

The Club Excellence certification standards are divided into two main areas and six sub-sections to help clubs understand how they contribute to the overall design of an effective and efficient operation. The standards sometimes overlap across the operation. Here is a brief description of each area:

Sport Delivery

This section mainly deals with the activities related to offering quality sport experiences that are values-based and principle-driven, while preparing the operational environment to deal with challenges that occur. The Sport Delivery section has two areas of focus:

- *Program Delivery* standards integrate the design and implementation of principles tied to the Long-Term Athlete Development (LTAD) model. Here the standards encourage clubs to put in place processes and policies that ensure quality experiences for all participants.
- *Coaching* standards are focused on providing coaches with the necessary tools to better prepare for, initiate and execute the engagement of athletes, with an emphasis on safety and the designation of responsibilities.

Sport Management

This section mainly deals with organizational design, policies, management, and strengthening marketing opportunities. Organizations that have clear and consistent policies, stated values, and who are deliberate at making decisions that are in line with their mission and move them toward their vision will spend less time putting out fires, and more time attracting and retaining dedicated volunteers. These organizations are transparent about their financial management and put policies in place to ensure those responsible do not abuse their position. Sport Management focuses on four areas:

- *People Management* standards encourage the development of policies and procedures for dealing with employees and volunteers. The standards describe the development of clear and consistent people management objectives in the areas of recruiting, retaining and recognizing staff and volunteers.
- *Governance* standards are focused on stated values, and the policies and procedures related to good governance objectives. These objectives touch on the constitution of a transparent and unbiased board of directors, key policies, such as preventing harassment and abuse, and codes of ethics, with an understanding that stated and defined organizational values are important, but that an intentional use of these at all levels of program creation, delivery and governance is crucial.
- *Financial Accountability* standards ensure that the club is transparent and open with its financial obligations and member revenues it is entrusted to manage. Simple strategies, such as published annual reports, financial reports and signing authorities are integrated into the standards.
- *Marketing, Recruitment and Revenue Generation* standards look at the marketing tactics and responsibilities for the club. Clubs are always looking to attract new members, sponsors and funders. This section provides some simple steps to establish marketing programs.



CLUB EXCELLENCE STANDARDS (V16)

The Certification Checklist

Each of the 30 standards is described in the table below, along with examples of how the club can demonstrate that it has met each standard. The *Examples of Evidence* column provides suggestions, and there may be other evidence that you can use to show your compliance.

Standards 2 and 6 refer specifically to a club's obligations around the Long-Term Athlete Development (LTAD) model. Each club offers sport programming that corresponds to LTAD stages, and needs to the stage(s) for which they deliver services and ensure that the club is meeting those standards. For example, some clubs deliver services to athletes six to nine years old with no adult programs. If this is the case, the club must also review the standards in the Physical Literacy section found in the Appendices. For more information on your sport's LTAD stages, please contact your national or provincial sport organization via their website, or a sport development expert.

#	Name	Description	Examples of Evidence	Completed
Sport Delivery : Program Delivery				
1.	Quality Philosophy	The club is committed to consistently offering high quality sport programs as demonstrated through a statement of quality.	<ul style="list-style-type: none"> • Club mission and values statement • Demonstration of the club's commitment to the True Sport principles and values through the declaration of their commitment to the True Sport Movement and/or a mission/vision based on the principles/values of True Sport • Program descriptions • Participant feedback process or results of a participant survey • Club only hires or uses NCCP-certified or equivalent coaches 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
2.	Educate LTAD/CS4L	<p>The club promotes awareness, education and understanding of Canadian Sport for Life and has a Long-Term Athlete Development (LTAD) plan; outlining the programming to athletes, coaches, and parents, as well as providing a framework for how participants progress through the competition system.</p> <p>The club has identified the stage(s) of athlete development in which they deliver services, and has met <i>each</i> requirement listed for <i>each</i> stage listed in Appendix A.</p>	<ul style="list-style-type: none"> • A copy of the LTAD plan used by the club • A copy of the True Sport values and principles and their operational definitions used by the club to inform all policies, programs and practices • A description of the process for which competitions are selected • A description on how athletes are funded for events • Copies of promotional material referring to the True Sport values and principles and/or Canadian Sport for Life or the use of language describing the philosophy • Description of programs offered by the club 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
3.	Safety Preparation	<p>Consistent with the True Sport principle “Stay Healthy,” the club ensures all programs/teams – training and competition:</p> <ol style="list-style-type: none"> have an emergency action plan in place, understanding the facility and the facility staff’s emergency action plan as well; offers first aid training to coaches or a designated individual, or ensures appropriate qualifications; have easy access to the appropriate first aid equipment; and have a policy or procedure for allowing athletes to return to play after injury that has been approved by the board of directors. <p>The club maintains accurate health information for all swimmers. (In compliance with applicable privacy laws)</p>	<ul style="list-style-type: none"> • A copy of the Emergency Action plan • Safety planning is consistent with the True Sport principle “Stay Healthy” • Material indicating the delivery of a first aid program in the region and how it was communicated to your coaches and volunteers • Risk assessment undertaken at all venues – clear documentation provided and dated • Details of how the Emergency Action Plan is communicated to club personnel • Demonstrate links between club and facility procedures • Health information form used by club 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
4.	Program Dev-Gender	The club offers programs that are developmentally appropriate and considers the gender differences of participants.	<ul style="list-style-type: none"> • Description of programs for each gender is available • Programs are consistent with the True Sport principles “Include Everyone” and “Respect Others” • Copy of Long-Term Athlete Development plan • Use of NSO-recognized programs 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
5.	Sport-Specific	<p>The club has an affiliation with the national sport organization (NSO) and/or provincial sport organization (PSO). The board/club complies with its own governing documents as well as those of its NSO and PSO.</p> <p style="text-align: center;">Or</p> <p>The club meets the sport-specific standards as determined by their NSO/PSO as part of the Club Excellence associate member program (details available on website).</p>	<ul style="list-style-type: none"> • Copy of current membership certificate or documentation (such as a letter or paid membership receipt) from the NSO and/or PSO • Documents in support of the sport specific standards of the associate member NSO/PSO for their sport • Web links to national and/or provincial regulations from the club web site 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
Sport Delivery : Coaching				
6.	Coach Training	The Club ensures access to a minimum of one professional development seminar to all of the club’s coaches (Asst/Coach/Head) per season that includes at least one general session (e.g., risk management) or one sport specific session (e.g., skill development). Coaches are trained based on the LTAD stages the club services as listed in Appendix B .	<ul style="list-style-type: none"> • Relevant documentation • Promotional material for training sessions • Training records for coaches • Coaching certificate or separate written evidence • Coach list with certification specified • Relevant board approved policies • All coach recruitment, selection, orientation, training and philosophy is based on and driven by the True Sport principles 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
7.	Coach Ethical Training	All coaches (Asst/Coach/Head) in the club have completed the NCCP's "Make Ethical Decisions" module.	<ul style="list-style-type: none"> List of coaches and their qualifications or coaching certification numbers 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
8.	Coach Safety	<p>All Coaches and Head Coaches are familiar with their club's Emergency Action Plan(s) and review it at the start of each season. The Action Plan includes, but is not limited to:</p> <p>a. Dealing with injuries, management and surveillance.</p> <p>b. Discusses return to play protocols.</p> <p>c. Facility evacuation procedures (if applicable).</p> <p>d. At a minimum, the club Head Coach has completed first aid certification.</p>	<ul style="list-style-type: none"> Copy of the Emergency Action plan Plan is driven by the True Sport principle "Stay Healthy" Injury management policy. Return to play protocol Copies of communication demonstrating the distribution of materials Staff participates in facility training or information opportunities 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
9.	Coach Attire	The club provides a standardized piece(s) of coaching attire that allows for easy identification and requires all coaches to wear the attire during training and competition events.	<ul style="list-style-type: none"> Photo of the attire (item could be as simple as a lanyard/name tag or an apparel item such as a shirt, jacket or hat) Invoice indicating a purchase Photo of a coach using the provided attire 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

Sport Management : People Management

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
10.	People Policies	<p>Employee/staff and volunteer management policies are formalized, documented and approved by the board or approval is designated to the most senior staff person. Polices are accessible to all employees and/or volunteers.</p> <p>The club has a screening procedure in place that requires an annual* screening disclosure form, a police record check and/or a vulnerable sector check for all coaches (employee or volunteer) and other individuals who whose position with the club is one of trust or authority. (*consider a PRC and/or Vulnerable Sector Check when starting position, then every three years thereafter. It is prudent to receive a Screening Disclosure Form annually)</p> <p>The club has a procedure in place that requires any individual who will be driving athletes to submit a driving abstract and proof of insurance.</p>	<ul style="list-style-type: none"> • Relevant policies and procedures • Policies and procedures are driven by the True Sport Principles • Copy of club procedures 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
11.	People Roles and Responsibilities	<p>An approved job description is completed for all staff and volunteer positions (including team/coaching staff). Criteria used to hire staff and select volunteers are established and documented. All paid employees/staff (including team/coaching staff) who are offered a paid position are given a signed contract that outlines the terms of employment, and roles and responsibilities.</p> <p>At a minimum, volunteers sign an agreement or letter that indicates they have read, understood and agree to fulfil the roles and responsibilities in their job description.</p>	<ul style="list-style-type: none"> • Clear role or job descriptions are published • Coach selection and/or hiring process and selection criteria • Contract template typically used for paid staff and/or coaches • Relevant board policies and/or processes regarding recruitment, hiring practices, and hiring committees • Organizational chart uploaded by the club 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
12.	Board-Staff Accountability	If the club hires staff, the board is accountable for the recruitment and orientation of the most senior employee (i.e., CEO, president, head coach) in the club. The board is accountable to ensure that the most senior staff person receives the appropriate orientation required to assume his/her responsibilities.	<ul style="list-style-type: none"> • Relevant board policies and/or processes regarding recruitment, hiring practices, and hiring committees • Copy of staff orientation agenda; list of documentation provided 	<input type="checkbox"/> Not Applicable <input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
13.	People Recruitment	A recruitment process for all volunteer, staff and coaching positions is documented and managed by the board, its delegate(s) or the most senior staff person.	<ul style="list-style-type: none"> • Sample recruitment advertisements • Copies of job descriptions • Coach selection processes • Officials recruitment process 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
14.	People Orientation	All new employees and volunteers (including directors) are oriented and provided the appropriate training to perform their job and to understand the policies of the club. Board members must understand their legal and fiduciary responsibilities, exercise due diligence consistent with their duty of care, be familiar with the club's activities and fully informed of the financial status of the club.	<ul style="list-style-type: none"> • Board meeting minutes discussing relevant requirements and/ or copy of most recent orientation agenda with list of participants • Signed volunteer and/or employment contracts • Copy of the relevant first aid certification • Copy of orientation manual or board of directors kit, etc. 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
15.	People Performance	An annual performance assessment is formally conducted on each employee, major volunteer (such as the Head Coach or President) or contractor.	<ul style="list-style-type: none"> • Evaluation documents (do not share completed evaluations unless names and positions are hidden) 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
16.	People Recognition	The contributions of volunteers are acknowledged and recognized. The impact and contributions of volunteers and the volunteer program are regularly evaluated.	<ul style="list-style-type: none"> • Relevant volunteer recognition policies and procedures • Descriptions of events or awards given to volunteers to acknowledge their contribution • The evaluation includes an assessment of how well the True Sport principles have been supported and upheld in the carrying out of roles and responsibilities 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
17.	Staff Compensation	The most senior staff person, in consultation with the board of directors, sets and reports annual performance objectives. The total compensation package is approved by the board of directors or a board committee and expenses are reviewed at least annually by a member(s) of the board.	<ul style="list-style-type: none"> • Compensation committee meeting minutes • Job description of the most senior person • Annual reports 	<input type="checkbox"/> Not Applicable <input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
18.	Volunteer Coordinator	The club has one or more clearly designated individual (volunteer or paid staff) who is/are responsible for volunteer involvement/management. Volunteer recruitment incorporates internal and external strategies to reach out and involve a diverse volunteer base and an appropriate screening policy for all those in direct contact with young athletes (such as police checks).	<ul style="list-style-type: none"> • Relevant job description • Volunteer recruitment strategy 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
Sport Management : Governance				
19.	Mission-Vision-Planning	<p>The club has the following documentation that has been formally adopted by the membership and is reviewed on a regular basis:</p> <p>a. A mission statement and a set of values that explicitly describe the club's commitment to a high quality of developmentally appropriate programming.</p> <p>b. The club has an action plan with clearly stated strategic objectives.</p>	<ul style="list-style-type: none"> • Copy of the club's constitution/by-laws • Copy of current certificate of liability • Copy of mission and values statement • Copy of annual general meeting minutes or a copy of minutes/notes from the last strategic planning sessions in which constitution, mission and vision were most recently amended and/or ratified • Mission, vision and values statement based on the True Sport values and demonstrate the club's commitment to drive its policies, programs and practices by the principles of True Sport • The Club Action Plan or the Club Strategic Plan 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
20.	Board of Directors and Terms of Composition	<p>The board of directors:</p> <ul style="list-style-type: none"> a. holds a sufficient number of meetings annually (at least two, may be by electronic means) to ensure appropriate direction and oversight of the club's activities; b. holds at least six meetings per year (not including the annual general meeting) at which the agenda is not restricted to a specific issue or issues (e.g., appointment of officers); c. keeps proper minutes of board meetings, general meetings and record of policies that are made available to members; and d. lists the names of its members on the club's website or in other public documents. <p>The club has established policies and procedures relevant to the nomination and election of directors that includes:</p> <ul style="list-style-type: none"> a. Terms of reference and terms of office. b. Composition of the board, which is recommended to be no less than three (but preferably five or more) directors, a majority of whom should be at arm's length to each other, to the most senior staff person and/or other management staff. No employee should serve as a member of the board with voting rights. <p>The Head Coach of the club provides regular written reports to the board of directors.</p> <p>The club has attended Regional, Provincial or National Association AGM in the last two years.</p>	<ul style="list-style-type: none"> • Relevant documentation for meeting minutes, agendas, and/or communication materials promoting meetings • Relevant roles and responsibilities for person responsible for chairing, finances, completing minutes and agendas • Relevant web links or public documents publishing board members names • Relevant terms of reference for the board of directors • List of board roles and descriptions • Relevant policy on board voting and those with rights to vote • Sample reports submitted by head coach • Provide date and location of AGM and who attended 	<p><input type="checkbox"/> Not at all</p> <p><input type="checkbox"/> Work in progress</p> <p><input type="checkbox"/> Documented & used</p>
21.	Governance Documents	<p>The club has board-approved/adopted and regularly reviewed:</p> <ul style="list-style-type: none"> a. Code of ethics/conduct with which all 	<ul style="list-style-type: none"> • Copies of relevant documents such as policies and procedures • Detail how all documents are communicated to staff, 	<p><input type="checkbox"/> Not at all</p> <p><input type="checkbox"/> Work in progress</p>

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
		<p>directors, staff, coaches and volunteers (in particular those working with children and young people) are familiar and to which they adhere. The policy should include disciplinary provisions.</p> <p>b. A constitution, by-laws and/or operational policies and procedures;</p> <p>c. Appropriate insurance coverage for all members, programs and activities;</p> <p>d. Conflict of interest policy that:</p> <p>i. applies to board, staff, coaches, officials and volunteers;</p> <p>ii. provides for disclosure, review and decision on actual or perceived conflicts of interest;</p> <p>iii. describes situations where paying board members or their companies reasonable compensation for services provided to the club, other than in their capacity as a director. All legal requirements and conflict of interest obligations must be met if the club wishes to allow for this situation to be permissible.</p> <p>e. Harassment and abuse policy for the board of directors, volunteers, staff, officials, coaches, athletes, parents and members/participants</p> <p>f. Communications and privacy policy that includes:</p> <p>i. a process for dealing with complaints that is readily accessible to the membership.</p> <p>ii. a process for the management and usage of member images or videos for marketing and/or fundraising purposes.</p> <p>iii. if applicable, describes how the club uses websites and social media, including the</p>	<p>parents, coaches, athletes and volunteers</p> <ul style="list-style-type: none"> • Detail information, data collection, management and accessibility processes • Proof of participation in risk management programs such as True Sport Risk Management, HIGH FIVE®, Respect in Sport or Hockey Canada's Speak Out • Copy of Conflict of interest declarations and list of individuals who have completed it and/or meeting minutes that demonstrates board is cognizant of and effectively managing conflicts of interest • Codes of conduct reflect the True Sport values and principles • Proof of registration or incorporation 	<p>[] Documented & used</p>

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
		<p>type of information shared, responsibility and the frequency that information is reviewed.</p> <p>g. The club has a conflict resolution policy and a process through which decisions can be reviewed or appealed to a higher governing body (such as the district association, provincial sport organization, national sport organization, or the Sport Dispute Resolution Centre of Canada).</p> <p>The club is registered as a society under a provincial society act or is incorporated at the provincial or federal level as either a not-for-profit corporation or for-profit corporation.</p>		
22.	Internal Communications	<p>The club has a club handbook that is provided to all athletes/families.</p> <p>The club has an internal communications strategy.</p>	<ul style="list-style-type: none"> • • The Club Handbook can be online (link to website) or hard copy • Description of strategy 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
Sport Management: Financial Accountability				
23.	Operating Budget	<p>The club has an annual operating budget approved by the board and approved or presented at the annual general meeting. The board or a board committee reviews actual revenues and expenses versus budget.</p>	<ul style="list-style-type: none"> • Relevant annual general meeting or board/committee meeting minutes 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
24.	Annual Reporting	<p>Clubs complete annual financial statements in accordance with an acceptable accounting framework as identified by the Canadian Institute of Chartered Accountants (CICA).</p> <p>Clubs with over \$1 million in annual revenue have their financial statements audited by an independent licensed public accountant. Other clubs may have a financial review unless required by their governing legislation to have an audit. The club's financial statements are signed by two board members (e.g., board chair and chair of the audit committee or treasurer) and released to the membership within six months of year end.</p> <p>The club tracks athlete retention statistics on an annual basis.</p>	<ul style="list-style-type: none"> • Relevant documentation from previous year financial statements • Relevant documentation such as audited statements • Copy of the policy regarding reporting annual financial statements • Provide stats from previous season 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
25.	Financial Transparency	<p>The club makes the following information publicly available or available to members (e.g., on its website, in its annual report, in its financial statements) within six months of its year end:</p> <ol style="list-style-type: none"> a. total revenues; b. total expenses; and c. total expenditures on activities/programming. <p>The club also ensures a board/member approved finance policy is available online or by request from club members and includes, but is not limited to:</p> <ol style="list-style-type: none"> a. banking/signing authority; b. expense reimbursement; c. purchasing; d. athlete training/competition support where applicable. 	<ul style="list-style-type: none"> • Relevant web links • A copy of the last annual report 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
26.	Financial Obligations	All statutory remittances are made. The board or a board committee receives from management, at least quarterly, assurance that all statutory remittances have been made.	<ul style="list-style-type: none"> • Example documentation of legal remittances being submitted • Board minutes demonstrating the board's knowledge that the club/association is following legal requirements 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
Sport Management: Marketing, Recruitment and Revenue Generation				
27.	Funding and Solicitations	<p>All fundraising and recruitment solicitations by or on behalf of the club, including but not limited to team or event fundraising, and capital project campaigns:</p> <p>a. are truthful;</p> <p>b. do not make claims that cannot be upheld or are misleading;</p> <p>c. accurately describe the club's activities;</p> <p>d. disclose the club's name;</p> <p>e. disclose the purpose for which funds are requested, and;</p> <p>f. disclose, upon request; whether the individual or entity soliciting donations is a volunteer, employee, participant or contracted third party.</p>	<ul style="list-style-type: none"> • Sample marketing and fundraising documentation (including letters, promotional collateral or agreements with funders) 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
28.	Donation and Sponsorship Policies	The club has a policy established and published on how and at what amounts donations and/or sponsorships will be acknowledged. The policy should include a ban on tobacco sponsorship and outlines under which circumstances alcohol, sport drink and energy drink partnerships may be accepted (if not banned).	<ul style="list-style-type: none"> • Club policy on donations and/or sponsorship 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

#	Name	Description	Examples of Evidence	Completed
29.	Recruitment Action Plan	<p>The club has a policy and action plan with reference to:</p> <p>a. the recruitment, retention and retirement of athletes, coaches, officials, participants/members, and volunteers;</p> <p>b. the standard practices used for accepting athletes that transfer from another club;</p> <p>c. a specific membership category and pricing policy for children, young people and families, if applicable;</p> <p>d. the club ensures all programs – training and competition – take place at safe venues and use safe equipment which includes LTAD stage-appropriate modifications specified by the NSO/PSO.</p>	<ul style="list-style-type: none"> • Relevant policy and planning documentation that indicates some level of board approval • Description of programs or marketing collateral used to attract new members, volunteers or coaches • The action plan is based on the True Sport values and principles 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
30.	External Communications	<p>The club has identified an individual(s) who is responsible for:</p> <p>Media Coordination</p> <p>a. communications and media coordination that promote or market the club to the community or partners;</p> <p>Marketing Coordination</p> <p>b. a sponsorship and fundraising program that ensures the club delivers any contractual obligations specified in partnership agreements;</p> <p>c. the evaluation and reporting of the relevant strategies being used to promote the club to the board.</p> <p>d. The club produces promotional items. (i.e. brochures, flyers, business cards)</p> <p>e. The club maintains an up to date website.</p>	<ul style="list-style-type: none"> • Relevant job description detailing the individual's roles and responsibility • Copies of promotional items • Provide website address 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

Appendix A

Standard 2, Educate LTAD/CS4L: The club has identified the stage(s) of athlete development in which they deliver services, and has met *each* requirement listed for *each* stage listed in the table below.

For more information on your sport's LTAD stages, please contact your national or provincial sport organization via their website, or a sport development expert.

	Name	Description	Examples of Evidence	Completed
Physical Literacy (Active Start, FUNdamentals, Learn to Train)				
A	Multiple Sports	The club actively encourages participation in multiple sports.	<ul style="list-style-type: none"> • Program overview • Parent handout • Club statement on participation in multiple sports • Formal partnership with other sports. • Offering of programs with complimentary activities 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
B	Physical Literacy	The club's programming considers and contributes to developing physical literacy.	<ul style="list-style-type: none"> • Programming refers to LTAD principles 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
C	Modified Sport	The club delivers extensive use of modified sport and/or stage-based divisions, resulting in developmentally appropriate programming and competition.	<ul style="list-style-type: none"> • Programming refers to LTAD principles • Competition program reflects age appropriate events, duration and frequency set up by the NSO/PSO • Club demonstrates multiple group levels defined within its structure 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
D	Coach Ratios	Appropriate coach-to-athlete ratios are in place as specified by the NSO.	<ul style="list-style-type: none"> • As set in the NSO LTAD 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

	Name	Description	Examples of Evidence	Completed
Train to Train				
A	Periodization	The club applies proper periodization principles, including: <ul style="list-style-type: none"> a. linked system-wide calendars based on athlete development needs; b. adequate time for preparation and recovery; c. progression of preparatory, performance or decisive events. 	<ul style="list-style-type: none"> • A yearly planning instrument and competition calendar are advertised to members. • Parent and athlete educational opportunities are scheduled 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
B	Athlete Selection	The club's athlete selection is system-wide where equal participation and self-selection are standard until the onset of the athlete's growth spurt.	<ul style="list-style-type: none"> • A published club athlete development model or athlete pathway • Athlete selection policies and procedures 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
C	Selection Processes	LTAD-appropriate selection processes based on selective schedules and events for Train to Train are in place.	<ul style="list-style-type: none"> • A published club athlete development model or athlete pathway • Athlete selection policies and procedures 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
Train to Compete				
A	T2T Standards	Incorporates all Train to Train standards.	<ul style="list-style-type: none"> • See above 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
B	High Training	Each athlete is provided opportunities for high volume and high-intensity training throughout the year and based on LTAD standards for the sport.	<ul style="list-style-type: none"> • Copy of athlete(s) training plan which is consistent with sports LTAD program • Athlete profiles that addresses each athlete's individual strengths and weaknesses 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

	Name	Description	Examples of Evidence	Completed
C	Advanced Training	The club provides instruction and involves experts on topics such as nutrition, sport psychology, recovery and regeneration, injury prevention and injury management.	<ul style="list-style-type: none"> • Training records and presenters (accredited experts) consistent with the sport's LTAD program and Canadian Sport Centres 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
D	Competition Programs	Formal competition programs are based on annual periodized training, competition and recovery plans, and includes major national and international events for each athlete.	<ul style="list-style-type: none"> • Copies of annual periodization programs for each athlete • Programs are continually being refined and tailored to each athlete 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
Train to Win				
A	T2C Standards	Incorporates all Train to Compete standards.	<ul style="list-style-type: none"> • See above 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
B	Equipment	The club ensures that each athlete has access to world-class training methods, equipment and facilities to meet the demand of their sport.	<ul style="list-style-type: none"> • List of training facilities used in the past year • List of coaches and training methods used in the past year for each athlete 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
C	Optimal Periodization	The club provides training that utilizes periodization plans as the optimal framework of preparation.	<ul style="list-style-type: none"> • Training plan reflective of the periodization guidelines of the sport-specific LTAD plan 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

	Name	Description	Examples of Evidence	Completed
Active For Life				
A	Give Back	The club has a defined Active for Life program or pathway that might include the participant “giving back” through volunteerism or other “philanthropic means.”	<ul style="list-style-type: none"> • The club has a defined pathway that encourages Active for Life exercises • Special reference to the True Sport principle “Give Back” • The club has defined opportunities for alumni and others to “Give Back” 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
B	Training	The club’s competition programs are appropriate to the levels of training and participation based on the sport-specific LTAD models.	<ul style="list-style-type: none"> • The club is offering and/or attending sanctioned competitions that are in line with the PSO/NSO LTAD Competition Model 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used
C	Recruitment	The club has recruitment and retention strategies in place to provide opportunities to athletes/participants to remain active for life. The club has an ongoing strategy to increase participation.	<ul style="list-style-type: none"> • Surveys are conducted with members who are concluding their membership with the club • The club offers age appropriate programming or has a relationship with a program that offers training at the Active for Life stage. 	<input type="checkbox"/> Not at all <input type="checkbox"/> Work in progress <input type="checkbox"/> Documented & used

CLUB EXCELLENCE STANDARDS (V16)

Appendix B

Standard 6, Coach Training: Coaches are trained based on the LTAD stages the club services as listed in the table below.

The club has identified the stage(s) of athlete development in which they deliver services, and has met *each* requirement listed for *each* stage and *each* coaching level listed below. For more information on your sport's LTAD stages, please contact your national or provincial sport organization or a sport development expert.

Names	Physical Literacy	Train to Train	Train to Compete	Train to Win	Active for Life (any time after developing physical literacy)
Apprentice/ Assistant Coach	In-training status in ONE of: Community sport – Initiation Instruction – Beginners Competition – Introduction	In-training status in ONE of: Competition – Introduction context Instruction – Intermediate			Trained status in ONE of: NCCP Community Sport – Ongoing NCCP Instruction – Beginners NCCP Instruction – Intermediate Performers
Coach	Trained status in ONE of: Community sport – Initiation Instruction – Beginners Competition – Introduction The Coaches of Canada Charter Professional Coach (ChPC) designation	Trained status in ONE of: Competition – Introduction Instruction – Intermediate The Coaches of Canada Charter Professional Coach (ChPC) designation	Trained status in ONE of: Competition – Development Instruction – Advanced	Certified status in ONE of: Competition – Development In-Training in Competition – High Performance Trained in Competition – Development Advanced	Certified status in ONE of: NCCP Community Sport – Ongoing NCCP Instruction – Beginners NCCP Instruction – Intermediate Performers The Coaches of Canada Charter Professional Coach (ChPC) designation
Club Head Coach	Certified status in ONE of: Community sport – Initiation Instruction – Beginners Competition – Introduction and Fundamental Movement Skills Workshop The Coaches of Canada Charter Professional Coach (ChPC) designation	Certified status in ONE of: Competition – Introduction Instruction – Intermediate The Coaches of Canada Charter Professional Coach (ChPC) designation	Certified status in ONE of: Competition – Development Instruction – Advanced The Coaches of Canada Charter Professional Coach (ChPC) designation	Certified status in : Competition – High Performance Certified The Coaches of Canada Charter Professional Coach (ChPC) designation	Advanced certified status in ONE of: NCCP Community Sport – Ongoing NCCP Instruction – Beginners NCCP Instruction – Intermediate Performers The Coaches of Canada Charter Professional Coach (ChPC) designation

