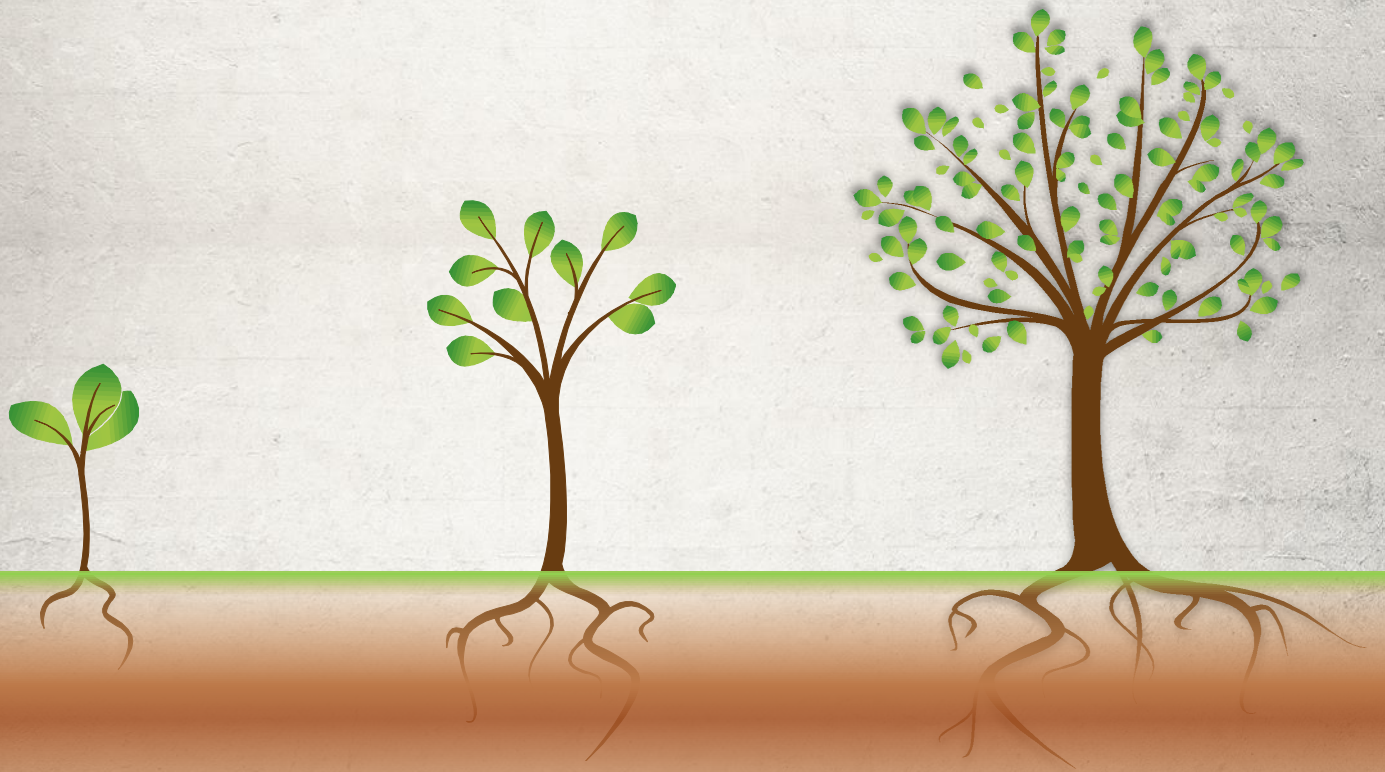




**Nurturing the roots of
Sport Development**

The Club Excellence program:

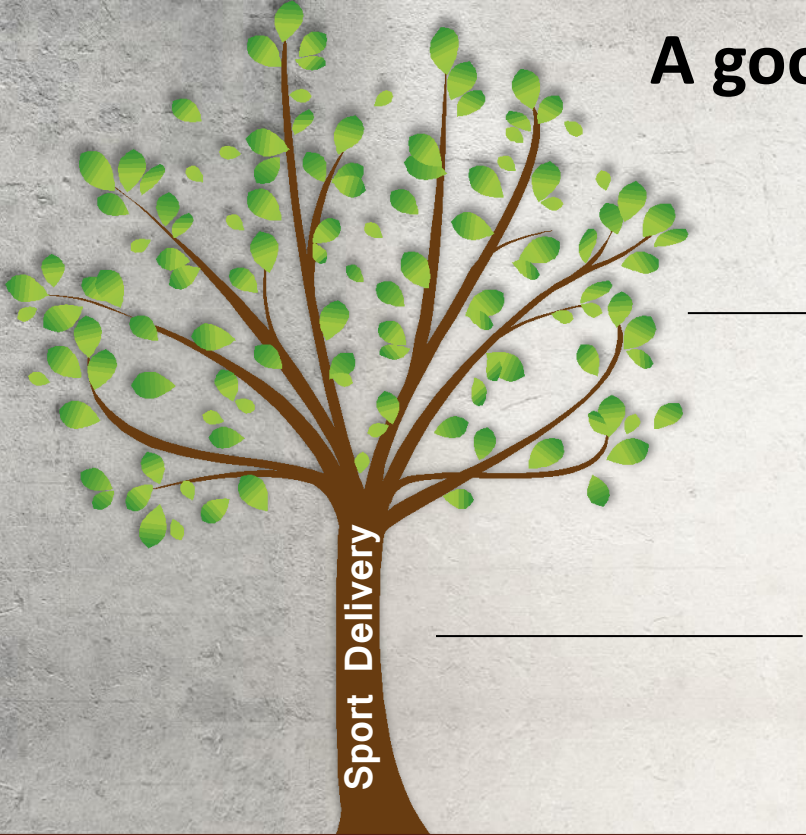
A Holistic Approach to Club Development



ClubExcellence

Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada

A good sport system starts at the roots of the club development



3. Athletes and Club Members

2. Coaches

1. Governance



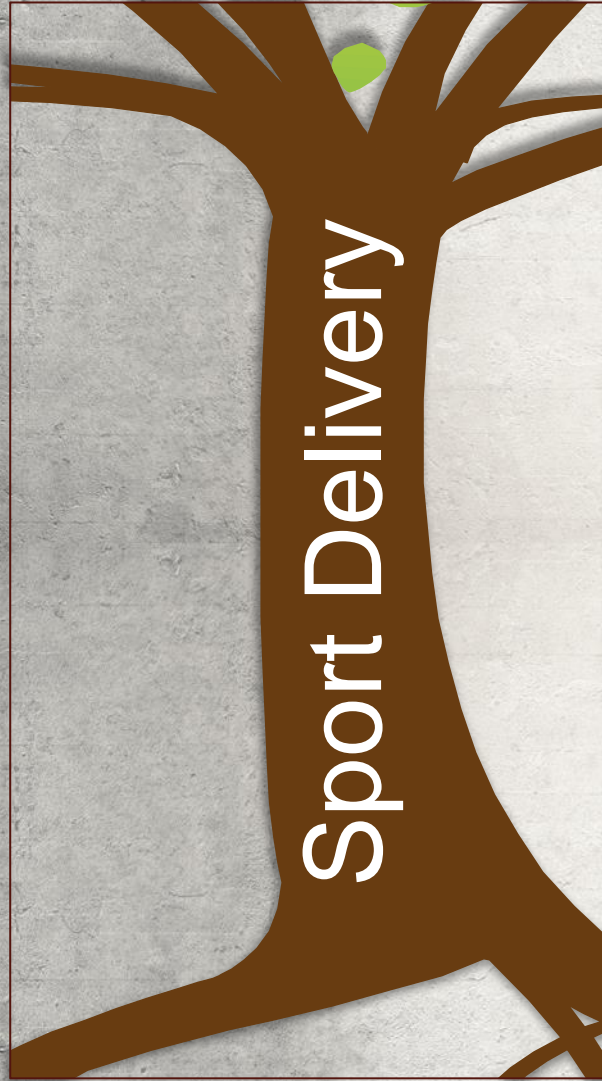
**4. Sport Governance and
Sport Delivery Partners**

Club Governance

- A good sport system starts at the roots of the club
- Club Excellence helps clubs achieve standards in sport management and sport delivery that establish the foundation for a strong sport system

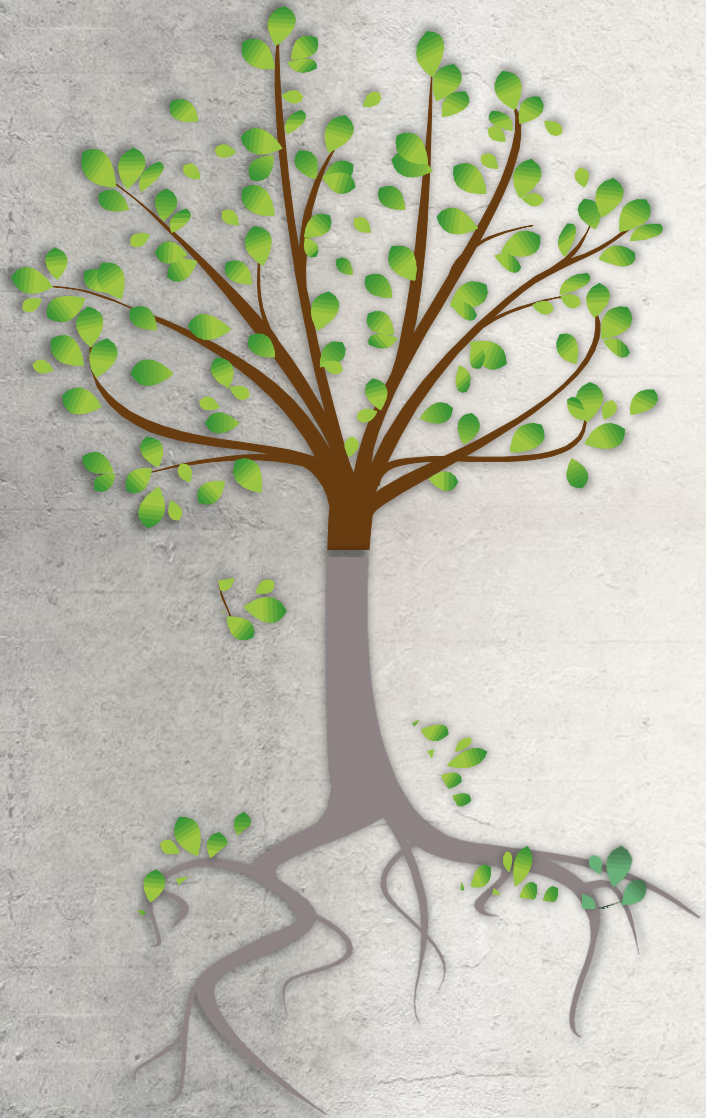


ClubExcellence



Coaching

- Coaches deliver sport curriculum
- Well supported, coaches = increased capacity to develop and deliver higher quality sport programming.
- Strong Governance = Strong sport delivery system



Athletes and Club Members

- Athlete success is a driver of sport development
- Those who have positive sport experiences are more likely to stay in sport!
- Today's young athletes are our future club coaches and volunteers



ClubExcellence

A Holistic Approach to Club Development

Sport Governance and Sport Delivery Partners

- Nurturing, supporting, feeding, creating the environment for club development
- Rewarding sport partners for doing the right thing



**A good sport system starts at the roots
of the club development**



Risk Management

Increased Capacity

Quality Assurance

The Club Excellence Standards

Sport
Delivery

Sport Management

Program
Delivery

Coaching

People
Management

Governance

Financial
Accountability

Marketing,
Recruitment
and Revenue
Generation

Increase the capacity of sport clubs and sport organizations to deliver ethically based and developmentally appropriate programs for all participants.

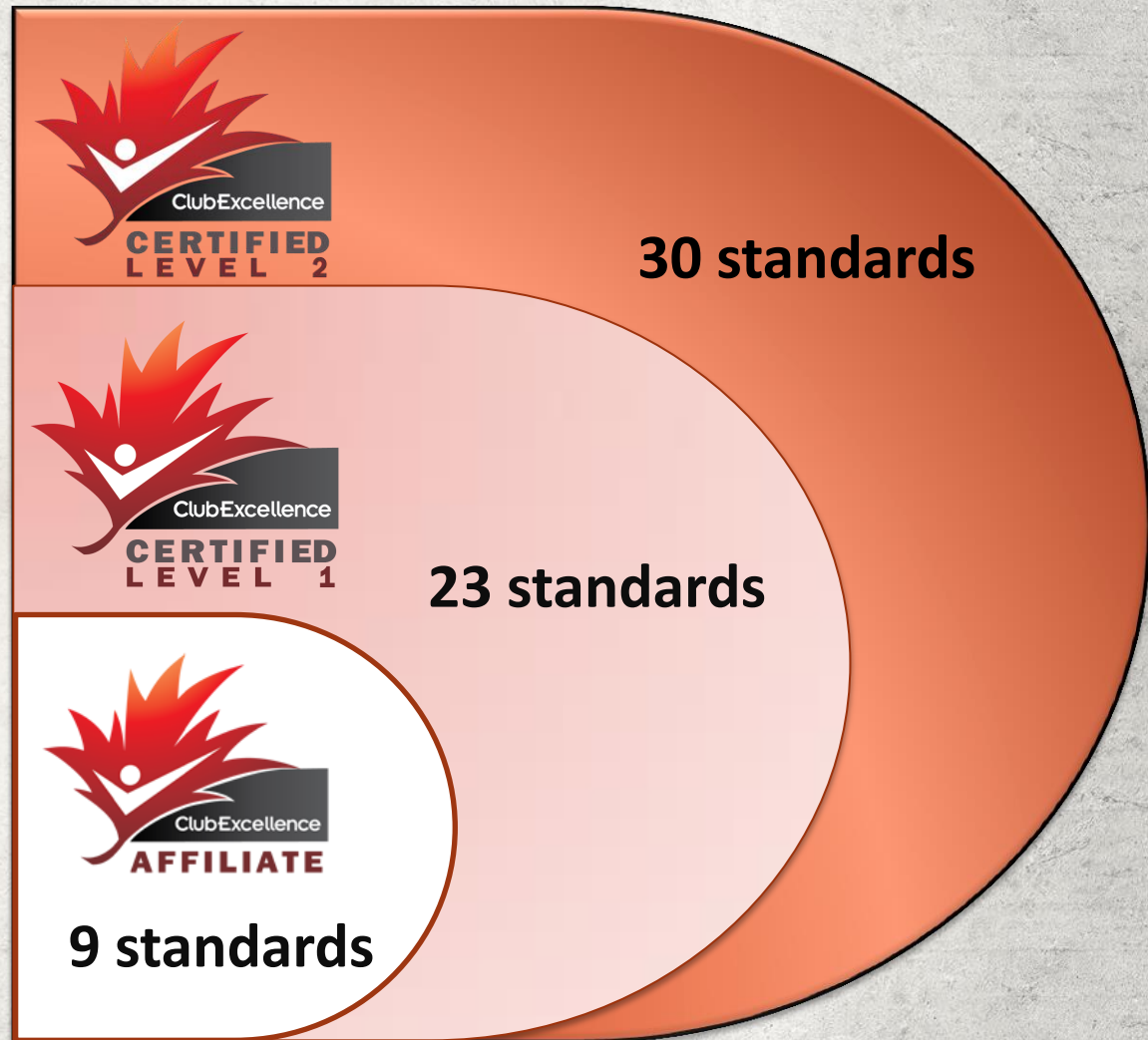


ClubExcellence

Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada

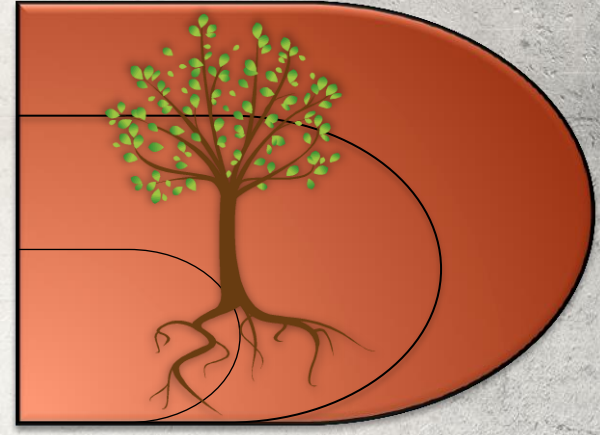
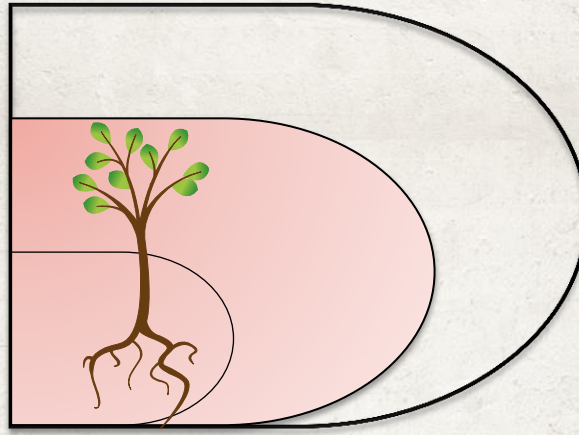
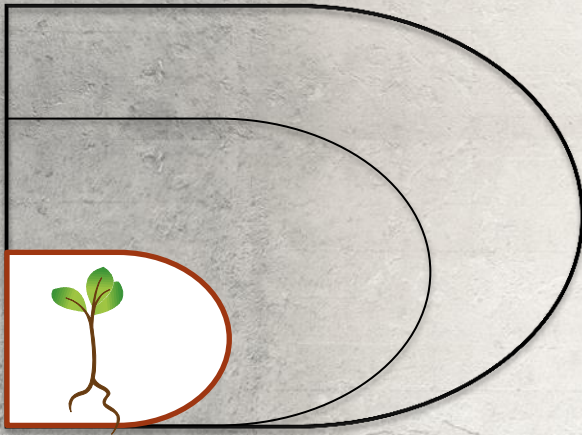
The Club Excellence Standards

Realistic,
achievable,
and accessible
pathway to club
development



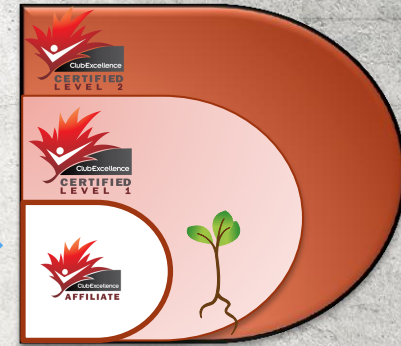
The Club Excellence Standards

Graduated levels of membership and certification supports continual club growth and development



The Standards

**START
HERE**



- The most basic standards version of the Club Excellence standards
- Offering an attainable starting point for all clubs
 - ✓ E-LEARNING
 - ✓ WEBINARS
 - ✓ WORKING GROUPS
- Self-declared by the club online (<http://clubexcellence.com/become-affiliate>)

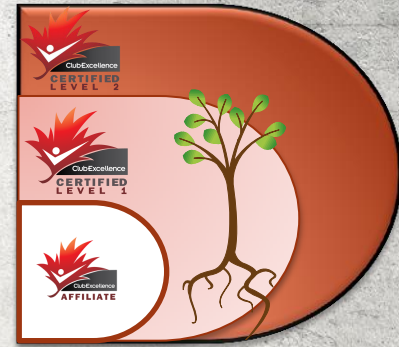


9 AFFILIATE STANDARDS

- ✓ Quality sport experience
- ✓ Athlete Program Descriptions
- ✓ Athlete Safety
- ✓ Affiliation with Sport Governing body
- ✓ Coach Training and Certification requirements
- ✓ Annual Police Record/VS Checks
- ✓ Club Policies/Procedures
- ✓ Insurance
- ✓ Financial System

The Standards

**CERTIFY
LEVEL 1**



- A comprehensive frame work for excellence in club governance
- Online application process
- Decisively fostering an environment for club culture to flourish, by creating transparency in operations for volunteers, staff and participants



23 LEVEL 1 CERTIFICATION STANDARDS

Sport Delivery

- ✓ Program Delivery (5)
- ✓ Coaching (3)

Sport Management

- ✓ People Management (6)
- ✓ Governance (4)
- ✓ Financial Accountability (3)
- ✓ Marketing, Recruitment, and Revenue Generation (2)

The Standards

**CERTIFY
LEVEL 2**



- The highest certified level of the Club Excellence standards
- A benchmark for all clubs to strive for
- Online application process



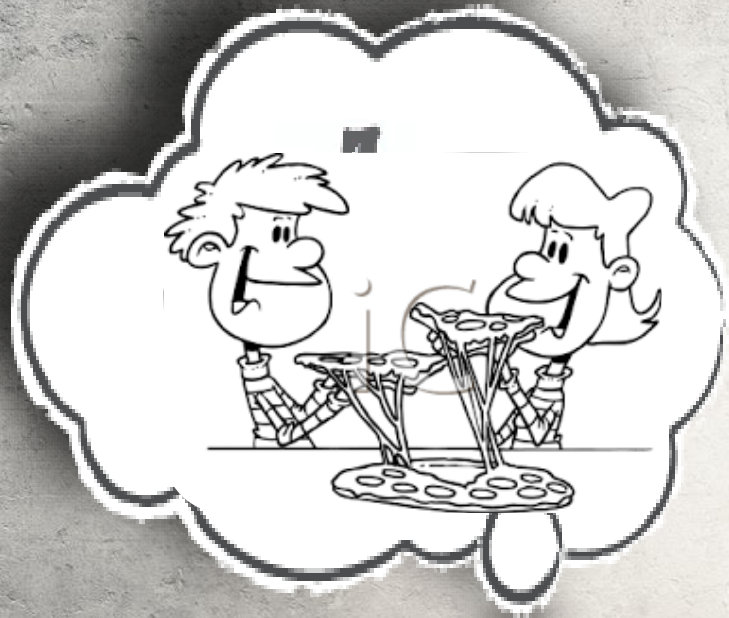
30 LEVEL 2 CERTIFICATION STANDARDS

Sport Delivery

- ✓ Program Delivery
- ✓ Coaching

Sport Management

- ✓ People Management
- ✓ Governance
- ✓ Financial Accountability
- ✓ Marketing, Recruitment, and Revenue Generation



Funded by Memberships

- **Annual Club Membership**
 - \$125 annual fee
(reg. \$167 without associate member discount)
- **Associate members:**
 - \$1750 minimum investment



ClubExcellence

Background

Governed by...



Associate Members...



Tools and Resources

**Learning Level 1:
Club Excellence E-Learning
Course**

Monthly webinars

Working groups

**Access to templates,
examples, and educational
resources**



**Work group facilitators
guide**

**Posters and club
marketing resources**



**Access one on
one support**



ClubExcellence

Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada



Club Excellence

Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada

| PROGRAM | AFFILIATION | CERTIFICATION | **E-LEARNING** | RESOURCES | TAKE ACTION | ABOUT US

E-Learning

Edit



[Home](#) » E-Learning

Club Excellence E-learning

Club Excellence E-Learning

Welcome to the Club Excellence online course!

This tool will help your club identify the areas of operation in which you are doing well, and those where some additional focus is required as you work to build your Level 1 application.

Your first step will be to complete the Gap Analysis Tool, or GAT. When you complete the GAT, your club will be given a score based on how well prepared your club is to meet the Level 1 standards. You will then receive a brief orientation to the course. As you go through each module, you will receive additional information about each standard, templates to help you complete your application and examples of submissions from other clubs. You will follow the story of a fictitious club, the Trembling Mountain Luge Club, and its members who will help you better understand your Level 1 requirements.

Be advised that this course uses your web browser to save your progress. Not all browsers save data the same way; if you leave the course, your progress may be lost.

If you require assistance with the course, please contact info@clubexcellence.ca.

[Click here to begin the course.](#)

Learning Level 1: Club Excellence Certification E-Learning Course

GAP ANALYSIS TOOL

This tool will help you determine where your club is doing well and where you need to focus your efforts as you work towards your Club Excellence level 1 certification.

For each of the following, select the statement that correctly describes your club's current status in regards to each item:

What's that?

In Development

We have one

Ours is great!

If you have part of an item or are working on it, choose "In development" as your answer.

Click "Next" to continue, or click "Start Course" to jump to the Orientation. You can still refer to and complete the GAT as you go.

Start Course

Next

RESULTS



Done

HOME

CLICK A CHARACTER TO BEGIN.



GORD GORDENSEN
Governance



CHRIS DEVANS
Program Delivery



HEATHER REESE
People Management



COACH MCBEARD
Coaching



CONNIE CAREFUL
Safety



PENNY PINSCHERE
Financial Accountability



TIFFANY PHIERSEN
Marketing

GAT SCORE: 0%

SUBMISSIONS: 0%

People Management – Roles and Responsibilities



HEATHER

Volunteers, club staff, coaches... there is a place for everyone, and everyone has a place. Having clearly defined roles and responsibilities is essential to operating any business, profit or non-profit. Those involved in the club's operations need to know what their role is with the club and what responsibilities come with the role. For paid staff, a signed contract demonstrates a confirmation of understanding of the role and its responsibilities, as well as the terms of the employment (e.g., Part time or full time, seasonal, permanent, or temporary). For the role Head Coach, a central responsibility is providing regular reports to the board of directors. Regular reporting is essential to bridge the gap between the board and staff when it comes to the ideal's and the realities in program delivery and club operations. Ensuring that there are established opportunities for open communication between the coach and the board of directors provide the opportunity to discuss issues as well review what's working well, which ultimately contributes to club growth and

TEMPLATES

Board Job Description Template

Coach Contract Template

Coaches of Canada - Sample Coaching Contract

EXAMPLES

Job descriptions for all paid staff and Board of Director positions

ADDITIONAL READING

A Guide to Employment Contracts for Coaches

Board size, structure, and roles

Developing Job Descriptions for Board Members of a Non-Profit Organization

What should I know

SUBMIT ON PORTAL

Click here to submit the following items:

☐ Board approved job descriptions for all paid staff and board of director positions

☐ Redacted contracts signed for paid staff and/or coaches or tracking sheet noting completion

☐ Board minutes (or

Back

GAT – PEOPLE MANAGEMENT

Screening policy requiring police records checks from the coaching team

What's that?

In development

We have one

Ours is great!

Board-approved job descriptions for all paid staff and board of directors positions

What's that?

In development

We have one

Ours is great!

Signed employment contracts for all paid staff positions

What's that?

In development

We have one

Ours is great!

Policy that holds the board (or equivalent leadership) accountable for the recruitment of senior leadership of the club

What's that?

In development

We have one

Ours is great!

Head coach provides regular updates during board/leadership meetings

What's that?

In development

We have one

Ours is great!

Annual performance objectives set by the Board/leadership/head coach

What's that?

In development

We have one

Ours is great!

Policy or documented process addressing the recruitment process for volunteers, staff, and coaches

What's that?

In development

We have one

Ours is great!

Annual performance assessments for all club employees

What's that?

In development

We have one

Ours is great!

RESULTS

Program Delivery



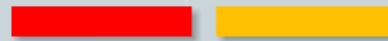
76%

Coaching



87%

People Management



37%

Governance



71%

Financial Accountability



89%

Marketing, Recruitment, and
Revenue Generation



100%

Done

HOME

CLICK A CHARACTER TO BEGIN.



GORD GORDENSEN
Governance



CHRIS DEVANS
Program Delivery



HEATHER REESE
People Management



COACH MCBEARD
Coaching



CONNIE CAREFUL
Safety



PENNY PINSCHERE
Financial Accountability



TIFFANY PHIERSEN
Marketing

GAT SCORE: 0%

SUBMISSIONS: 0%

People Management



HEATHER

The beauty of our club is the people. From our board members, to our employees, to our volunteers, we've worked hard to bring in people who reflect our club's values and believe in our mission. But the real secret to our success has been clear and consistent communication, regular training and diligent record keeping. Whether we are bringing employees up to speed on our screening policy, safety protocols or taking a new recruit through orientation, we firmly believe that keeping our people well informed, and their skill level high, keeps them engaged and at the top of their game.

GAT SCORE:

0%

SUBMISSIONS:

33.33%

**People
Policies**

**Roles and
Responsibilities** ✓

**Board-Staff
Accountability**

**People
Recruitment**

**People
Orientation**

**People
Performance**

People Management – Roles and Responsibilities



HEATHER



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- ☒ Redacted contracts signed for paid staff and/or coaches or tracking sheet noting completion
- ☐ Board minutes (or

STEP 1:
Identify your team





STEP 2:
Assess
Using the GAT

STEP 2:
Complete the
related module

STEP 3:
Create an effective
workplan

HOME

CLICK A CHARACTER TO BEGIN.



GAT – PEOPLE MANAGEMENT

Screening policy requiring police records checks from the coaching team	What's that?	In development	We have one	Ours is great!
Board-approved job descriptions for all paid staff and board of directors positions	What's that?	In development	We have one	Ours is great!
Signed employment contracts for all paid staff positions	What's that?	In development	We have one	Ours is great!
Policy that holds the board (or equivalent leadership) accountable for the recruitment of senior leadership of the club	What's that?	In development	We have one	Ours is great!
Head coach provides regular reports to the board/leadership meeting	What's that?	In development	We have one	Ours is great!
Annual performance objectives for the board/leadership meeting	What's that?	In development	We have one	Ours is great!
Policy or documented process for recruitment of staff	What's that?	In development	We have one	Ours is great!

People Management

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GAT SCORE:
0%

SUBMISSIONS:
0%

Staff
ability

People
management

Gap Analysis Tool

People Management – Roles and Responsibilities

HEATHER

Volunteers, club staff, coaches... there is a place for everyone, and everyone has a place. Having clearly defined roles and responsibilities is essential to operating any business, profit or non-profit. Those involved in the club's operations need to know what their role is with the club and what responsibilities come with the role. For paid staff, a signed contract demonstrates a confirmation of understanding of the role and its responsibilities, as well as the terms of the employment (e.g., Part time or full time, seasonal, permanent, or temporary). For the role Head Coach, a central responsibility is providing regular reports to the board of directors. Regular reporting is essential to bridge the gap between the board and staff when it comes to the club's and the realities in program delivery and club operations. Ensuring that there are established opportunities for open communication between the coach and the board of directors provide the opportunity to discuss issues as well review what's working well, which ultimately contributes to club growth and

TEMPLATES	EXAMPLES	ADDITIONAL READING	SUBMIT ON PORTAL
<p>Board Job Description Template</p> <p>Coach Contract Template</p> <p>Coaches of Canada - Sample Coaching Contract</p>	<p>Job descriptions for all paid staff and Board of Director positions</p>	<p>A Guide to Employment Contracts for Coaches</p> <p>Board size, structure, and roles</p> <p>Developing Job Descriptions for Board Members of a Non-Profit Organization</p> <p>What should I know</p>	<p>Click here to submit the following items:</p> <p><input type="checkbox"/> Board approved job descriptions for all paid staff and board of director positions</p> <p><input type="checkbox"/> Redacted contracts signed for paid staff and/or coaches or tracking sheet noting completion</p> <p><input type="checkbox"/> Board minutes (or</p>

[Back](#)

Monthly webinars Sessions

opportunities for live One on One support!



January: Getting started: Pursuing Level 1 Certification

February: Governance

March: Program Delivery + Coaching

April: People Management

May: Safety

June: Financial Accountability + Marketing



Club Excellence Work groups



Gymnastics BC
play | perform | progress

4 CLUBS



15 CLUBS



BOXING
ONTARIO

5 CLUBS



31 CLUBS



10 CLUBS



8 CLUBS

Facilitated Workgroups



ClubExcellence

How to Guide: Level 1

*A Facilitators Guide to Club Excellence
Level 1 Certification*



Ontario

Ontario Sport & Recreation Communities Fund
(OSRCF)

Version: 1

LU: 09-25-2016



Club Excellence Workgroups

Building a network of healthy, strong and
sustainable sport clubs and organizations,
across Canada



ClubExcellence

Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada

Affiliation Workbook



ClubExcellence

Affiliation Workbook

A clubs' guide to Club Excellence Affiliation

SASKATCHEWAN SOCCER ASSOCIATION

Version: 1

LU: 01-22-2017



ClubExcellence

Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada


Club Name		Affiliation process lead:				
	Area of Club Operation	Name	Email	Phone Number		
Identify your key team members:	Overall governance					
	Programming					
	Safety					
	Club administration					
	Policies					
	Human Resources					
	Finance					
Important Dates:	AGM	Season Start	Season End	Staff Training Dates		
Upcoming BOD (o.e) meetings:						
Affiliate Standard	Requirements	Requirements met?	Key person(s)	Steps to complete:	BOD (o.e) approval required?	Timeline:
		Yes/No				
1. Quality Sport Experience	Our club has available to its members/participants either a mission, vision and values statement, or a True Sport declaration at www.truesport.ca . *	-				




ClubExcellence

Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada

Advertising your Clubs commitment to delivering quality sport experience




ARES
PENTATHLON & FENCING CLUB



**PENTATHLON
FENCING
YOUTH ADULT
PARA-SPORT
INTRO & SUMMER CAMPS**

www.arespentathlon.ca

Facebook icon: Ares Pentathlon & Fencing
Twitter icon: @AresPentathlon
Email icon: info@arespentathlon.ca



DECLARATION OF AFFILIATION



The **Ottawa Sport Club** in
Ottawa, Ontario is now officially recognized as a Club Excellence
Affiliate for their declaration to achieving the necessary requirements.

Affiliation XXXX, 20XX
Date

Expiry XXXX, 20XX
Date

Quality Sport Experience | Athlete Program Descriptions | Athlete Safety
Affiliation | Coach Training and Certification | Annual Screening
Policies and Procedures | Insurance | Financial System | Club Contact Information



John Edwards
Club Excellence Cooperative

Club Excellence

means...

- I'm safer
- I'm put first
- I'm included
- I'm having fun
- I'm active for life



CLUB
LOGO



WE JOINED

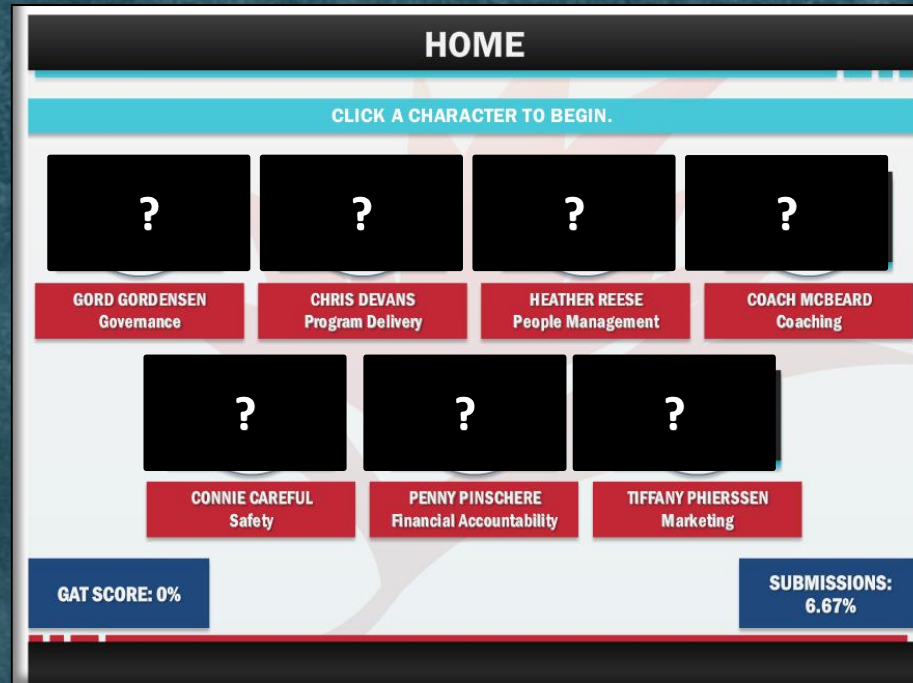


WWW.CLUBEXCELLENCE.COM @CLUBEXCELLENCE TRUE
SPORT



Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada

Club Certification is a club effort



Involved your clubs staff & volunteers in the work related to their area of expertise



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Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada

Program Success so far



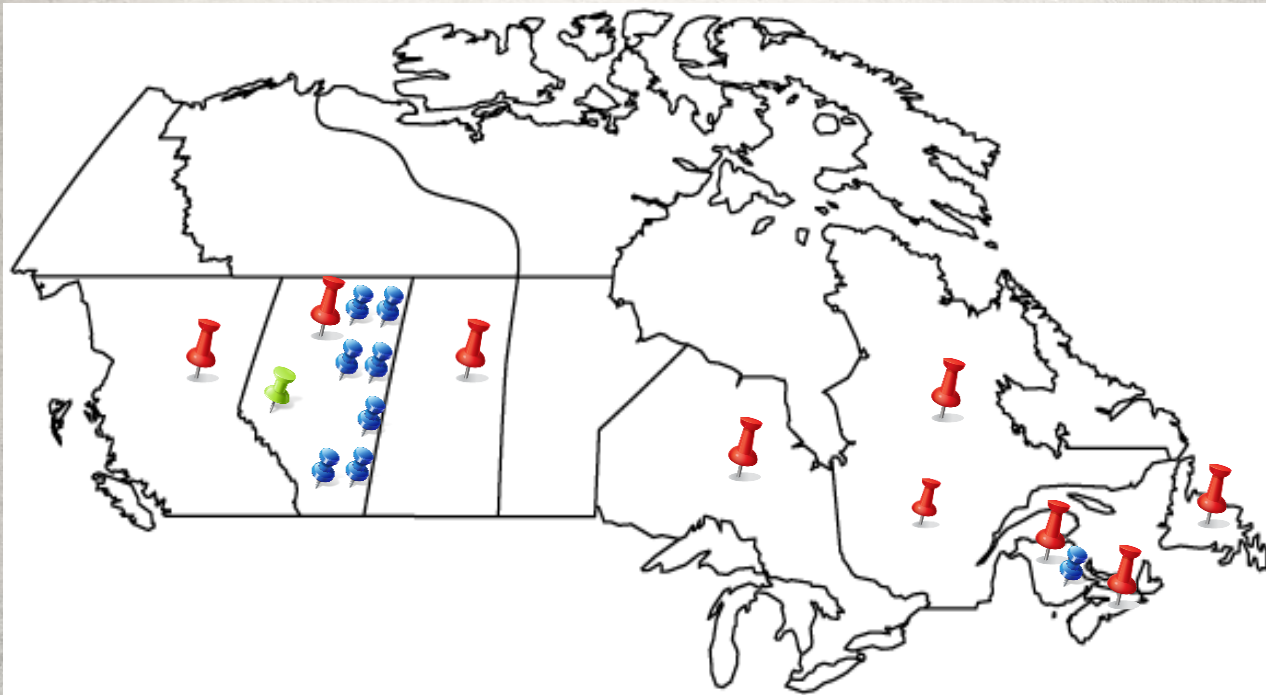
140+ participants
9 Provinces
26 Sports



11 Level 1 Certifications



1 Delivery Partner
(Repsol Sport Centre)



Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada



Opportunities to join the program



Opportunity for government ministries & agencies:

- Holistic framework for multi-sport standards-based **quality assurance** program for grassroots sport
- Increasing PTSO excellence through a multi-sport framework to introduce a revised **funding allocation policy**

Opportunity for facilities, Municipalities & sport councils:

- Catalyst for a facility's vision to redefine its resource allocation policy
- The certification standards allow facilities or municipalities to more effectively manage, differentiate and support its partners/members
- Risk management and quality assurance for stakeholders

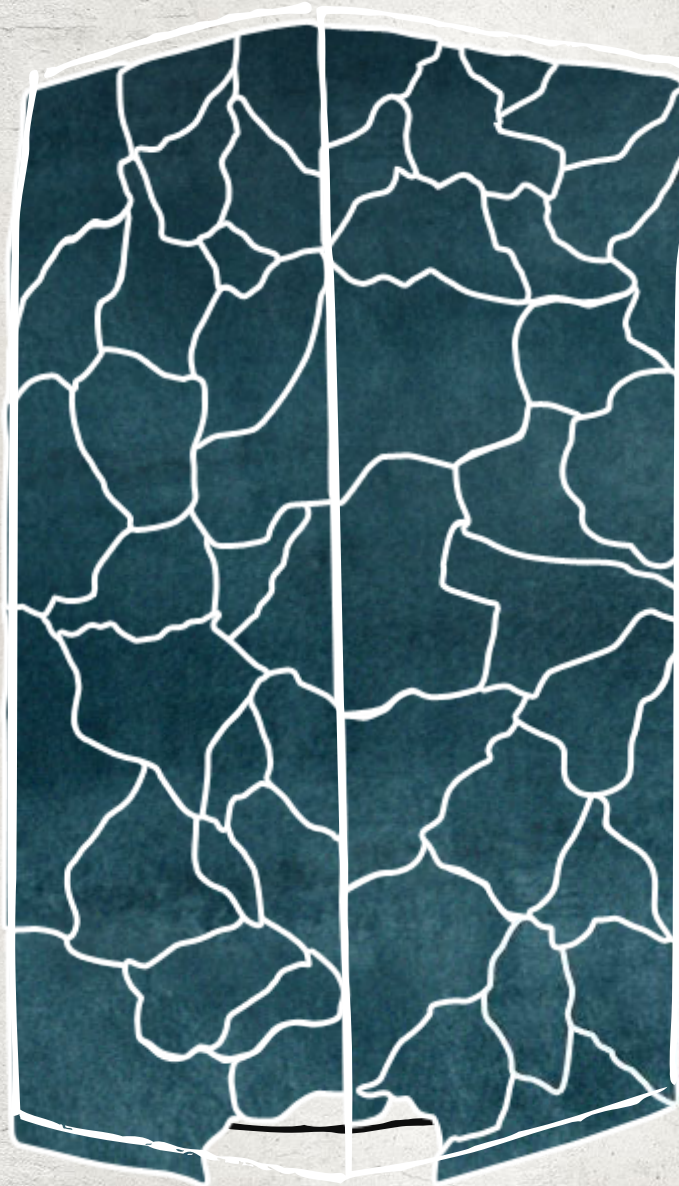


Opportunity for Canadian Sport Partners, NSO & PSO:

- Multi-sport evidence-based **vehicle to measure the implementation of programs** (LTAD, NCCP, MED, True Sport) at the grassroots level.
- It is time to **encourage clubs to also proceed with LTAD alignment through a nation-wide benchmark**



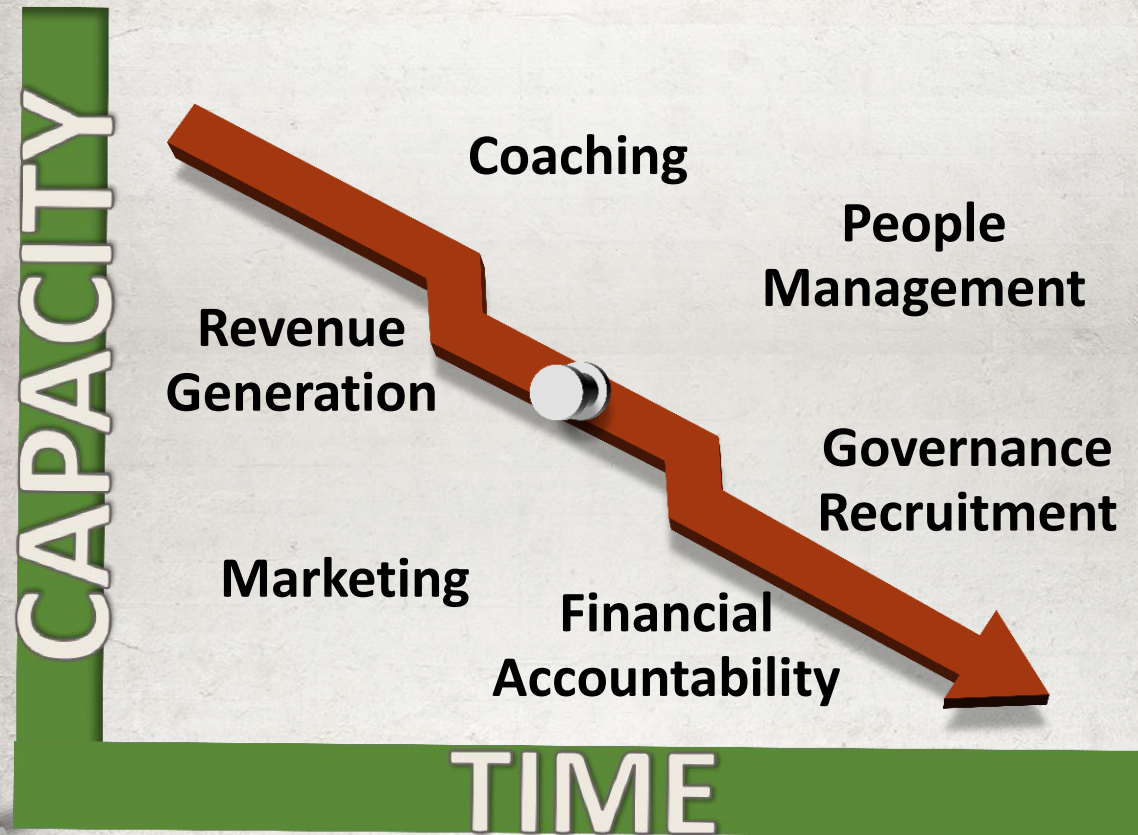
Building a framework of excellence



ClubExcellence

Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada

Implementing the Club Excellence standards creates club capacity for excellence in...



**It's about nurturing
the growth and
development of
your club...**



**...to be able to
offer the highest
quality sport
experiences to
all athletes.**



Investing in the future of your club and its members



ClubExcellence

Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada

CANADIAN **CENTRE**
FOR **ETHICS** IN **SPORT**

CENTRE CANADIEN
POUR **L'ÉTHIQUE** DANS LE **SPORT**

Amanda Burford

Program Coordinator

– Club Excellence

Coordonnatrice du programme

– Club Excellence

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+ 1 800 672 7775

Fax/Téléc + 1 613 521 3134

info@cces.ca www.cces.ca

TRUE
SPORT
LIVES HERE

SPORT
PUR
ÇA SE VIT ICI!



ClubExcellence

Building a network of healthy, strong and sustainable sport clubs and sport organizations, across Canada

A word from community sport clubs:

- Many of the requirements were informally in place, and this process has given us impetus to formalize them and create an even stronger club for years to come. We worked together as a team and, through this process, created a clear cut vision of our future which has brought us closer together.

-CALTAF Athletic Association, Club Excellence Level 1 Certified

- Club Excellence is the premiere vehicle to ensure sound governance is being practiced in clubs across Canada. Our experience as a club along the Level 1 pathway has made our club stronger as we pursue our goal of putting an athlete on the Canadian Olympic Team.

-Killarney Swim Club, Club Excellence Level 1 Certified

- Our Alignment with Club Excellence and Affiliation with their accreditation program, opens doors for us to demonstrate how we are walking the talk and how our EVAA activities in the real of non-profit rules, are contributing to the growth and sustainability of a non profit organization, which, in turn, benefits not only the athletes, but the entire sport of volleyball.

-EVAA Club Excellence Affiliate

