculum quality	Maintain 85% of coaches reporting positive learning impact and self-efficacy outcomes in multi-sport training, as measured through CAC's independent "Pulse" assessment.



Our vision

Inspire a nation through sport.

Our mission

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

We seek to understand

Endeavour to know our community. Listen with purpose.

We cultivate inclusion

Welcome diversity. Celebrate differences. Nurture a united sport family.

Our values

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 2026–2027

The following are the major projects and activities we will undertake in 2026–27 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

Strengthen and deliver high-quality coach education, support instructional design improvements, and maintain consistency and accessibility across NCCP learning pathways.

Target outcomes:

- Continuously improve programs, services, and systems expertise for quality coaching
- Develop and maintain meaningful partnerships to address emerging coaching needs
- Increase access through platforms and innovation

TRAINING CONTENT

With access to up-to-date, evidence-based training and education, coaches are better able to support athletes and sport participants across the country. In 2026–27, we will:

Update select NCCP and CAC training modules. Using consistent terminology across all forms of training is important to delivering a high-quality learning experience to all coaches. Based on Pulse survey feedback, we will update the NCCP Planning a Practice module to align it with the newly updated NCCP Design a Basic Sport Program module, and to ensure its disability-related language is current, accurate, and inclusive. We will also update our sport safety eLearning modules to incorporate new references and links to the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) and to Sport Integrity Canada.

Target for launch: Q1–Q4

Launch the revised NCCP Mentorship module. We have updated the NCCP Mentorship module with the latest insights, research, and best practices on mentorship. Once launched, we will then promote the revised module on social media and our own communications channels.

Target for launch: Q1

Launch the new NCCP Make Ethical Decisions (MED) eLearning module, then monitor its uptake and performance. The cornerstone of the NCCP, MED is required at all coaching contexts to achieve Trained and/or Certified status. Previously, NSOs could integrate NCCP MED into their own sport-specific facilitated sessions (which could be in-person, online, or home study), leading to inconsistencies in the module's delivery and duration. A new centralized NCCP MED eLearning module that includes both training and evaluation, delivered solely through the CAC with revenues shared across our partners, will go live on April 1, 2026. The shift to one eLearning module will increase accessibility and streamline delivery by reducing training duplication. It will also ensure coaches across all sports get the same learning and evaluation experience, fostering consistency across the entire NCCP ecosystem. Because this change represents a significant and strategic shift for the NCCP partnership, after launch, we will prepare monthly reports to track revenues and assess eLearning module completions by sport and province/territory. We will also conduct quarterly Pulse surveys to collect feedback from NSOs and coaches.

Target for launch: Q1

Continue to develop new resources to help coaches address, prevent, and intervene in gender-based violence and abuse in sport. Activities in the third year of the Support Through Sport program will include revising up to four of the existing training modules, adapting some of the existing content into a new intervention for youth coaches, and facilitating a series of eight virtual interventions to be created and piloted by youth coaches from equity-deserving populations. We will also further refine the program's marketing strategy and participate in the Safe Sport International global conference and PREVNet's Community of Practice: Addressing Youth Dating Violence. These events represent opportunities to engage directly with youth coaches, sport partners, and subject-matter experts in gender-based violence.

Target for launch: Ongoing



Conduct an audit of NCCP Competition Development (Comp-Dev) programs and propose a plan to address identified gaps.

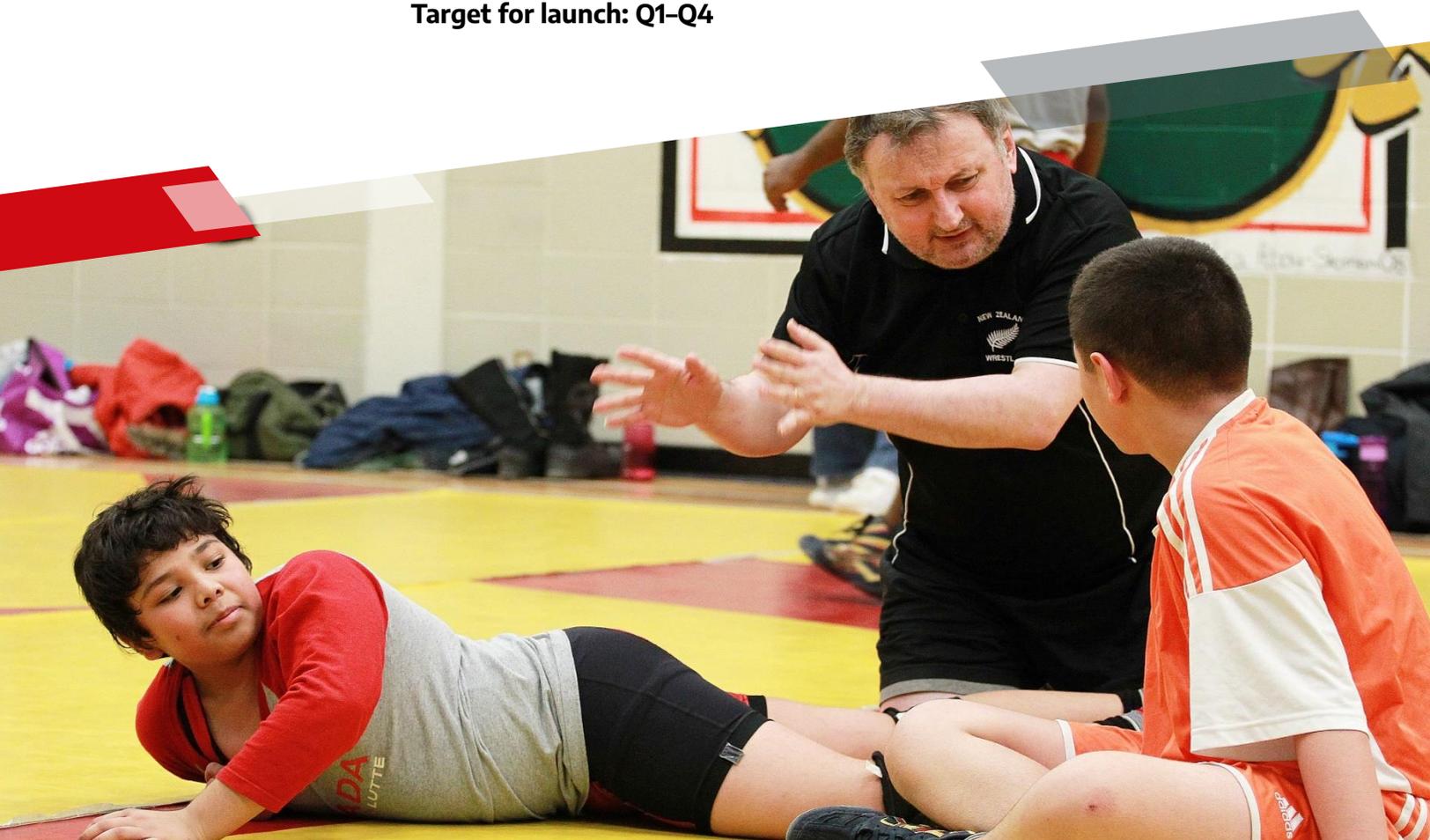
In June 2024, the Sport, Physical Activity, and Recreation Council (SPARC) requested that the CAC review the sport-specific Competition Development training and evaluation delivery model in collaboration with NCCP partners, with the goal of identifying opportunities for Canada Games coaches to better achieve the Comp-Dev standards. A series of recommendations arising from this review was presented to the Federal/Provincial/Territorial Sport Committee (FP/T SC) Coaching Working Group in March 2025. One recommendation was to conduct an audit of all NCCP sport-specific and multisport Comp-Dev programs and modules. This audit will examine learning design, time required to complete training, delivery capacity, and other factors that may impede or enhance delivery. The resulting analysis will provide a roadmap to support NSOs and their delivery partners, along with P/TCRs, in implementing improvements that strengthen the Comp-Dev pathway.

Target for launch: Q1-Q4

Promote creative solutions to help NSOs with NCCP content development and delivery.

The priorities identified by our NCCP partners include strengthening the capacity of their coach developer workforce to meet the demands of training delivery, and updating or developing content and delivery methods through blended learning. To support these priorities, we will continue to promote opportunities for collaboration and economies of scale that help partners advance their training and delivery models. Planned work for this fiscal year includes: developing guidelines to support cost-effective sport-specific evaluations for both coach developers and coaches; offering a series of webinars on administering coach developer training events; supporting joint coach developer training initiatives; and facilitating collaboration among NSOs to enhance content development and revision processes.

Target for launch: Q1-Q4



ACCESSIBILITY

By making it easier for sport organizations and coaches to access our programs, data, and services, we can deliver the insights they need to more effectively support athletes and sport participants. In 2026–27, we will:

Improve accessibility of our learning management system (LMS). Accessed through the Locker (the national database for coach education), our LMS sees more than 230,000 eLearning completions each year, and this will only grow with the introduction of the centralized NCCP MED eLearning module and other partner content. Right now, coaches with disabilities, those whose first language is not English or French, and those using only mobile devices are limited in how well they can engage with our LMS. To ensure we are fully compliant with the latest WCAG 2.0 accessibility standards, we will source and deploy an accessibility widget and website translator, then make any necessary changes to the Locker’s subpages to support those widgets. This work will help reduce learning barriers for coaches and ensure the diversity of coaches in Canada better reflects the country’s population.

Target for launch: Q1-Q4

Provide NCCP partners with real-time access to the Locker data. As part of our ongoing efforts to improve data accessibility and transparency, we are currently developing and testing a suite of dashboards that bring together key data points from the Locker’s database. They will support timely, data-driven decision-making by enhancing partners’ visibility into core program areas. For example, one dashboard will provide a dynamic view of user engagement and participation metrics, while another will track certification statuses and renewal timelines. The dashboards will be embedded in a partner-facing portal, ensuring license-free access even for external users.

Target for launch: Q2-Q4



Strategic imperative: Leadership

Unite the sport system around coaching priorities, advance inclusion, support leadership across provincial and national sport organizations and the provinces/territories, and represent Canadian coaching internationally.

Target outcomes:

- Unite the sport system in prioritizing coaching
- Foster inclusion as a foundation of sport in coaching

EQUITY, DIVERSITY, AND INCLUSION

One of our top priorities is to work with our partners to make sport in Canada more diverse, inclusive, and welcoming for all. Developing more women coaches as well as more coaches from diverse backgrounds is key to growing and making Canada's sport system more sustainable. In 2026–27, we will:

Continue the CAC EDI Grant Program, powered by MONDO, to support increased diversity of coaches. We want to inspire a sport culture that champions unity through diversity and equitable inclusion for all coaches and participants. Through our partnership with MONDO, we will once again award a minimum of 10 grants of up to \$1,500 each to support sport organizations in their work to develop coaches and expand coach diversity. As part of the program's communications strategy, we will create a series of "impact stories" featuring photos, videos, and testimonials from the 2025–26 grant recipients to highlight the importance of coach diversity in Canada's sport system. These stories will be shared annually across our communications channels to build awareness of the program and recognize MONDO's support.

Target for launch: Q1–Q4

Continue our mentorship programs for women in coaching. We will launch a new cohort of our High Performance Women in Coaching Mentorship Program and provide support to the 2027 Women in Coaching Canada Games Apprenticeship Program. In partnership with PTCRs, PTSOs, the Aboriginal Sport Circle, and the Canada Games Council, we will host two professional development events for apprentice coaches (in Spring and Fall 2026) as well as two celebration events at the 2027 Canada Winter Games. 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 on advancing gender equity in coaching.

Target for launch: Ongoing

COMMUNITY NETWORKING AND PROMOTION

Whether through conferences, events, or digital marketing campaigns, it's important to take the time to connect with coaches and partners across the country and to celebrate their successes and contributions to sport in Canada. In 2026–27, we will:

Recognize the CAC National Awards

Program recipients. Each year, we honour and celebrate coaches across all sports whose leadership and dedication have inspired excellence and growth in sport in Canada. The 2025 National Coach Leadership Awards Night was the first to be held as a standalone virtual event. We will review how the virtual format was received and assess satisfaction among award recipients to determine whether any updates are needed to strengthen the experience and improve the related communications strategy for the 2026 event.

Target for launch: Q1–Q3

Promote and participate in National Coaches Week activities (September 2026).

This annual campaign celebrates the positive impact coaches have on athletes, participants and communities across Canada. We will once again support National Coaches Week by developing a robust participation guide to help organizations at all levels get involved and plan their own activities. We will also prepare a comprehensive communications plan to promote the week's activities across our own channels and launch a paid digital marketing campaign to raise awareness among coaches of our free and discounted eLearning offerings. In addition, we will explore the use of new communications strategies, such as engaging content creators or collecting videos from coaches and athletes to further boost engagement.

Target for launch: Q1–Q2

Create a multi-platform digital marketing strategy to promote the value of the NCCP and coach certification.

Through targeted emails, paid digital marketing campaigns, and influencer engagement, we will drive new coaches from diverse backgrounds to discover NCCP training and encourage existing coaches to continue along their certification journeys. This digital marketing strategy will also help ensure positive coach representation in the media.

Target for launch: Q1–Q4

Host the 2026 Partners Congress. Through this annual event, we can collaborate and consult on strategic priorities and policies with the many NCCP and sport system partners who help us create and deliver high-quality coach education. The 2026 event, to be held June 1–3, will again be an entirely virtual experience. Moving to a virtual-only format made the 2025 event more accessible to delegates outside of Ottawa, engaging more than 180 people (up 25% from previous in-person events). A particular focus for this year's Partners Congress will be reviewing the implementation and uptake of the new centralized NCCP MED eLearning module.

Target for launch: Q1

INTERNATIONAL DEVELOPMENT

The NCCP is recognized as one of the best coaching and sport development programs in the world. By working with our international partners, we can extend its reach to more people in more places, strengthening the coaching profession globally. In 2026–27, we will:

Build on our existing international relationships to support the development of high-performance coaches outside Canada. We signed a new contract with the Bahrain Olympic Academy in early 2025 and, over this planning period, will support that country with NCCP International Level 4 content management and delivery, coach evaluations, coach mentoring, and organizational mentoring and support. The goal is to train approximately 30 coaches at the high-performance level in Bahrain. We also expect to sign a new agreement with Barbados to license and deliver the NCCP Fundamental Movement Skills program in that country, providing training to about 50 teachers, coaches, and learning facilitators. Finally, we will also begin delivery of the Panam Sports Coach Certificate 1 and Coach Certificate 2 programs, which will reach more than 1,000 coaches across North and South America.

Target for launch: Ongoing

Attract new international partners. Our goal for this fiscal year is to connect with three to five new countries or sport organizations to introduce them to our coaching programs. We will do so by attending conferences and other international networking opportunities over the course of the year.

Target for launch: Ongoing

Make it easier for international partners to provide feedback on our programs. We will review and evolve our process for collecting and sharing feedback from coaches and partners on our international programs. This will include adjustments to the Locker to make it easier for organizations in other countries to access information about where their coaches are in the NCCP system.

Target for launch: Ongoing



Strategic imperative: Quality coaching

Support Safe Sport education, strengthen coaching pathways, reinforce the Responsible Coaching Movement, and enhance coach development, recruitment, and retention.

Target outcomes:

- Celebrate the power and impact of coaching
- Create and deliver valued services for coaches and coach employers
- Enhance standards from the community level to high-performance

PROMOTION OF COACHING STANDARDS

We enhance coaching standards and promote the important role coaches play in the success of Canada's sport system in two main ways: the Professional Coaching Program and the Responsible Coaching Movement (RCM). In 2026–27, we will:

Continue outreach to and promotion of RCM champions. These are the NSOs, PTSOs, local clubs, educational institutions, and other organizations that have taken a pledge to implement policies and processes that will make sport safer for all, both on and off the field of play. That includes ethics training, background screening, and the Rule of Two (ensuring a coach is never alone with a participant unless another coach or adult is present). Activities during this planning period will include the onboarding of about 300 new RCM champions, as well as expanding our outreach to RCM champions through custom webinars, newsletters, and attendance at coaching conferences and events hosted by partners like Physical and Health Education (PHE) Canada. We will also continue our partnership with Kids Help Phone to support athletes and provide important resources to coaches.

Target for launch: Ongoing

Maintain our Professional Coaching Program to recognize coaches who are committed to continuous learning, ethical practice, and excellence. To help even more coaches earn their Registered Coach licence and Chartered Professional Coach (ChPC) designation, during this planning period, we will deliver a series of webinars and e-newsletters on topics relevant to professional coaching, and continue to connect coaches to valuable offerings such as legal advice, insurance, health and dental benefits, and language learning services. We will also collaborate with the Canadian Olympic Committee, Canadian Paralympic Committee, and Commonwealth Sport Canada to ensure all coaches going to any major games are in good standing when representing Canada internationally.

Target for launch: Ongoing

Strategic imperative: Excellence

Advance excellence in coaching through evidence-informed programming, evaluation frameworks, and support for high-quality learning and assessment systems.

Target outcomes:

- Prioritize organizational sustainability (including revenue)
- Build and deliver on evidence-based practices
- Engage NCCP partners in quality assurance
- Recognize excellence in coaching

PARTNERSHIPS AND SPONSORSHIPS

The support of our partners and sponsors is what enables us to make a value-added difference in the Canadian sport system. In 2026–27, we will:

Celebrate and support coaches across the country with our proud partner Petro-Canada. As part of our longstanding partnership with Petro-Canada, we will again support their 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, and ensure FACE coaches have achieved Registered Coach or ChPC designation through our Professional Coaching Program. We will also continue to recognize Petro-Canada as the title sponsor of the Petro-Canada Coaching Excellence Awards, presented as part of the CAC National Awards Program.

Target for launch: Q1-Q4

Evaluate our partner satisfaction. Each year we conduct our partners survey to assess our performance and address areas for continuous improvement. Every decision we make must be evidence-based and responsive to the needs of the NCCP partnership. The feedback and insights collected through this survey will help inform the development of the 2027–28 annual plan.

Target for launch: Q1

2025 Partners Survey

As a partner-driven organization, our ability to deliver on our mission depends on the strength of our relationships. Our relationships with National Sport Organizations (NSOs), provincial/territorial sport organizations (PTSOs), provincial/territorial coaching representatives (PTCRs), multi-sport service organizations (MSOs), and other NCCP stakeholders are vital to further improving Canada's coach education and training system.

In May 2025, we conducted our annual survey of CAC partners, with 56% of them responding. Among those who completed the survey, when asked to rate their overall satisfaction with their partnership with us, **92%** said they were **satisfied** or **very satisfied**. The top reason cited was CAC staff and consultant support. The top five priorities expressed by our partners in this survey were:

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

TECHNOLOGY MODERNIZATION

Technology plays a significant role in our ability to deliver education, training, and resources to coaches and partners. Modernizing our systems is essential to improving the efficiency of not only our own operations but also the operations of sport organizations across Canada. In 2026–27, we will:

Develop and implement a comprehensive artificial intelligence (AI) strategy. AI-driven process optimization can help save time and money, boosting staff productivity and enhancing service delivery to partners and stakeholders. In October 2025, we held an all-staff session to identify the operational areas that could potentially benefit from AI integration. As we develop our AI strategy, we will create relevant policies around the use of AI, launch staff training programs, and adopt Microsoft Copilot Studio to build AI agents. These agents will automate recurring operational tasks, reduce manual workload and improve overall efficiency.

Target for launch: Q1-Q4

Onboard all relevant stakeholders to the Stripe Connect platform. Moving to Stripe Connect will help streamline and automate payment-related processes between the CAC and our partners. The platform will enable faster payments to partner organizations, while reducing the manual financial tracking that adds to our administrative burden. It will also make financial data directly available to partners, improving transparency and trust around our fees and transactions.

Target for launch: Q1-Q4

Continue to advance the Locker transformation project. The Locker is the central online hub for accessing, managing, and maintaining records of coach training offered through the NCCP partnership. For 2026–27, the key milestones in our ongoing project to modernize and enhance the database’s digital infrastructure include:

- Security upgrades for more robust protection of user and system data
- A new website for the Locker, which will improve the user experience and streamline access to core services
- Transition of all application programming interfaces (APIs) to the new website for greater scalability and integration with partner systems

Target for launch: Ongoing

Establish a formalized intake and evaluation process for all requests for new features or improvements to the Locker.

The Locker is always improving to be more responsive to partner and user needs, and the development of new features must be done in a strategic and transparent way. A new request submission process, including clear evaluation criteria, will help reduce ad hoc development and resource strain. Our senior management team will also provide input on new requests to ensure alignment with our organizational priorities and operational needs.

Target for launch: Q1-Q2



Risk registry

Through an outcomes-based risk-management approach, we continuously assess events and circumstances across political, economic, social, technological, environmental, and legal domains that could affect our ability to fulfil our strategic initiatives. Those assessments help determine actions to mitigate the most significant risks and 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 2026–27, the Board has identified the following key strategic risks:

Partnership management and organizational responsiveness

NSOs, as well as most of our federal, provincial, and territorial partners, continue to face rising operational costs that compromise all aspects of performance, including coach development, system alignment, and long-term sustainability. While the CAC faces the same financial pressures, we will remain responsive within our current capacity and work to provide collaborative solutions, including initiatives to ensure all coaches, regardless of sport or jurisdiction, receive the same quality of education and training. This is a shared brand promise of all NCCP partners, and one we prioritize throughout our programs and services.

Instability in the Canadian sport system

Financial pressures are increasing the instability and uncertainty seen throughout the Canadian sport system. By anchoring our work in partnership and collaboration, it is possible to create a model of success through the NCCP in which the sport system can continue to serve as a stabilizing force that strengthens the impact of sport across the country.

Technology expectations and AI

Rapid digital disruption, especially the growth of AI, is reshaping how coaches, administrators, and sport partners manage their work. While AI presents risks related to privacy, accessibility, and digital literacy, it also offers significant opportunities to reduce the demands placed on our partners by replacing some manual functions with automated activities. However, we must recognize that AI is not a replacement for coaching expertise but a tool that provides efficiencies, giving coaches and staff the time they need to focus on the human-centered skills that cannot be automated: leadership, judgment, relationship-building, critical analysis, and ethical decision-making. By approaching AI collaboratively, embedding ethics-by-design into the Locker's transformation, and offering accessible training to partners with limited capacity, we can help ensure AI enhances well-being and strengthens the parts of coaching that matter most.

Concurrent to the opportunities presented by AI and our current multi-year investment in the Locker, the demands on us to deliver more in the IT space are outpacing our organization's financial and human resources capacity. We will continue to address this issue with empathy and awareness.

The brand and reputation of Canada's sport system

Our credibility is strengthened when the sport system demonstrates consistent, value-driven actions reflecting our collective commitments to Safe Sport practices and coach and athlete well-being, education, and accountability. Significant efforts have been made in this area over the last four years, with the new Canadian Safe Sport Program and the Future of Sport in Canada Commission promising to enhance our ability to address negative incidents effectively. Each positive behaviour reinforces public trust; each negative incident erodes it. We share a collective commitment to hold ourselves accountable but must also celebrate our positive impact.



Increasing diversity and equity-deserving groups

Growing cultural and linguistic diversity among sport participants across Canada makes promoting equity, diversity, inclusion, and accessibility (EDIA) vital to maintaining a sport system for all. However, government priorities are shifting away from EDIA-related concerns, focusing instead on the basic needs of sport programs. This creates tension between our values and government direction, and our overall influence is somewhat limited by the fact that we ourselves do not hire coaches. However, we can continue to expand our EDIA programming, carry on our work to educate and engage on the importance and relevance of inclusion, and support sport organizations with their EDIA efforts.

Mental health and coach retention

Mental health challenges continue to be a significant concern. We recognize that retention and well-being among coaches, athletes, and volunteers are shaped by the daily behaviours they see and experience across the sport environment. That includes the behaviours that contribute to safe and positive environments, such as quality sport delivery, coaching expertise at the appropriate levels, and appropriate conduct from all participants (not only coaches and athletes, but also officials, parents, and spectators). By promoting supportive, evidence-informed practices and strengthening community-based tools, we can help build a healthier and more sustainable coaching workforce that meets the expectations of the current sport environment. Our ability to engage and deliver resources with this focus will be critical.

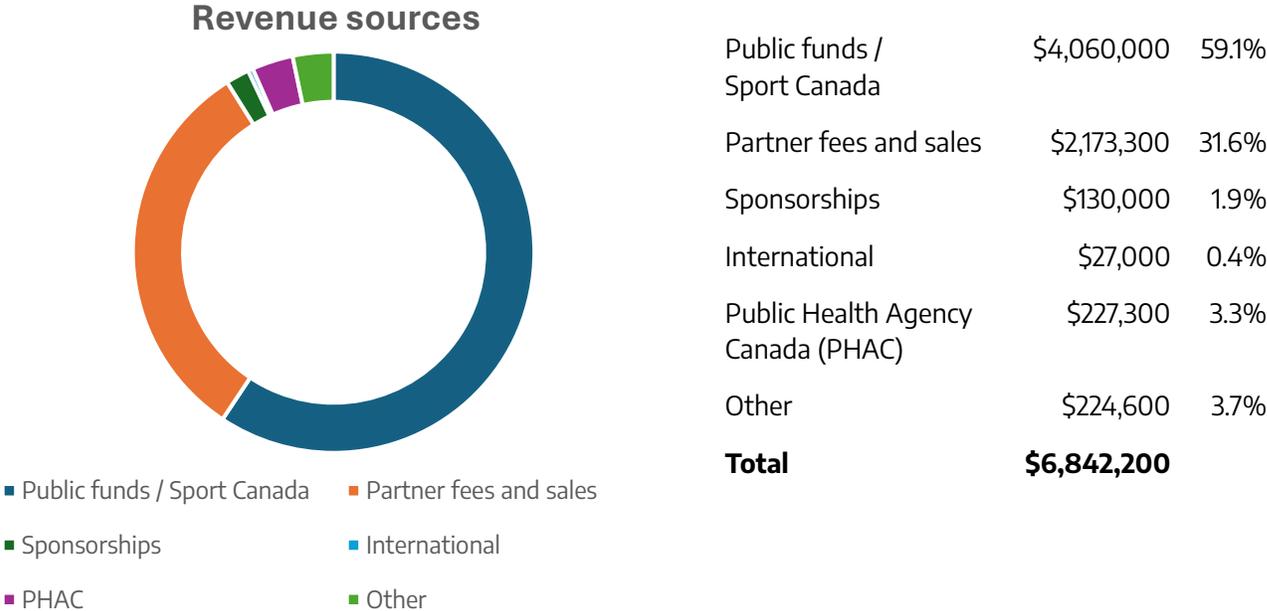


Financial overview

To ensure our 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 the coming fiscal year. For 2026–27, we anticipate a stable and diversified funding portfolio that will enable the continued delivery and expansion of key initiatives across the organization.

Confirmed and anticipated funding sources

Revenue remains relatively stable year over year at over \$6.5 million (exclusive of pending funding).



- Sport Canada core funding:** Sport Canada has confirmed a four-year funding cycle, providing us with the stability to plan and deliver multi-year initiatives. This foundational support enables us to enhance our strategic priorities and scale delivery across our core programs.
- Project-specific funding and grants:** We continue to benefit from targeted financial support through partnerships with other federal agencies, including the Public Health Agency of Canada (PHAC) to support initiatives in sport safety, EDI, and other programs involving our partnerships.

- **NCCP Make Ethical Decisions (MED) online training and evaluation:** Starting this fiscal year, we will launch a centralized, standardized NCCP MED eLearning module, streamlining delivery across the country. This initiative will generate a new revenue distribution stream between the CAC and the PTCRs, ensuring shared benefits and reinforcing collaboration. By centralizing NCCP MED delivery through eLearning, we will enhance consistency, accessibility, and quality, while supporting the financial sustainability of both national and regional partners.
- **Support to Sport contribution model:** We will implement a new Support to Sport funding model, totaling \$375,000, to reduce financial barriers for partners and improve resource allocation to smaller-capacity NSOs. By removing the NCCP reinvestment fees, this new model eliminates the requirement for direct financial contributions from partners and introduces a redistribution mechanism that reallocates a portion of the CAC's eLearning revenue. Forecasts indicate that this approach could generate up to \$170,000 in new funding for NSO partnerships. Revenue generated through coach training and certification will be reinvested into the system, with funds distributed proportionally based on the number of coaches achieving Trained and Certified statuses. This performance-based allocation promotes greater equity, supports organizational sustainability, and strengthens the overall health of the Canadian sport ecosystem.
- **Remittance cycle improvement:** We are advancing the implementation of Stripe Connect, which will enable partners to more efficiently access their revenue generated from coach education and eLearning.

Opportunities to impact coach and sport leader development through the diversification and increased financial resources

To ensure the organization's long-term impact quality coaching, the organization must diversify its resources to continue its offerings to the public. Financial resilience will be balanced with a cost-recovery model on services to generate revenue in 2026-27 to sustain the organization:

- **Digital monetization:** We will introduce modest fees for select eLearning modules to support the long-term sustainability of our digital offerings. These fees will help cover online hosting, module development, and ongoing content updates, ensuring a consistently high-quality learning experience.
- **Corporate sponsorships:** We will continue to engage with corporate sponsors who share in a collective vision to support coaching excellence, innovation, and community outreach initiatives.
- **International programs:** Building on our expertise, we will aim to extend our coaching education to more international sport organizations, creating new revenue streams as well as global impact.

- **Funding and grants:** We will continue to pursue funding opportunities to support initiatives in multiple programs, including sport safety, EDI, coach development, community engagement, and partnership expansion. As part of these efforts, the following projects are currently under review and awaiting approval:
 - **Coaching Masters Athletes eLearning module:** In partnership with a Canadian university, this initiative will develop a new eLearning module focused on coaching Canada's growing population of older athletes.
 - **Advancing Gender Equity in Sport Coaching through Communities of Practice and Mentorship:** This will be a one-year extension to expand on the 2024-2026 project to advance gender equity, leadership development, and knowledge transfer for women in coaching.





Contact us

For more information, please visit coach.ca or reach out to coach@coach.ca.