



Coaching Association of Canada
Association canadienne des entraîneurs

A Resilient Canada

ANNUAL PLAN FY 2023-2024



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Introduction from the CEO

There has been a lot of discussion over the past couple of years about how to make Canada's sport sector more resilient so we can help clubs and organizations bounce back from the pandemic. I have come to realize that resilience is much broader than that, however, and should be viewed from the perspective of individuals, organizations, systems, and a nation. By getting more (and more diverse) people involved in sport, we can make the country more resilient in a variety of ways. That is the driving force behind many of the activities outlined in this annual plan of the Coaching Association of Canada (CAC) for the 2023–24 fiscal year.

The first way we can help make Canada more resilient is by giving coaches the tools and skills they need to support mental health and wellness at all levels of sport. That is the focus of our *Mental Health is Our Sport* program, which enters its second year of implementation in 2023–24. With funding from the Public Health Agency of Canada, we and our national and provincial/territorial partners are developing resources and initiatives in nine different languages to enhance mental health literacy among coaches of all backgrounds. A lot of excellent work was done last year and I look forward to building on that momentum. The more coaches we can reach through this project, the greater the impact they can have in their communities now and into the future. This is especially important for marginalized and underserved communities that were hit the hardest by COVID-19 but have typically not had access to mental health training.

Mental Health is Our Sport significantly leverages our ongoing efforts to reach new sport participants and make Canada's coaching community a more diverse and welcoming place for all. Immigration has surged to the highest levels in Canadian history: **in 2021, Canada brought in 401,000 new permanent residents**. On top of that, **record-high numbers of Canadians agree that the country needs more immigrants and that immigrants make a positive economic impact on Canada**. When immigrants see themselves represented in coaching,





they are more likely to participate in sport, which in turn helps build more resilient, inclusive communities across the country. That is why we will continue to work with our existing partners and seek out new partnerships to reduce barriers to entry and improve equity, diversity, and inclusion in sport, striving to help more people from marginalized and underserved groups get their foot in the door and enter the coaching profession.

Another way we can help make sport more welcoming for all is by advocating for, promoting, and delivering programming focused on Safe Sport principles. We cannot ignore the revelations of abuse and maltreatment happening in sports across Canada and around the world. At the CAC, we will do everything we can to support organizations, clubs, and communities in building a stronger culture from within — going beyond being reactive to proactively creating safe and positive sport environments. As our mission is to enhance the experiences of all athletes and participants in Canada through quality coaching, the training and tools we offer through the National Coaching Certification Program (NCCP) play a key role in this regard. We will continue to strengthen and evolve the NCCP curriculum to be more responsive to the needs of coaches, communities, and our partners.

Finally, while COVID-19 is not getting the headlines it once did, volunteerism in the sport sector and athlete participation remain a significant challenge. Re-engaging Canadians will continue to be critically important for us at the CAC and we stand beside all of our partners as they work to bring more people back to sport.

All CAC staff, board members and partners are committed to working together to achieve the goals outlined in this plan. Only through collaboration can we extend our impact and improve the resilience and well-being of people across Canada.

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 National Coaching Certification Program (NCCP). Each year's plan is informed by our data and insights into the state of Canada's sport sector as well as the factors affecting our organization's position within it.

Overview of internal and external factors

Several internal and external factors were considered in the annual planning process for this fiscal year, including:

- **Our mandate:** Our coaching-focused mandate is set every four years by the Federal–Provincial/Territorial Sport Committee (FPTSC), which is composed of the ministers responsible for sport, fitness, and recreation.
- **Safe Sport adjudication:** In July 2021, the Minister of Canadian Heritage announced that the Sport Dispute Resolution Centre of Canada (SDRCC) was selected to create and deliver the Office of the Sport Integrity Commissioner: an independent Safe Sport mechanism responsible for overseeing the implementation of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS). The Office provides the sport community with a mandatory and independent process for reporting and responding to alleged cases of harassment, abuse, and discrimination, significantly improving the independence and safety of all individuals participating in the national sport system.



- **Partnerships:** As a partner-driven organization, our ability to deliver on our mission depends on the strength of our relationships. One of our most important partnerships is with our major funder, the Government of Canada — and we will continue to work closely with the federal government to strengthen Canada’s sport system and coaching community. We will also build our relationships with national sport organizations (NSOs), provincial/territorial sport organizations (PTSOs) and other NCCP stakeholders to further improve Canada’s coach education and training system.
- **Technology:** Technology plays a significant role in our ability to deliver education, training, and resources to coaches and partners across Canada. In fact, digital-first is now expected as a standard of service — and to provide that level of service to our partners and deliver on our mandate, we focus on standardization over customization based on our available resources.

- **Sustainability:** Given Canada’s uncertain economic outlook for the year ahead (including the potential for recession), combined with static core funding within the national sport system and growing partner expectations, we recognize the need to focus on projects and initiatives that are feasible, sustainable, and will have the greatest impact within our available resources.

Environmental scan: The state of sport in Canada

Each CAC annual plan is developed with input and perspective from our staff and guided by our board of directors. We must also take care to ensure our planning reflects the reality and needs of the Canadian sport system and individuals in Canada, so a core principle of the development process is to engage thoroughly with our partners throughout the year.

Based on consultations with several CAC partners, including provincial/territorial coaching representatives (PTCRs) from every part of the country, we have identified three major themes about the state of amateur sport and coaching

in Canada. These themes cover key challenges, risks, and opportunities for the CAC, and have been considered and incorporated into this annual plan:

Mental health and equity, diversity, and inclusion

Even before COVID-19 hit, many youths were choosing to opt out of the structured sport system by age 12 or 13 in favour of unstructured sport and recreation activities, with young girls being three times more likely to opt out than boys. With COVID-19 having a disproportionate impact on marginalized and underserved communities, people from those communities are now less inclined or able to participate and compete in sport. This is an issue because the positive impacts of ongoing physical activity on mental health and well-being are undisputable. Recent research has shown that people who were able to maintain their level of physical activity during the pandemic experienced far better mental health outcomes compared to those who were not able to stay active.

Providing training and resources to improve the mental health literacy of coaches across Canada, including those working in under-represented and

underserved communities, is critical to helping people at all levels of sport identify and address mental health issues in themselves and in others. Fortunately, federal, provincial, and territorial governments are increasing their investments in programs to address mental health and wellness issues in society through sport. By pairing their mental health and wellness initiatives with strategies to engage with under-represented and underserved communities, sport delivery agencies across Canada are well-positioned to help build community and individual resilience and well-being.

Volunteerism and employment shifts

Volunteerism has significantly decreased across many sectors since the pandemic and sport is no exception. NSOs and PTSOs have reported a loss of coaches, officials, and volunteers at all levels of the sport system, which is having an ongoing impact on sport delivery throughout the country. From an employment perspective, the increase in job shifts and early retirements due to the pandemic has also caused disruption. While an increase in joint sport initiatives is helping to mitigate the impact of this issue, sport organizations will need to enhance their working environments and address gaps in workplace culture and compensation/benefits to attract and retain more dedicated individuals into the system.

Online learning

Participation in online training increased significantly starting in 2020 due to the physical restrictions imposed by the pandemic. Organizations will continue to leverage this shift in behaviour to develop and promote new hybrid/blended learning programs. One advantage of online learning is that it reduces the costs associated with training for hosts and participants alike (for facilities, food, travel, parking, etc.), further boosting participation rates. While CAC data shows coaches have responded positively to online learning, more research is needed to assess the quality of long-term knowledge transfer as well as the competency of coaches on the field. More must also be done to develop training programs that are English as a Second Language (ESL) and French as a Second Language (FSL)-friendly and to better meet the needs of coaches with auditory/visual disabilities.

2022 partners survey

In Fall 2022, we conducted our annual survey of 78 CAC partners: 48 NSOs, 7 PTCRs, and 16 multi-sport service organizations (MSOs), along with seven partners from the Canadian Olympic and Paralympic Sport Institute (COPSI) Network.

When asked to rate their overall satisfaction with their partnership with us, **87%** said they were **satisfied** or **very satisfied**. The top three reasons cited were our staff, the collaboration and support we provide, and our communications and responsiveness.

The top four priorities expressed by our partners in this survey included revising NCCP training content, improving NCCP coach developer capacity, increasing the representation of women in coaching, and enhancing sport safety.



Our strategy at a glance

We have identified four strategic imperatives and 14 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

Education and training

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

TARGET OUTCOMES

- Continuing improvement in programs and services through coach learning and systems expertise
- Meaningful partnerships to address emerging coaching needs
- Increased access through platforms and innovation beyond the classroom

Key performance indicators

Our strategic plan identifies six key performance indicators (KPIs) that have driven our goals and activities each year:

PARTNER SATISFACTION

More than **75%** of NCCP partners are satisfied with the responsiveness, innovation, and impact of CAC leadership.

NEW COACH DIVERSITY

Increase diversity across the **60,000** new coaches each year and enable existing coaches to be more inclusive.

SUSTAINABLE DELIVERY CAPACITY

The CAC's NCCP partners have the delivery capacity to meet **90%** of demand.

EMBEDDING PRO-COACH AND SAFE SPORT

Professional coaching and Safe Sport practices are entrenched within most sport system partners.

WOMEN'S EQUITY

Increase participation in the NCCP, apprenticeship and mentorship programs by **5%**.

TEAM BELIEF IN IMPACT

At least **95%** of the CAC team (board and staff) report a belief that the collective contributions of the CAC are having a significantly positive impact on coaching in Canada.

Leadership

Celebrate and grow the influence of coaches throughout communities.

TARGET OUTCOMES

- Promote and strengthen the importance, value, and impact of coaches
- Unite and represent stakeholders
- Support and promote accessible coaching opportunities
- Distinguish Canada internationally

Safe Sport and profession

Enhance Safe Sport programs and services for the sport system and support the profession by offering valued member services.

TARGET OUTCOMES

- Build and provide Safe Sport leading practices
- Create and deliver valued member services for coaches and coach employers
- Build the professional coach voice and identity

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.



Excellence

Optimize resources, services, and leadership capacity in accordance with leading practice.

TARGET OUTCOMES

- Enhance organizational sustainability through diversification of funding
- Engage stakeholders in the ongoing review of programs, services, and offerings
- Inclusion is a fundamental part of the CAC's practices

Strategic imperatives for 2023–24

Following are the major projects and activities that we will undertake in 2023–24 to achieve our strategic imperatives and goals. As we require the support of partners to fulfill our mandate, collaboration, consultation and engagement at all levels of the sport community will be critical to every initiative in this plan, even where not explicitly stated.

Strategic imperative: Education and training

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

TARGET OUTCOMES

- Continuing improvement in programs and services through coach learning and systems expertise
- Meaningful partnerships to address emerging coaching needs
- Increased access through platforms and innovation beyond the classroom



Training content

Coaches and clubs need access to content that is current, evidence-based and aligned with leading practices. They also need training to support athletes and sport participants beyond building sport-related skills — for example, to understand and speak confidently to teens about topics such as violence and abuse. To meet all of these needs, in 2023–24 we will:

→ **Complete final revisions to the four Support Through Sport (STS) eLearning modules**, based on feedback collected from coaches via Pulse surveys and focus groups conducted in 2023. Updates will be made to all four modules in the series: Understanding Teen Dating Violence, Gender-based Violence in Sport, Bystander Empowerment and Modelling Healthy Relationships. The modules will continue to be promoted through digital campaigns as well as at events such as the 2023 Petro-Canada Sport Leadership sportif Conference. A final report will also be produced.

TARGET FOR LAUNCH: Q3

→ **Review and refine our approach to revising NCCP training modules**, including defining requirements for triggering the prioritization of module revisions. Our goal is to make the process more streamlined by significantly reducing the use of external task forces and pre-set annual revision “cycles” — allowing us to be more responsive to the needs of coaches by making revisions faster and as needed.

TARGET FOR LAUNCH: ONGOING

→ **Update select NCCP training modules to better meet the needs of coaches and partners**, in line with Sport Canada’s priorities and evolving best practices. Revisions planned for this year include minor branding and content updates to NCCP Performance Planning, NCCP Advanced Practice Planning, and NCCP Design a Basic Sport Program.

TARGET FOR LAUNCH: Q4

Measuring the impact of the Support Through Sport series

Launched in 2021–22, the Support Through Support eLearning series helps coaches take action in addressing, preventing and responding to gender-based violence and abuse in sport. Feedback from participants found that the vast majority of coaches say these modules have made them more effective in their role.

86%

Understanding Teen
Dating Violence

92%

Bystander
Empowerment

92%

Gender-based
Violence in Sport

92%

Modelling Healthy
Relationships



- **Review and audit the position paper coming out of the 2022 International Consensus Conference on Concussion in Sport** to determine if updates are needed to NCCP Making Head Way in Sport, which helps coaches recognize and prevent concussions in athletes and participants. If there are any content gaps to be addressed, we would need to apply for Sport Canada funding to accelerate the completion of the required revisions for 2023–24.

TARGET FOR LAUNCH: Q3

Coach development

Improving the skills of coaches at all levels is essential to building a more inclusive and welcoming sport system. The CAC can help by making it easier for more of Canada’s coaches to take their craft to the next level and by optimizing the delivery of NCCP training material to those who “coach the coaches.” In 2023–24, we will:

- **Complete revisions and launch the first cohort of the updated NCCP Advanced Coaching Diploma (ACD) program.** Following an extensive review in 2021–2022, the two-year ACD program will be adapted to a one-year program and will transition to a blended delivery approach that includes

self-paced (asynchronous) learning as well as synchronous online classes. These adaptations will make the program more appealing to coaches looking to enhance their education beyond the NCCP Competition Development pathway, including high-performance coaches, provincial team coaches, and university/college coaches. The first cohort of the updated ACD program will be launched in September 2023 in partnership with the Canadian Sport Institute Ontario.

TARGET FOR LAUNCH:

Q1–Q2 (FINAL REVISIONS)

Q3–Q4 (LAUNCH AND

ONGOING MONITORING)

- **Provide more support for coach developers** so they are better equipped to improve the skills of coaches-in-training. Building on the 2022–23 revisions to the NCCP core training modules for coach developers, we will develop new manuals and templates so NSOs, PTSOs, and PTCRs can better facilitate content-specific training for coach evaluators, master coach developers, and learning facilitators. Enhancements will also be made to the CAC website to provide more clarity on coach developer pathways (including revisions to the FAQs) and to the Locker to better record completions of each step of the pathway.

TARGET FOR LAUNCH:

Q2 (FAQS, MANUALS, AND TEMPLATES)

Q4 (LOCKER ENHANCEMENTS)

Communities of practice

A community of practice (CoP) is a way to connect people with a passion for learning, developing, and growing together related to their practice. Whether that learning is focused on addressing racism in coaching or making sport safer for all, a CoP can help bring about real change — and in 2023–24, we will:

- **Continue to collaborate with the University of Ottawa on anti-racism and Safe Sport communities of practice (CoPs).** Our goal is to co-develop with the university a model that provides sport organizations with a step-by-step approach to plan, train, design, implement, assess, and maintain CoPs. This year we will follow-up on the two pilot CoPs we hosted in 2022–23 on anti-racism and Safe Sport, then consolidate the findings from those pilots into an easy-to-understand template that sport organizations can adapt to their own coach development programs.

TARGET FOR LAUNCH: ONGOING

Research strategy

By regularly evaluating and updating the strategies and delivery models that affect the NCCP partnership, the CAC can continue to deliver high-quality training to coaches across Canada. In 2023–24, we will:

- **Assess and refine the CAC research strategy** as needed to ensure our decisions are evidence-based and responsive to the needs of our partners and the broader sport community. That might include updating the questions used in our Pulse surveys to reach more than coaches, which is important given that training on topics such as mental health and Safe Sport can be taken by people in many separate roles in sport organizations beyond coaching, including volunteers and board members. We will also work to communicate and socialize the importance of our research strategy to ensure it is well understood and embraced by our partners.

TARGET FOR LAUNCH: ONGOING

Policy updates

Regular updates to the NCCP's underlying policies help simplify, streamline, and standardize implementation of the program by NSOs, PTSOs, PTCRs, and the COPSI Network. In 2023–24, we will:

- **Support our partners in implementing the revised Maintenance of NCCP Certification policy and Renewal of Certification and Professional Development policy.** The updated policies, approved in December 2022, will come into effect on January 1, 2024 — and will have a significant impact on thousands of coaches across Canada. We will work to ensure our partners' understanding of the policies through targeted communications and the development of new FAQs. We will also work directly with NSOs affected by the policy change to help them modify or adapt their certification processes. In addition, we will review the NCCP Policy Manual for any inconsistencies or gaps related to these new policies as well as other recent policy changes related to Safe Sport and sport diversity, equity, and inclusion.

TARGET FOR LAUNCH: Q1–Q3



Strategic imperative: Leadership

Celebrate and grow the influence of coaches throughout communities.

TARGET OUTCOMES

- Promote and strengthen the importance, value, and impact of coaches
- Unite and represent stakeholders
- Support and promote accessible coaching opportunities
- Distinguish Canada internationally

Mental health

Coaches have a key role to play in promoting mental health, well-being, and resilience, especially in marginalized and underserved communities that were disproportionately affected by the pandemic. When more coaches in these communities have access to mental health training and resources,

the greater their reach and their ability to mitigate mental health issues among young athletes and sport participants. Recognizing this, in 2023–24, we will:

- **Continue to implement the *Mental Health is Our Sport* program in partnership with NSOs and PTSOs** to increase mental health literacy among coaches at all levels of sport, with particular focus on coaches in geographically remote, culturally marginalized and socioeconomically disadvantaged communities who may have not had access to mental health training in the past. The second year of this project, which began in 2022–23, will see work continue across three areas:
 - > **Activating and delivering to coaches and sport leaders the two CAC mental health literacy eLearning modules** that were updated last year. Revisions have been made to ensure the modules are culturally safe and incorporate trauma-informed practice. The modules are also now optimized for screen-reader technology and one has been translated into seven additional languages: three Indigenous languages (Cree, Dene, and Inuktitut) as well as Punjabi, Chinese, Arabic, and Tagalog. The CAC is exploring translation of the module into additional languages.

Downloadable versions, available in the Hub and in a dedicated mobile app, will help facilitate access for newcomers to Canada and in remote communities with limited internet access.

TARGET FOR LAUNCH: ONGOING

- > **Creating a single mental health knowledge hub on the CAC website**, providing a “one-stop shop” for all CAC, NCCP, and Canadian Centre for Mental Health and Sport (CCMHS) eLearning and training modules related to mental health. The hub will consolidate all mental health content currently on the CAC website and provide links to external mental health resources, making it easier for coaches, athletes, and parents/guardians to find the information they need.

TARGET FOR LAUNCH: ONGOING
- > **Implementing a coordinated, integrated marketing and communications strategy** to promote the revised eLearning modules, share our partners’ mental health literacy tools, and reach new and diverse audiences across Canada. This campaign will leverage a variety of communications channels, including social media, print advertising, and on-site promotion during key national sporting events.

TARGET FOR LAUNCH: ONGOING

Equity, diversity, and inclusion

Through the reach of its partnerships, the CAC can be a leader in making sport in Canada more diverse, inclusive, and welcoming — not only for women (who currently make up less than 30 percent of all coaches in Canada) but people of all abilities and backgrounds. In 2023–24, we will:

- **Maintain and strengthen our existing mentorship programs and partnerships**, including those with the Black Canadian Coaches Association (through the Black Female Coach Mentorship Program) and Game Plan (which helps athletes transition into coaching). We will continue to offer our High-Performance Women in Coaching Mentorship Program and Women in Coaching Canada Games Apprenticeship Program in partnership with PTCRs, PTSOs, the Aboriginal Sport Circle (ASC), and the Canada Games Council. We will also partner with Pursuit (a program governed by Own the Podium) and continue to collaborate with Canadian Women and Sport, U SPORTS, the Canadian Collegiate Athletic Association,

and other key partners in delivering high-performance sport mentorship opportunities to support the recruitment and retention of women in coaching. Through our quarterly publication, the *Canadian Journal for Women in Coaching*, we will provide timely, accurate, and targeted information to aid in creating a healthier and more positive environment for women coaches.

TARGET FOR LAUNCH: ONGOING

- **Develop a strategic, multi-year action plan to elevate Para sport and coaching (coaching athletes with a disability) in Canada.** Based on the recommendations and findings emerging from three years of research conducted with the Canadian Paralympic Committee as well as a Para coaching mentorship pilot program with Boccia Canada, we will develop an action plan of programs and initiatives for NSOs to ensure Para sport is thoughtfully embedded in coach development pathways and to support the diversification of Canada's coach workforce to include more coaches who themselves have disabilities. For example, if additional funding is secured from Sport Canada, this might include updates to the NCCP Coaching Athletes with a Disability module to address existing content gaps. We will also participate in the National Para

Coaching Summit in May 2023, in partnership with the University of Ottawa and The Steadward Centre for Personal & Physical Achievement.

TARGET FOR LAUNCH: ONGOING

Community networking

National events and multi-sport games provide an opportunity to bring the coaching community together, celebrate its successes, and highlight the work of the CAC and its partners. To connect with more coaches across Canada, in 2023–24 we will host or participate in the following events:

- **Petro-Canada Sport Leadership sportif Conference and Awards Gala (November 2023, Calgary):** A conference attended by sport leaders, administrators, researchers, coaches, and other contributors to sport in Canada. It offers professional development, networking, and collaboration, with a focus on growing and strengthening Canada's sport system. The Awards Gala is a forum to celebrate coaches for their contributions on and off the field of play, and to honour the recipients of the CAC's national coaching awards program.

- **Partners Congress (June 2023, Ottawa):** An opportunity for CAC to collaborate with and consult on strategic priorities and NCCP policies/programs with partners and stakeholders who help create, deliver, and promote quality coach education.
- **Coach House at PanAm Games (October/November 2023, Chile):** A venue to connect with coaches and partners across the global sport community — and to introduce the next generation of Canadian coaches to the Games experience. In addition to providing networking opportunities, we will also offer professional development sessions by inviting Games coaches to speak on topics of their choosing. Surveys and interviews conducted at the Games will help inform future CAC initiatives.

Communication/ promotion

To help build more resilient communities across Canada, it is imperative that our information and resources be easily accessible and understood by as many people as possible: coaches, partners, the sport community, and the public. With that goal in mind, in 2023–24 we will:

- **Promote and participate in National Coaches Week (September 16–24, 2023),** an annual campaign to recognize and celebrate the positive impact coaches have on sport participants and their communities. We will once again promote the campaign across our various communications channels to encourage sport administrators and participants to share their own messages to say #ThanksCoach, offer free and discounted eLearning modules, and provide a participation guide and other promotional resources to partner organizations.
TARGET FOR LAUNCH: Q2
- **Create short how-to videos (under five minutes long)** that can be used across multiple online platforms to increase awareness of and traffic to the training modules and other resources found on the CAC website and the Locker.
TARGET FOR LAUNCH: Q3–Q4
- **Launch the CAC online store,** which will allow coaches and others in the sport community to purchase branded apparel and gear — not just from the CAC but also NCCP, National Coaches Week, Responsible Coaching Movement, Support Through Sport, ProCoach, and more.
TARGET FOR LAUNCH: Q4



International

The NCCP is recognized as one of the best coaching and sport development programs in the world. Through our international training programs and partnerships, we can help develop the coaching profession globally to improve resilience and well-being beyond Canada's borders — while also generating new revenues for the organization. To achieve this, in 2023–24 we will:

- **Review and update all NCCP Level 4 international training modules** to standardize their format and delivery, accompanied by innovative marketing and promotional materials highlighting our international curriculum. The additional revenues expected from providing a higher-quality international product can be invested back incrementally in domestic CAC programs and partners to support coaching in Canada.
TARGET FOR LAUNCH: Q1–Q4
- **Develop a new brand mark and logo to promote our international programs.** Similar to how the ProCoach program has its own identity, this new brand would exist alongside the current CAC/NCCP branding and help distinguish Canada's international training programs from those of other countries.
TARGET FOR LAUNCH: Q1
- **Explore new partnerships with NSOs**, including the potential for the CAC to act as a facilitator to help them develop their own international connections. Because the NCCP is so respected internationally, we often receive inquiries from other countries for sport-specific training for coaches. Helping our partners act on these requests may open doors to new revenue streams as well as opportunities to collaborate on content development with national sport federations around the world.

TARGET FOR LAUNCH: ONGOING

- **Strengthen our existing international partnerships.** This year, that might include bringing coach evaluator training programs to Jordan or helping Barbados re-implement Level 1, 2, and 3 programming. The NCCP Fundamental Movement Skills program is also gaining interest in some countries and allows for linkages to be created between a country's National Olympic Committee and Ministry of Education. Our diversified delivery system will be highlighted again this year with a continuation of our partnership with PanAm Sports for the online delivery of the Coach Certificate 2 program. All of these programs will continue to strengthen Canada's reputation as a leader in coaching in the global sport community.

**TARGET FOR LAUNCH: ONGOING
(IMPROVING PARTNERSHIPS)**

Strategic imperative: Safe Sport and profession

Enhance Safe Sport programs and services for the sport system and support the profession by offering valued member services.

TARGET OUTCOMES

- Build and provide Safe Sport leading practices
- Create and deliver valued member services for coaches and coach employers
- Build the professional coach voice and identity

Responsible coaching movement

Ensuring a Safe Sport environment in which coaches, parents/guardians, and sport organizations act responsibly both on and off the field has never been more important. Since 2016, the CAC has worked in partnership with the Canadian Centre for Ethics in Sport to manage the Responsible Coaching Movement (RCM). In 2023–24 we will:

- **Extend outreach to and promotion of RCM champions** via webinars, newsletter, and other resources. RCM champions are the PTSOs, local clubs, universities, and other organizations that have taken a pledge to implement three fundamental safety principles: ethics training, background screening, and the Rule of Two (ensuring a coach is never alone with a participant unless another screened coach or adult is present). By displaying their practices and the positive impact they are having, we can better support sport leaders as they work to rebuild trust in the sport system.

TARGET FOR LAUNCH: ONGOING

Safe Sport leading practices

Creating a culture where everyone can thrive is a shared responsibility. By creating practical tools and sharing best practices, the CAC can play a role in helping coaches and other sport leaders and participants in Canada address and prevent abuse and maltreatment. In 2023–24, we will:

- **Host a Safe Sport roundtable.** This one-day event would engage Safe Sport leaders from our partner organizations on how to comply with current UCCMS requirements and provide more consistent support to their coaches, including how to properly navigate the complaints/reporting process when situations arise. This project would be dependent on Sport Canada funding.

TARGET FOR LAUNCH: Q3–Q4

Professional coaching

The Chartered Professional Coach (ProCoach) program equips coaches to embody and uphold the highest standards of professional and ethical conduct. To help even more coaches achieve this designation, in 2023–24 we will:

- **Develop and implement a new ProCoach partnership framework,** including streamlining and standardizing the ProCoach development pathways to make them more inclusive. We will also work to attract new sponsors to the program to offer even more valued services and benefits to coaches and coach employers.
- **Partner with Commonwealth Sport Canada** to ensure all coaches participating in the 2023 Commonwealth Youth Games are Registered/Chartered Professional Coaches and have met the important requirements of ethical conduct, background screening and Safe Sport training.

TARGET FOR LAUNCH: ONGOING

Measuring the impact of Safe Sport eLearning modules

A 2022 survey of coaches gave us high marks for the quality and usefulness of our Safe Sport training:

89%

would recommend the training to another coach

93%

said the training was high-quality

87%

said it helps them be a more effective coach

89%

are motivated to use the training in their coaching



Strategic imperative: Excellence

**Optimize resources, services, and leadership capacity
in accordance with leading practice.**

TARGET OUTCOMES

- Enhance organizational sustainability through diversification of funding
- Engage stakeholders in the ongoing review of programs, services, and offerings
- Inclusion is a fundamental part of the CAC's practices

Sustainability

Having a variety of funding sources and revenue opportunities is essential to the long-term viability of the CAC. To make our organization more resilient going forward, in 2023–24 we will:

- **Strengthen our existing sponsorship arrangements and prospect new sponsors** where there is a mutually strategic fit.
TARGET FOR LAUNCH: ONGOING
- **Continue to develop our existing international partnerships and explore potential new partnerships** with governments and sports organizations around the world.
TARGET FOR LAUNCH: ONGOING



Partnerships

Every decision made by the CAC must be evidence-based and responsive to the needs of the NCCP partnership. To ensure we continue to meet our partners' needs, in 2023–24 we will:

- **Conduct the 2023 partner survey**, collecting feedback and insights that will be used to inform the development of the 2024–25 annual plan.
TARGET FOR LAUNCH: Q3

Equity, diversity, and inclusion

To ensure we represent all aspects of Canadian amateur sport, inclusivity must be at the heart of our operating practices. In 2023–24, we will:

- **Pursue new partnership opportunities with Immigration, Refugees and Citizenship Canada (IRCC)** to build initiatives for coach recruitment and development among new Canadians. Potential projects to be conducted in partnership with IRCC could include an online training portal the agency can use as part of its pre- or post-arrival services for immigrants. Working with IRCC will also help integrate more new Canadians into Canadian society through participation in community-based amateur sport.
TARGET FOR LAUNCH: ONGOING

- **Pursue new partnership opportunities with Indigenous Services Canada (ISC)** to build initiatives for coach recruitment and development among Indigenous communities. Potential projects with ISC could include a strengthened partnership with the Aboriginal Sport Circle, which will help advance Indigenous coaching and physical activity programs while also improving the way the sport system recognizes First Nations, Inuit, and Métis peoples and the activities taking place on their unceded land and territories.
TARGET FOR LAUNCH: ONGOING
- **Pursue new grant opportunities and partnerships** that will allow us to create new products and resources to better educate, support, and engage with 2SLGBTQI+, newcomer, and Para coaches.
TARGET FOR LAUNCH: Q3–Q4

Locker improvements

The Locker is the central location for accessing, managing, and maintaining records of coach training offered through the NCCP partnership. Because the Locker is essential to not only our own operations but also to sport organizations across Canada, to improve its availability and reliability, in 2023–24 we will:

- **Engineer a new data connector** to more efficiently interface and transfer information to and from our partners' systems and databases, which will help ensure coach records in the Locker are fully synchronized and up to date across Canada's sport system. This project will be supported by a new data-sharing agreement with our partners.
TARGET FOR LAUNCH: Q4
- **Implement proactive monitoring and troubleshooting capabilities** so we can be alerted to and manage potential issues and events that could lead to poor system performance — before our partners are affected.
TARGET FOR LAUNCH: Q4
- **Add more capacity to the Locker by using load-balancing technology.** Load balancers dynamically and intelligently route incoming network traffic across different servers so that, during periods of high traffic volumes (such as National Coaches Week), no single server is overworked — helping to maintain both system uptime and performance.
TARGET FOR LAUNCH: Q4



Enterprise risk registry

Through an outcomes-based risk management approach directly aligned with the annual plan, the CAC continuously assesses system-wide events and circumstances that could affect its ability to fulfill its strategic initiatives. Those assessments help determine actions to mitigate the most significant risks and to leverage opportunities for the organization.

Our enterprise risk registry is reviewed regularly by our senior management team, discussed at every meeting of the CAC board of directors and reported to Sport Canada. We have identified five key strategic risks for 2023–24, with the wording below derived directly from the board's discussions with CAC leadership:

- **COVID-19's ongoing impact on sport participation – Can we continue to respond to the instability that remains in Canada's sport system and ensure the delivery of NCCP training has pivoted effectively to online/eLearning (which must be monitored for efficacy and appropriateness)?**

Public health measures and directives appropriately drive health-related decisions in sport participation, delivery, and sustainability. Just as the sport system must adapt to this added regulatory function, the CAC must continue to address the responsiveness needed in the delivery of NCCP training content. To that end, the CAC and its partners are employing mitigation actions such as eLearning research and enhanced training for virtual delivery. In addition, the direct impact of pandemic isolation on the mental and physical health of people in Canada also requires urgent action. The *Mental Health is Our Sport* program will help mitigate mental health challenges through return to sport activities focusing on under-served and impacted communities throughout the country. Ongoing monitoring of this program will also be required.



→ **Safe Sport — Can we optimize/enhance CAC capacity to expand business to impact national (and then provincial/territorial) sport in Safe Sport training/behaviour?**

This risk is an opportunity to expand the capacity, reach, and impact of Safe Sport both through Sport Canada above-core funding and Budget 2021, which committed \$80M over two years for return to sport initiatives. To date there has been concrete progress with Safe Sport initiatives, as witnessed by the work of the RCM and additional services to PTCRs/NSOs (while respecting authority). There is much more to be done.

→ **Increase diversity in coaching and expand business in equity, diversity, and inclusion (EDI) — Can we leverage CAC programming and the strong partnership network to expand business in EDI to impact the national system and coaches through training (i.e., ability to create a more inclusive sport system)?**

This risk is an opportunity as well as a threat. The CAC is seen as a leader in the EDI space and has demonstrated impact in the NCCP (examples are revisions to multi-sport materials, training for Coach Developers, and leading and standardizing the recognition of unceded territories).

We also impact PTCR/NSO awareness and provide best practices. We also provide apprenticeships and grants. All of this is done within the context of the shared knowledge and expertise of our partners. The threat is that the CAC does not hire coaches (volunteer or paid). A potential mitigation strategy is to build back better by creating innovative non-traditional partnerships.

→ **Coaching brand and influence — Can we expand the value of the coach by promoting stories about the positive impact of coaches?**

This risk is owned by all sport, both an opportunity as well as a threat. The system needs coach employers (volunteer or paid) to exercise leading practice in Safe Sport to protect participants and coaches. The CAC has been an advocate for Safe Sport and coaches (e.g., RCM, spokespeople for Safe Sport, awards, social media campaigns). We leverage our resources to continuously address this risk, yet each time a negative story reaches the news it chips away at our impact. CAC management, in collaboration with partners, will address this risk in real time and adapt its approach. This can only be done in collaboration with the entire sport system. Of note, “non-member” clubs, private or otherwise, remain a constant risk.

→ **Loss of volunteers across the entire system (coaches, officials, etc.).**

Sport across Canada is fuelled by volunteers — it is the number-one volunteer sector in Canada. Therefore, if there is a loss of volunteers, it could have a negative impact on participants, coaches, viability of sport clubs, etc. Because the CAC mandate is to deliver coaching education and training products via the Locker to partners who in turn deliver training to coaches, the loss of volunteers is a risk for the entire sport system. As a strategic enterprise risk for the organization, CAC management will need to consider mitigation strategies in collaboration with partners. These include a recruitment and EDI campaign, training and tools to support coaches, and addressing coaching workforce retention. Additionally, the CAC is exploring a potential partnership with Immigration, Refugees and Citizenship Canada (IRCC) to include more new Canadians in sport participation and increase the representation of new Canadians in the coaching cadre.

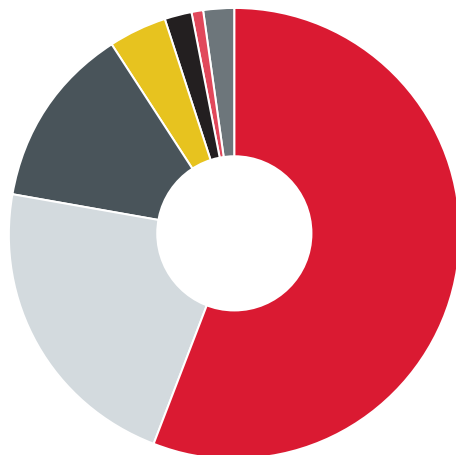
Financial overview

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 2023–24.

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



REVENUE SOURCES



SOURCES	REVENUE	PERCENTAGE
Public funds/Sport Canada	\$4,060,000	56%
Public Health Agency of Canada	\$1,589,000	22%
Partner fees and sales	\$936,000	13%
Sponsorships	\$327,000	4%
International	\$157,000	2%
Petro-Canada Sport Leadership sportif (SLS) Conference	\$100,000	1%
Other	\$138,000	2%
Total	\$7,307,000	100%



We will explore several opportunities in 2023–24 to diversify and expand our revenue sources, including:

→ **Sport Canada:** The CAC will apply to Sport Canada for above-core funding for Safe Sport activities, as we did for the 2022–23 fiscal year. If our application is approved, official notification from Sport Canada is likely to be received in August 2023.

→ **Public Health Agency of Canada (PHAC):** In the 2022–23 fiscal year, we received funding from PHAC to increase the mental health literacy of coaches in Canada. In 2023–24, we will use that funding to enhance the accessibility and delivery of CAC eLearning modules, NCCP training modules, and Canadian Centre for Mental Health and Sport (CCMHS) workshops; and to increase the reach of our hub of mental health resources through a strategic marketing campaign, on-site activations, and public relations strategy. This project is a collaborative effort with support from PTCRs, the CCMHS, and other partnering organizations and individuals.

This new funding of \$1.44 million for 2023–24 is in addition to the multi-year PHAC funding we already receive to deliver the gender-based violence and teen dating violence modules of the Support Through Sport eLearning series, which is valued at \$151,800 per year.

→ **Sponsorships:** The CAC is fortunate to have a long-term partnership with Petro-Canada. Their support 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 2023–24 and beyond.

→ **International development:** The CAC maintains its commitment to expand its international reach in 2023–24, proactively seeking out new partnerships and proposing more opportunities to existing and previous international partners. This international development will be done in alignment with our mandate. Working collaboratively with international partners helps build the coaching profession globally and celebrates the Government of Canada’s investment in a leading-edge coaching program — and in doing so, generates a modest revenue stream for the CAC.