



COACHING ASSOCIATION OF  
CANADA-ASSOCIATION CANADIENNE  
DES ENTRAINEURS  
201 - 1155 LOLA ST  
OTTAWA ON K1K 4C1

REGISTERED CANADIAN AMATEUR  
ATHLETIC ASSOCIATION INFORMATION

RETURN

000027

Return for Fiscal Period Ending							
2	0	1	9	0	3	3	1
Year			Month			Day	
Is this the first return filed by this association?							
Yes <input type="checkbox"/>				No <input checked="" type="checkbox"/>			
If "No", has the fiscal period changed from the last return filed?							
Yes <input type="checkbox"/>				No <input checked="" type="checkbox"/>			
Is this the final return to be filed by this association?							
Yes <input type="checkbox"/>				No <input checked="" type="checkbox"/>			
If "Yes", please attach an explanation.							



15 12172 5832 RR 0001 2018-03-31 0495713  
2019

If the name or address shown above is incorrect or a more permanent address can be provided, print the necessary corrections below:

Corrected name

2451 Riverside Drive

Corrected address (Number, Street, Apt. No., P.O. Box or R.R. No.)

Ottawa

City

ON

Province or territory

Postal code

K1H 7X17

NOTE:

To minimize the possibility of the annual mailing of the personalized Registered Canadian Amateur Athletic Association Information Return going astray, it is important that, where possible, a permanent mailing address be provided (i.e., address of the actual, physical location of the association or permanent P.O. Box number).

Instructions

- 1. Ensure that the name and address are correct. To correct pre-printed information on this form, please use the lines provided. Any changes (except to the contact information above) must be explained in an attachment to this return.
- 2. Complete the boxes (above right) to indicate the end of the association's fiscal period.
- 3. Attach FINANCIAL STATEMENTS for the fiscal period covered by this return. These should include a statement of revenue and expenditures for the fiscal period and a statement of assets and liabilities as of the end of the fiscal period. The statements should indicate the different sources of revenue in sufficient detail to show how funds were spent or invested.
- 4. Attach a list of the names, addresses, and occupations or lines of business of the association's current directors.
- 5. Attach a list of the names and the official positions of the people who are authorized to issue official receipts for the association.
- 6. Attach a note that fully explains what replacement procedure is followed in the event of lost or spoiled receipts.
- 7. Within six months from the end of the fiscal period of the association, mail or deliver a completed return with required documents to:

Charities Directorate  
Canada Revenue Agency  
Ottawa ON K1A 0L5

**Information Required**

1. Have any changes not previously reported been made to the association's governing documents? If yes, please attach a certified copy of the changes.  
Yes  No
2. Have complete books and records been kept (including duplicate copies of receipts) which fully substantiate all financial transactions during the fiscal period? If no, please attach an explanation.  
Yes  No
3. Please indicate the total amount for which the association issued official donation receipts in this fiscal period.  
\$  *18*
4. Are the receipt forms used to acknowledge payments that are NOT gifts clearly distinguishable from official donation receipts which bear the BN/Registration number? If no, please attach an explanation.  
Yes  No
5. Did the association issue official donation receipts showing a date in the previous calendar year for donations that were mailed or otherwise submitted after the end of the calendar year? If yes, please attach an explanation.  
Yes  No
6. Have official donation receipts been issued to acknowledge donations in a form other than cash or cheque - e.g., goods, services rendered, etc.? If yes, please attach a list of these gifts and their value as shown on the official donation receipt.  
Yes  No
7. Has any amount donated to the association been returned to the donor during the year? If yes, please attach an explanation.  
Yes  No
- 8 a. During the fiscal period, did the association accept any gifts with the express or implied condition that such gifts were to be used for the benefit of another person, club, society or association? If yes, please attach an explanation.  
Yes  No
- b. Did the association issue an official donation receipt to acknowledge such a gift?  
Yes  No

**Certification**

To be signed by two directors of the association

1. I, MARK DONNISON of [REDACTED]

Name of director whose signature appears below. (Print)

2. I, NATALIE RUMSFELDT of [REDACTED]

Name of director whose signature appears below. (Print)

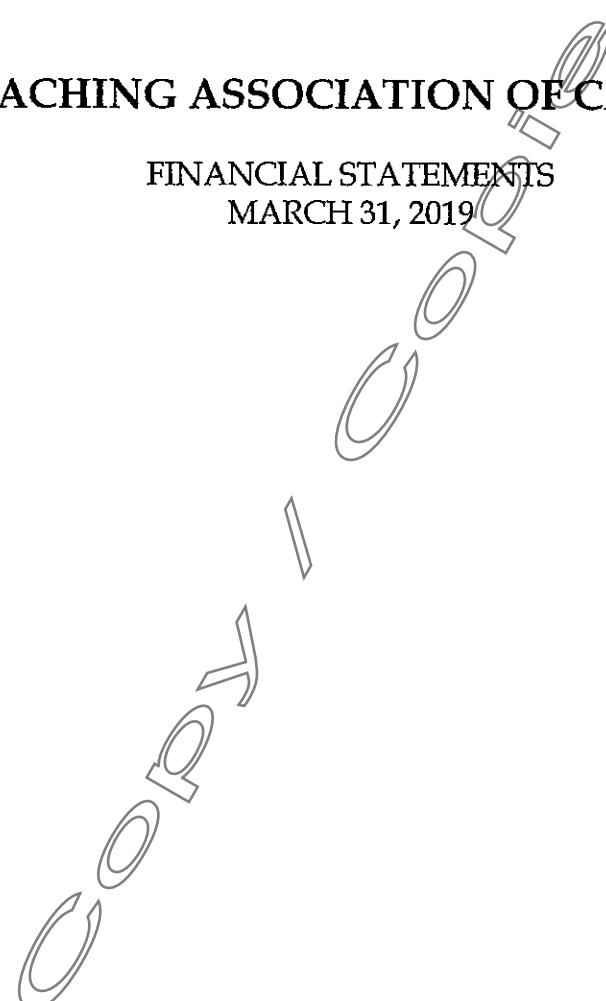
Address [REDACTED]

HEREBY CERTIFY that the information given in this return and in all attachments is, to the best of my knowledge, correct, complete and current. (Note: It is a serious offense under the *Income Tax Act* to provide false or deceptive information.)

1. Signature of director <span style="background-color: black; color: black;">[REDACTED]</span>	Position with the association <i>CoO</i>	
Home telephone number <span style="background-color: black; color: black;">[REDACTED]</span>	Business telephone number <span style="background-color: black; color: black;">[REDACTED]</span>	Date <span style="background-color: black; color: black;">[REDACTED]</span>
2. Signature of director <span style="background-color: black; color: black;">[REDACTED]</span>	Position with the association <i>DIRECTOR, MARKETING &amp; COMM</i>	
Home telephone number <span style="background-color: black; color: black;">[REDACTED]</span>	Business telephone number <span style="background-color: black; color: black;">[REDACTED]</span>	Date <span style="background-color: black; color: black;">[REDACTED]</span>

**COACHING ASSOCIATION OF CANADA**

**FINANCIAL STATEMENTS  
MARCH 31, 2019**



## INDEPENDENT AUDITOR'S REPORT

To the Members,  
**Coaching Association of Canada:**

### Opinion

We have audited the financial statements of Coaching Association of Canada ("the Entity"), which comprise the statement of financial position as at March 31, 2019, and the statements of changes in net assets, operations and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly in all material respects, the financial position of the Entity as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity, or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material

misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Licensed Public Accountants  
Ottawa, Ontario

# COACHING ASSOCIATION OF CANADA

(Incorporated under the laws of Canada)

## STATEMENT OF FINANCIAL POSITION

As at March 31, 2019

	2019	2018
<b>ASSETS</b>		
Current assets:		
Cash	\$ 1,503,664	\$ 1,519,483
Accounts receivable	167,505	208,937
Government sales taxes receivable	121,667	21,210
Prepaid expenses	84,239	90,279
	<hr/> 1,877,075	<hr/> 1,839,909
Marketable securities (note 3)	705,405	680,188
Capital assets - (note 2)	42,741	29,905
	<hr/> \$ 2,625,221	<hr/> \$ 2,550,002
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable	\$ 957,791	\$ 715,477
Deferred revenue (note 5)	116,173	216,427
	<hr/> 1,073,964	<hr/> 931,904
Net assets:		
Net assets invested in capital assets	42,741	29,905
Net assets held for future development - internally restricted	500,000	500,000
Unrestricted net assets	1,008,516	1,088,193
	<hr/> 1,551,257	<hr/> 1,618,098
	<hr/> \$ 2,625,221	<hr/> \$ 2,550,002

On behalf of the Board:

Director

Director



# COACHING ASSOCIATION OF CANADA

## STATEMENT OF CHANGES IN NET ASSETS

For the year ended March 31, 2019

	2019	2018
<b>NET ASSETS INVESTED IN CAPITAL ASSETS</b>		
Balance, beginning of year	\$ 29,905	\$ 37,342
Purchase of capital assets (net)	29,019	7,384
Amortization	(16,183)	(14,821)
Balance, end of year	<u>\$ 42,741</u>	<u>\$ 29,905</u>
<b>NET ASSETS HELD FOR FUTURE DEVELOPMENT</b>		
Balance, beginning and end of year	<u>\$ 500,000</u>	<u>\$ 500,000</u>
<b>UNRESTRICTED NET ASSETS</b>		
Balance, beginning of year	\$ 1,088,193	\$ 683,172
Net revenue (expense) for the year	(66,841)	397,584
Investment in capital assets	(12,836)	7,437
Balance, end of year	<u>\$ 1,008,516</u>	<u>\$ 1,088,193</u>

(See accompanying notes to the financial statements)

# COACHING ASSOCIATION OF CANADA

## STATEMENT OF OPERATIONS

For the year ended March 31, 2019

	2019	2018
<b>REVENUE</b>		
Sport Canada	\$ 4,387,250	\$ 4,210,250
Sponsors (note 6)	400,227	462,308
Partners fees and sales	1,112,015	979,381
Registration fees	135,154	124,064
International projects	67,400	100,000
Other	51,203	143,398
	<hr/> 6,153,249	<hr/> 6,019,401
<b>EXPENSE</b>		
Educational and partnerships	3,026,542	2,840,121
Marketing and communication	1,060,133	1,036,018
Administration	744,931	600,304
International programs	47,988	66,234
Information technology	886,147	858,517
Professional coaching	454,349	220,623
	<hr/> 6,220,090	<hr/> 5,621,817
Net revenue (expense) for the year	<hr/> \$ (66,841)	<hr/> \$ 397,584

(See accompanying notes to the financial statements)

# COACHING ASSOCIATION OF CANADA

## STATEMENT OF CASH FLOWS

For the year ended March 31, 2019

	2019	2018
<b><u>CASH PROVIDED BY (USED FOR)</u></b>		
<b>Operating activities</b>		
Net revenue (expense) for the year	\$ (66,841)	\$ 397,584
Items not requiring cash:		
- amortization	16,183	14,821
- loss on disposal of capital assets	3,279	13,766
- loss (gain) on investments	<u>(13,922)</u>	<u>3,074</u>
	<u>(61,301)</u>	<u>429,245</u>
<b>Changes in non-cash working capital items</b>		
Accounts receivable	41,433	(125,134)
Government sales tax receivable	<u>(100,457)</u>	<u>8,884</u>
Prepaid expenses	6,040	(37,902)
Accounts payable	242,314	(200,005)
Deferred revenue	<u>(100,254)</u>	<u>14,191</u>
	<u>27,775</u>	<u>89,279</u>
<b>Investing activities</b>		
Purchase of marketable securities	(11,296)	(9,632)
Purchase of capital assets - net of disposals	<u>(32,298)</u>	<u>(21,150)</u>
	<u>(43,594)</u>	<u>(30,782)</u>
Increase (decrease) in cash	(15,819)	58,497
Cash - beginning of year	1,519,483	1,460,986
Cash - end of year	<u>\$ 1,503,664</u>	<u>\$ 1,519,483</u>

(See accompanying notes to the financial statements)

# COACHING ASSOCIATION OF CANADA

## NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2019

### ORGANIZATION

Coaching Association of Canada (the "Association") is a non-profit Registered Canadian Amateur Athletic Association formed in 1971 and as such is exempt from income tax. While registered, the Association may issue tax deductible receipts to donors. Its mission is to enhance the experience of all athletes and participants in Canada through quality coaching. The Association is dependent upon Sport Canada for the majority of its funding requirements.

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

#### a) Revenue recognition

The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expense is incurred. Unrestricted contributions are recognized as revenue when they are received or can be reasonably estimated and collection is reasonably assured. Membership fees are recognized using the deferral method. Partner fees and sales, registration fees and sponsorship revenue is recognized as revenue during the period to which it relates.

#### b) Financial instruments

Investments in equity instruments quoted in an active market are initially recognized at fair value and are subsequently measured at the year-end fair value. Other financial instruments are initially recognized at fair value and are subsequently measured at cost, amortized cost or cost less appropriate allowances for impairment.

#### c) Capital assets

Purchases of furniture and equipment are recorded at cost and amortization is calculated on the declining balance basis. The amortization rate for office furniture is 20% and the rate for other equipment is 45%. Computer software is expensed in the year it is purchased.

#### d) Use of estimates

The preparation of these financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. These estimates are reviewed annually and as adjustments become necessary, they are recorded in the financial statements in the period in which they become known.

## COACHING ASSOCIATION OF CANADA

### NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2019

#### 2. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value 2019	Net Book Value 2018
Office furniture	\$ 8,525	\$ 5,931	\$ 2,594	\$ 1,467
Computer equipment	57,517	17,370	40,147	28,438
	<u>\$ 66,042</u>	<u>\$ 23,301</u>	<u>\$ 42,741</u>	<u>\$ 29,905</u>

#### 3. MARKETABLE SECURITIES

Marketable securities consist of equity and fixed income mutual funds and are recorded at fair value.

	2019	2018
Alto Monthly Income Portfolio	\$ 534,254	\$ 515,585
Maestro Income Balanced Portfolio	171,151	164,603
	<u>\$ 705,405</u>	<u>\$ 680,188</u>

#### 4. FINANCIAL INSTRUMENTS

The Association's financial instruments consist of cash, marketable securities, accounts receivable and accounts payable. The Association is exposed to various financial risks through transactions in financial instruments.

Credit risk is the risk that one party to a financial asset will cause a financial loss for the Corporation by failing to discharge an obligation. The Association's credit risk is mainly related to accounts receivable.

Market risk is the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest risk and other price risk. The Association is exposed mainly to interest rate and other price risk.

## COACHING ASSOCIATION OF CANADA

### NOTES TO FINANCIAL STATEMENTS MARCH 31, 2019

#### 4. FINANCIAL INSTRUMENTS (continued)

Interest rate risk is the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Association's interest rate risk is mainly related to its investments.

Other price risk is the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market price (other than those arising from currency risk or interest rate risk) whether these changes are caused by factors specific to the individual financial instrument or its issuer or factors affecting all similar financial instruments traded in the market. The Association's other price risk is mainly related to its investments.

#### 5. DEFERRED REVENUE

Deferred revenue consists of membership fees of \$49,045 (2018 - \$50,740) that relate to the next fiscal year and sponsorships and contributions of \$67,128 (2018 - \$165,687) that are related to future activities.

	2019	2018
Balance, beginning of year	\$ 216,427	\$ 202,236
Less: amount recognized as revenue in the year	(216,427)	(202,236)
Plus: amount received related to the following year	116,173	216,427
<u>Balance, end of year</u>	<u>\$ 116,173</u>	<u>\$ 216,427</u>

#### 6. SPONSORS

Sponsors for the fiscal year include [REDACTED]

#### 7. COMMITMENTS

The Association has entered into a long-term lease for office space, furniture, IT infrastructure and fit-up with [REDACTED]. The lease commenced October 1, 2017 and extends to September 30, 2022. The gross annual rental cost approximates \$157,000.

## COACHING ASSOCIATION OF CANADA

### NOTES TO FINANCIAL STATEMENTS MARCH 31, 2019

#### 8. ALLOCATION OF EXPENSES

The Association allocates the cost of premises and other general overhead to various divisions as follows:

	2019		2018	
Educational and partnerships	\$67,632	40%	\$70,354	43%
Marketing and communications	27,053	16%	29,172	15%
Information Technology	40,579	24%	44,615	24%
Professional coaching	5,073	3%	5,148	3%



Coaching Association of Canada  
Association canadienne des entraîneurs

2451, promenade Riverside  
Ottawa (Ontario)  
K1H 7X7

613.235.5000  
Télécopieur : 613.235.9500

2451 Riverside Drive  
Ottawa, Ontario  
K1H 7X7

613.235.5000  
Fax: 613.235.9500

Charities Directorate  
Canada Revenue Agency  
320 Queen Street, 10 floors  
Ottawa, ON, K1A 0L5

Re: BN: 121725832RR0001

This letter is to inform you that the Coaching Association of Canada has the following Authorized Directors:

<ul style="list-style-type: none"><li>- Lorraine Lafreniere</li><li>- Mark Donnison</li><li>- Natalie Rumscheidt</li><li>- Peter Niedre</li></ul>	<p>C.E.O C.O.O Director, Marketing &amp; Communications Director, Education Partnerships</p>
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Coaching Association of Canada  
Association canadienne des entraîneurs

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K1H 7X7

613.235.5000  
Fax: 613.235.9500

## Charity Receipts

### Procedure for Correcting printed receipts:

If the receipt contains errors and has not been sent to the donor, CAC can prepare a new receipt. However, the originals with the errors must be kept and marked with "cancelled" on them.

### Procedure for replacing a receipt:

If the receipt was lost or contains incorrect information issue a replacement receipt. This receipt must include:

- All the required information from the original receipt;
- The serial number of the original receipt; and
- A statement that it replaces the original receipt.

On the copy of the original receipt retained by CAC, it must be marked "Cancelled".

## Coaching Association of Canada Board of Directors

Role	Name	Address
Chair	Paul Carson	
Provincial/Territorial Government Representative	Bill Greenlaw	
Federal Government Representative	Sue Hylland	
National Sport Organization Member	Sherry Robertson	
National Sport Organization Member	Monica Lockie	
Member-at-Large	Janice Dawson	
Provincial/Territorial Coaching and Sport Leadership Council Representative	Susan Lamboo	
Provincial/Territorial Coaching and Sport Leadership Council Representative	Lynn Boudreau	
Provincial/Territorial Coaching and Sport Leadership Council Representative	Greg Perrault	
Athlete Member	Elise Marcotte	
Canadian Council of University Physical Education and Kinesiology Administrators (CCUPEKA) Representative	Rene Murphy	
High Performance Coach Member	Dany Boulanger	
National Sport Organization Member	Mathieu Boucher	
Community Coach Member	Sarah Junkin	
Member-at-Large	Vacant	