



# Club Excellence

*2015 Level 1 standards*

**Managed By:**



**The Cooperative:**



**Contributors:**



**Associate Members:**





Across Canada, there are some 30,000 sport clubs that offer athletes of all ages an opportunity to practice a sport they love. These clubs operate with the help of parents, volunteers, coaches, administrators, officials and trainers who dedicate countless hours to provide athletes with a positive sport experience. While their focus is to develop athletes in a safe, fun and enriching environment, the capacity to achieve this objective can vary greatly from club to club.

The vision of Club Excellence is a network of healthy, strong and sustainable sport clubs and sport organizations in Canada. At its core, program that aims to increase the capacity of the sport delivery and management system in Canada that can deliver values-based and developmentally-appropriate programs for all athletes.

Although the standards are focused on not-for-profit clubs with a board of directors, the standard can be applied to for-profit clubs. To apply the standard to for-profit clubs, please see the accompanying notes for each applicable modification.

### Description of the Standards

The Club Excellence Level 1 standards are divided into two main areas (sport delivery and sport management) and six sub-sections (see below) to help clubs understand how they contribute to the design of an effective and efficient operation.

### Sport Delivery

Standards in this section focus on activities that offer high quality, developmentally-appropriate 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 programs which foster the long term development of athletes consistent with guidelines detailed within sport’s Long-Term Athlete Development (LTAD) model and delivered in a manner consistent with the True Sport Principles. Here the standards encourage clubs to put in place processes and policies that ensure a high quality, fun, safe and developmentally appropriate experience for all participants.

*Coaching* standards are focused on providing participants with access to



coaches with the necessary tools to prepare for, initiate and execute effective programs for the development of participants and athletes. The standards place an emphasis on safety, ethical conduct and appropriate training and certification.

## **Sport Management**

This section addresses organizational design, policies, management, and marketing. Clubs that have clear and consistent policies, stated values, and make deliberate decisions in line with their mission and move them toward their vision, will spend less time managing issues, and more time attracting/retaining volunteers and building/delivering programs. These clubs are transparent about their operations and 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 to effectively manage 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 (or equivalent governance structure), 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.

Note: throughout the standards where boards of directors have certain actions or approvals, alternate and/or equivalent governance structures may be substituted.

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<b>1. Program Delivery</b> <b>Quality Philosophy</b>	The club consistently offers high quality sport programs as demonstrated through a statement of quality available to members.
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Examples of Evidence (copy):

- A board approved statement of quality (may be mission, vision or values statement)
- Board approved handbook containing mission, vision or values statement

<b>2. Program Delivery</b> <b>Long-Term Athlete Development</b>	<b>The club can demonstrate the promotion of the following requirements to athletes, parents, officials and coaches.</b> The club is developing an awareness and understanding of the long-term athlete development for its members.
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Examples of Evidence (copy):

- Program descriptions (website, brochure, handbook, etc.)

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<b>3. Program Delivery</b> <b>Safety in the Facility/ Environment</b>	<p>The club can demonstrate, through a motion and approval from the board of directors (or for for-profit organizations, an equivalent governance structure) that the board has reviewed and approved all elements of their safety system and practices. The elements include at a minimum that the following safety requirements are met, understood, and reviewed annually by the appropriate personnel in the club:</p> <ul style="list-style-type: none"><li>• Risk management protocol and risk assessment;</li><li>• The club stipulates its requirements for first aid and first responder;</li><li>• The club and/or facility emergency action plans;</li></ul> <p>and policy or procedure for allowing athletes to return to play after injury.</p>
Examples of Evidence (copy):	<ul style="list-style-type: none"><li>• Minutes of the meeting confirming that above requirements are in place and have been updated for the current year.</li></ul>
<b>4. Program Delivery</b> <b>Accessibility and Inclusion</b>	<p><b>The club can demonstrate they have a plan to enable quality participation in sport.</b></p> <p>The club is aware that it may be approached by athletes with disabilities beyond the scope of their current operations and has a plan to address these requests should they occur or has a referral program to other local clubs who offer these services.</p>
Examples of Evidence (copy):	<ul style="list-style-type: none"><li>• Referral protocol for athletes with disabilities</li><li>• Inclusion plan to address the request</li></ul> <p>or</p> <ul style="list-style-type: none"><li>• Inclusion policy if there is programming for all participants who are interested in the clubs programs</li></ul>

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<p><b>5. Program Delivery</b></p> <p><b>Sport System</b></p> <p>Examples of Evidence (copy):</p>	<p><b>The club meets the sport-specific requirements of its national/provincial sport organization by:</b></p> <p>The club has an affiliation with the national sport organization (NSO) and/or provincial sport organization (PSO).</p> <p>One of the following:</p> <ul style="list-style-type: none"> <li>• Documentation (such as a letter or paid membership receipt) from the NSO and/or PSO</li> <li>• Club included on list of members in good standing submitted by an associate member</li> </ul>
<p><b>6. Coach</b></p> <p><b>Training and Certification</b></p> <p>Examples of Evidence (copy):</p>	<p><b>The club can demonstrate it has a process in place that has been approved by the club’s board (or an equivalent governance structure) and/or most senior staff person, to ensure that coaches:</b></p> <p>Coaches have taken or are registered for National Coaching Certification Program (NCCP) training for the teams that they are coaching. Coaches have access to training within the season when they become involved in a coaching role.</p> <ul style="list-style-type: none"> <li>• Relevant board-approved policies indicating the training requirements for coaches and the teams offered by the club</li> <li>• Training records for coaches</li> <li>• Sample tool can be downloaded within Affiliate requirement #5 (<a href="http://www.clubexcellence.com/en/declaration">www.clubexcellence.com/en/declaration</a> )</li> </ul>
<p><b>7. Coach</b></p> <p><b>Ethical Training</b></p> <p>Examples of Evidence (copy):</p>	<p>The club can demonstrate it has ensured that all coaches (assistant/coach/head) in the club have completed the module or evaluation for the NCCP’s “Make Ethical Decisions” module in the appropriate context.</p> <ul style="list-style-type: none"> <li>• Training record for coaches indicating the training has been completed (certificates, ID numbers)</li> </ul> <p>Note:</p> <ul style="list-style-type: none"> <li>• Training information can be found at: <a href="http://www.coach.ca/make-ethical-decisions-med--s16834">www.coach.ca/make-ethical-decisions-med--s16834</a></li> </ul> <p>Making Ethical Decisions training may also be included as part a sport’s coach training program for coaches trained after 2004. Public transcripts can be found at: <a href="http://www.thelocker.coach.ca/access/account/public">www.thelocker.coach.ca/access/account/public</a></p>

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#### 8. Coach

##### Athlete Safety

The club can demonstrate the following safety requirements are understood and reviewed at the start of each season by all the club's coaching team:

- Risk management protocol;
- Club and/or facility emergency action plans; and
- Policy or procedure for allowing athletes to return to play after injury.

Examples of Evidence (copy):

- Training records for all the club's coaches in relation to the required safety requirements specified above

#### 9. Coach

##### Attire

Not applicable.

Examples of Evidence (copy):

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#### 10. People

##### Management

##### People Policies

The club can demonstrate it has a screening policy and fully implemented procedure that requires a police record check and/or a vulnerable sector check for all coaches (employee or volunteer). The frequency of police check and/or vulnerable sector check for coaches must meet the club's policy and can be no less than renewal every 3 years after the initial police/vulnerable sector check.

Examples of Evidence (copy):

- Applicable screening policy/procedure including scope of policy within the volunteer and paid positions within the club
- Overall tracking system
- Examples of redacted police record check reports



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<b>11. People Management</b> <b>Roles and Responsibilities</b>	<b>The following elements are in place to ensure the clarity of roles and responsibilities within the club:</b> The club completes an approved job description for all paid staff positions if applicable, and Board of Director positions. All paid employees/staff, if applicable, (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.
Examples of Evidence (copy):	<ul style="list-style-type: none"><li>• Job descriptions for all paid staff and Board of Director positions</li><li>• Contract template typically used for paid staff and/or coaches</li><li>• Club-signed contracts for all paid positions</li></ul> <p>* note – club’s do not need to meet the above requirements for volunteer positions (even if the volunteer receives an honorarium)</p>
<b>12. People Management</b> <b>Board-Staff Accountability</b>	<b>The club can demonstrate, if the club hires staff, the board (or equivalent governance structure) is accountable in the following ways:</b> The board (or an equivalent governance structure) is accountable for the recruitment and selection of the most senior employees (i.e., CEO, Executive Director, Technical Director, Head Coach) in the club. The head coach (or equivalent) of the club provides regular reports to the board of directors. The most senior staff person, in consultation with the board of directors (or equivalent governance structure), sets and reports annual performance objectives.
Examples of Evidence (copy):	<ul style="list-style-type: none"><li>• Relevant board (or equivalent governance structure) policies and/or processes regarding recruitment, hiring practices, and hiring committees</li><li>• Board minutes (or equivalent governance structure) including reports from the head coach (or equivalent)</li><li>• Board minutes (or equivalent governance structure) pertaining to the annual performance objectives reporting</li></ul>

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<b>13. People Management Recruitment</b>	<p>The club can demonstrate a staff recruitment process is documented and managed by the board (or an equivalent governance structure), its delegate(s) or the most senior staff person.</p> <p>The club has a recruitment process for all staff and coaching positions.</p>
Examples of Evidence (copy):	<ul style="list-style-type: none"><li>• Documentation outlining board (or equivalent) involvement in the selection processes</li></ul>
<b>14. People Management Orientation</b>	<p>The club can demonstrate all new Board members (or equivalent) understand their legal and fiduciary responsibilities, exercise due diligence consistent with their duty of care, are familiar with the club's activities and fully informed of the financial status of the club.</p>
Examples of Evidence (copy):	<ul style="list-style-type: none"><li>• Bylaws, policies and procedures, employment agreements, financial statements, budgets, annual meeting minutes, liability insurance information</li><li>• Board (or equivalent for an alternate governance structure) meeting minutes discussing relevant requirements and/or copy of most recent orientation agenda with list of participants</li><li>• Signed volunteer and/or employment contracts</li><li>• Orientation materials provided to the board of directors (or equivalent for an alternate governance structure).</li></ul>
<b>15. People Management Performance</b>	<p>The club can demonstrate an annual performance assessment is formally conducted with each employee.</p>
Examples of Evidence (copy):	<ul style="list-style-type: none"><li>• Employee evaluation documents (do not share completed evaluations unless names and positions are hidden)</li><li>• Employee tracking system</li></ul>

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16. **People Management Recognition** Not applicable.

Examples of Evidence (copy):

17. **People Management Staff Compensation** Not applicable.

Examples of Evidence (copy):

18. **People Management Volunteer Coordination** Not applicable.

Examples of Evidence (copy):

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#### 19. Governance

##### Mission-Vision-Planning

The club has a mission statement and a set of values that explicitly describe the club's commitment to a high quality of developmentally-appropriate programming.

The club has made a declaration to the True Sport Principles

Examples of Evidence (copy):

- Minutes from the annual general meeting or from the last strategic planning session in which the constitution, mission and vision were most recently amended and/or ratified
- Club declaration on the True Sport website [www.truesportpur.ca/join](http://www.truesportpur.ca/join).

#### 20. Governance

##### Board of Directors and Terms of Composition

The club can demonstrate the board of directors (or equivalent governance structure):

- Holds at least four 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);
- Keeps proper minutes of board meetings, general meetings and record of policies that are made available to members; and
- Lists the names of its board of directors on the club's website and in other public documents.

The club has established policies and procedures relevant to the nomination and election of directors (or equivalent), that includes:

- Terms of reference;
- Terms of office;
- Composition of the board, if applicable, 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;
- Where the majority are not coaches within the club; and
- No employees should serve as a member of the board with voting rights.

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Examples of Evidence (copy):

- Relevant documentation for meeting minutes, agendas, and/or communication materials promoting meetings
- Relevant roles and responsibilities for the person responsible for chairing, finances, completing minutes and agendas
- Web links and other relevant public documents, publishing board member (or equivalent), names
- Relevant terms of reference for the board of directors (or equivalent), and committees
- List of board (or equivalent), roles and descriptions
- Relevant policy on board voting and those with rights to vote

## 21. Governance

## Documents

The club can demonstrate that it is in compliance with its by-laws and that the board (or equivalent) has approved/adopted and regularly reviewed policies and documentation:

1. Code of ethics/conduct which all directors, staff, coaches and volunteers are familiar with and to which they adhere, including disciplinary provisions;
2. Conflict of interest policy that:
  - Applies to board (or equivalent), staff, coaches, officials, and volunteers;
  - Provides for disclosure, review and decision on actual or perceived conflicts of interest; and
  - Describes situations where board members or their companies may be reasonably compensated 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); and
3. Harassment and abuse policy for the board of directors (or equivalent), volunteers, staff, officials, coaches, athletes, parents and members/participants;
4. Communication and privacy policy that includes:
  - A process for dealing with complaints that is readily accessible to the membership;
  - A process for the management and usage of member images or videos for marketing and/or fundraising purposes;
  - If applicable, a description of how the club uses websites and social media, including the type of information shared, responsibility and the frequency that information is reviewed; and
  - Guidelines for the management of all personal information provided by athletes and participants including who has access to the

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information, when it is submitted, and when and how it will be disposed of; and

5. 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).
6. 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.
7. The club has a constitution, by-laws and/or operational policies and procedures.
8. The club has a certificate of insurance in the club's name for all members, programs, and activities including the following minimum coverages: 2 million Commercial General Liability and 1 million Directors and Officers liability coverage and meets any PSO/NSO insurance requirements. The certificate should specify the activities covered off, for example 'all sanctioned by the club or association.

Examples of Evidence (copy):

- Relevant documents such as policies and procedures
- Detail how all documents are communicated to staff, parents, coaches, athletes and volunteers
- Proof of participation in risk management programs such as True Sport Risk Management
- Conflict of interest declarations and list of individuals who have completed it and/or meeting minutes that demonstrates board is aware of, and effectively managing, conflicts of interest
- Codes of conduct reflect the True Sport Values and Principles
- Proof of registration or incorporation and registration number
- Constitution/by-laws
- Certificate of insurance for the applicable scope of coverage or completed insurance template from club representative

Tip:

To obtain a certificate of insurance you need to contact your insurance provider or your NSO/PTSO in instances where insurance is provided through your sport's governing body.

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#### 22. Governance

##### Internal Communications

The club can demonstrate it has a general member/team notification system.

Examples of Evidence (copy):

- Notification system for cancelled team practices and updates

#### 23. Financial Accountability

##### Operating Budget

The club can demonstrate it has an annual operating budget approved by the board and/or approved and presented at the annual general meeting (or other annual meeting for clubs that may have an alternate governance structure).

The board (or alternate governance structure) reviews actual revenues and expenses versus budget annually.

Examples of Evidence (copy):

- Relevant annual general meeting or board/committee meeting minutes

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<b>24. Financial Accountability</b> <b>Annual Reporting</b>	Non-profit clubs can demonstrate that their most recent fiscal year-end financial statements have undergone a financial review or financial audit by an independent, qualified 3rd party (where 'independent third party' means not affiliated with the club as an employee or director and 'qualified' means appropriate accounting designation from a post-secondary institution) and signed by two members of the Board of Directors. The review or audit and approval of the financial statements meets club by-laws, policies, governing legislation and/or funder requirements. The review or audit report is available to members. For for-profit organizations, the financial statements are prepared and approved by the owner or equivalent.
Examples of Evidence (copy):	<ul style="list-style-type: none"><li>• Relevant governing legislation and financial policy</li><li>• Previous year financial statements signed by two board members or equivalent</li><li>• Relevant minutes from the annual general meeting showing approval of the previous year financial statements</li></ul>
<b>25. Financial Accountability</b> <b>Financial Transparency</b>	Not applicable
Examples of Evidence (copy):	



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<b>26. Financial Accountability</b> <b>Financial Obligations</b>	The club can demonstrate all statutory remittances are made and that the board or a board committee receives from management assurance that all statutory remittances have been made in accordance with applicable legislation.
Examples of Evidence (copy):	<ul style="list-style-type: none"><li>• Board <i>minutes</i> demonstrating <i>the board's</i> knowledge that the club is following legal requirements with respect to provincial and federal sales tax requirements and employee or contractor source deductions</li></ul>
<b>27. Marketing, Recruiting and Revenue Generation</b> <b>Fundraising</b>	Not applicable
Examples of Evidence (copy):	
<b>28. Marketing, Recruiting and Revenue Generation</b> <b>Donation and Sponsorship Policies</b>	Not applicable
Examples of Evidence (copy):	

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<b>29. Marketing, Recruiting and Revenue Generation</b>	<b>The club can demonstrate it has a policy and/or process and action plan with reference to the recruitment, retention and retirement of athletes, coaches, officials, participants/members, and volunteers, and the management of athlete transfers.</b>
<b>Recruitment Action Plan</b>	The club has a plan in place.
Examples of Evidence (copy):	<ul style="list-style-type: none"><li>• Description of programs or marketing collateral used to attract new members, volunteers or coaches</li></ul>

<b>30. Marketing, Recruiting and Revenue Generation</b>	<b>The club can demonstrate it has a marketing and media plan.</b>
<b>External Communications</b>	The club has a website where updated information is located, with a minimum key club contact location and a list of programs.
Evidence (copy or web link):	<ul style="list-style-type: none"><li>• Website address</li></ul>