**Athletics Nova Scotia Club Model**

**A Framework to Build a Successful Track and Field Club**

**A close up of a logo

Description automatically generated**

**Table of Contents**

1. **Club Programming**
   1. **Club Philosophy and Values**
   2. **Coach Training**
   3. **Safe Sport**
   4. **Club Safety**
   5. **Long Term Athlete Development**
2. **Club Management**
3. **Club Organizational Chart**
4. **Coaching structure and Management**
5. **Coach’s roles, Responsibilities and Job Descriptions**
6. **Athlete Structure and management**
7. **Club Registration**
8. **Volunteer Structure and Management**
9. **Volunteer roles,** **Responsibilities and Job Descriptions**
10. **Coach and Volunteer Recruitment**
11. **Coach and Volunteer Onboarding**
12. **Coach and Volunteer Recognition**
13. **Record Keeping**
14. **Marketing and Communications**
15. **Financial**
16. **Governance**
    1. **Board of Directors**
    2. **Bylaws/Registry of Joint Stocks**
    3. **Insurance**
    4. **Policies and Procedures**
    5. **Financial**

**Club Programming**

**Club Philosophy and Values**

**Philosophy**

A club philosophy statement is an opportunity to provide the club with a sense of identity and give your current and future members a picture of what your club is all about. A club may choose to focus on a certain age groups, event groups or offer programming to all ages and events.

Some items to consider in developing a Club Philosophy statement are:

* Who are you trying to reach?
* Do you have an event group focus?
* Do you have an age group focus?
* Participation vs competitive?
* What is your overarching goal?

When developing a philosophy statement, it is important to note that it is a statement that guides the foreseeable future. Time should be taken to ensure it captures the desired pathway of your club. It can also be a valuable exercise to include your entire club membership in this process such as athletes, coaches, parents, volunteers and even alumni to ensure your members are seeing your club and its future in the same manner.

**Values**

Club values are core beliefs about how the club will behave and make decisions. They can provide a picture of standards and principles in which your club will not compromise on. These values can be a tool used to show your community and potential new members what you stand for.

Some possible values that may be relevant to your club:

* Accessibility
* Accountability
* Dedication
* Excellence
* Enjoyment
* Integrity
* Leadership
* Respect
* Teamwork

When choosing what values are important, you can choose as many as you like but it is recommended to limit your selections to 3-5 values. When your values are chosen, it is also recommended that a statement be attached to each of your values to provide more insight to what it means to your club.

Both your philosophy statement and values should be very well communicated to both your current members and potential members. This would include a prominent location of your webpage and regularly communicated and talked about within your club.

**Coach Training**

In order to ensure quality coaching within each of the clubs training groups, it is recommended that each club have a policy on coach training requirements. Not only will this help ensure quality training, it can be a selling feature of your club by promoting the fact that all your coaches meet the training standard set by your club.

At a minimum, it would be recommended that all coaches have achieved “NCCP trained” status for their coaching context. For details on what is required to be “trained” for each context, please visit the Athletics Canada or Athletics NS coaching page for more information. The following is a basic overview of what this entails to achieve “trained” status for each age group.

Coaches working with athletes aged:

5-11 – Run Jump Throw Wheel Course + Making Ethical Decision online evaluation

Junior High – Sport Coach Course + Making Ethical Decisions

High School – Club Coach Course + Making Ethical Decisions

Senior – Competition Development Course + Multi-Sport Modules (Physiology, Biomechanics, Nutrition, Planning, Strength, Injury Prevention and Recovery & Screening) + Making Ethical Decisions

**Certification**

Clubs are also encouraged to promote and support NCCP Certification. The NCCP program is a competency-based system, where coaches must display that they have the necessary competencies to be “Certified”. Coaches can be certified at any of the above contexts by completing an evaluation. Depending on the context, during the evaluation process, coaches will submit a portfolio of items as well as being observed coaching in a practice environment and competition environment (Performance Coach). For more information on coach certification, please see the Athletics Canada or Athletics NS Coaching page.

**Professional Development**

Professional development is a critical component of coach education. While the NCCP program is an excellent place to start, coaching is a lifelong journey of learning. Clubs should encourage and support coaches in coaching development beyond the NCCP program. This may include supporting your coaches to attend workshops (In person or virtual, sport specific or general), exploring many different coaches philosophies, paring your new coaches with more experienced coaches in your club.

If your club is larger in size with a lot of turnover of coaches or coaches’ assistants, you may want to consider developing an internal coaching program. This can be a basic or in depth look at the training philosophies of your club, designed at having a cohesive coaching group. This internal program can also be a great resource to help ease new coaches into your club, possibly making it more inviting for those without a background in Athletics.

**Safe Sport**

Providing a safe sporting environment at your club must be a high priority. This not only applies to athletes but to all club members including coaches and administrators. Having a safe sport policy at your club can help reassure athletes and parents about measures your club has taken to provide a safe environment.

All clubs are required to comply with the Athletics NS Safe Sport Policy. This policy requires all coaches, officials and administrators to submit background screening in the form of a vulnerable sector check, and child abuse registry check, participate in NCCP Safe Sport training and follow the Rule of Two. For more information on the Athletics NS Safe Sport Requirements, please see the [Athletics NS Safe Sport](https://www.athleticsnovascotia.ca/programs/safe-sport) page. While the Athletics NS policy is the minimum standard, clubs can require additional safe sport requirements if they choose.

**Club Safety**

EAP

Assessment

**Long Term Athlete Development**

What is LTAD?

The Long Term Athlete Development (LTAD) model is a framework for an optimal training, competition and recovery schedule for each stage of athletic development. Coaches who engage in the model and its practices are more likely to produce athletes who reach their full athletic potential.  
The LTAD model has been developed based on the research of the Canadian Sport Centres LTAD expert group. The principles of this research have been adopted by Athletics Canada as the framework for the proper management of youth and adolescent growth and development processes and identified the critical periods of accelerated adaptation to training.

[Athletics Canada LTAD Document](https://www.athleticsnovascotia.ca/sites/default/files/Documents/LTAD_EN_0.pdf)

[LTAD for Parents](https://www.athleticsnovascotia.ca/sites/default/files/Documents/CAC_7516A_11_LTAD_English_Brochure_FINAL_0.pdf)

Why clubs should practice LTAD recommendations?

The LTAD framework is designed to allow athletes to ultimately reach their full potential. One of the main outcomes of the LTAD to allow athletes to reach the High Performance level but it is also important in remaining Active for Life. Athletes who have been exposed to a multitude of physical skills during the appropriate times are much more likely to remain active throughout their lives.

Each coach that attends a NCCP Run Jump Throw Wheel, Sport or Club Coach course will go through a Long Term Athlete Development module. In addition, there are many resources available on the topic, including the [Canadian Sport for Life](https://sportforlife.ca/long-term-development/) website

**Club Management**

**Club Organizational Chart**

Club

**Coaching structure and Management**

Group divisions (age, event group etc.)

**Coach’s roles, Responsibilities and Job Descriptions**

Head Coach

The head coach of your club will be responsible for the club’s overall plan training and competitive activities of the team. This includes the division of training groups and assignment of coaches to each group and identifying the main competitive events applicable to the club.

Coach education and development will be another responsibility of the head coach. This may include ensuring staff coaches have appropriate training, encouraging and potentially organizing professional development and in some cases, developing an internal coaching and orientation program for new and existing coaches.

* Oversee all training and competitive activities of team
* Will oversee the assignment of athletes to team coaches
* Recruitment and training of assistant coaches
* Develop short and long term athlete development plan
* Develop annual coach development plan for club
* Develop plan for succession
* Ensure that team Executive is aware of competitive and coach development plans including associated costs
* Ensures sport programs are safe, fun and are in line with the mission and values of Athletics Nova Scotia

Staff Coaches

The staff coaches who have been assigned by the head coach will lead their respective groups. They will be responsible for developing training plans, overseeing practice and being the main contact for their respective groups. Staff coaches will work with the head coach to ensure values of the club are being exhibited in their group.

* Partners with head coach to develop training and competitive plan
* Leads practice
* Oversees the training of assigned athletes
* Serves as a resource for all team athletes
* Strives to continually gain knowledge
* Works towards coaching certification

**Athlete Structure and management**

**Athlete Groupings**

Clubs will need to organize their athletes into their respective training groups. This is going to vary greatly due to many factors including overall club size, event groups offered, age groups, available coaches and available training times.

A sample of how training groups could be broken down is shown below. There are unlimited possibilities based on your clubs scenario.

Smaller Club

Run Jump Throw Wheel

Sprints/Hurdles (all ages)

Middle Distance/Distance (all ages)

Jumps (all ages)

Throws (all ages)

Larger Club

Run Jump Throw Wheel

Sprints/Hurdles – U14/U16

Sprints/Hurdles – U18+

Middle Distance/Distance (U16+)

Jumps (all ages)

Throws (all ages)

**Training structure (days week/months/year etc.)**

When choosing a training structure for your club, it is important to understand the groups of athletes in your club or anticipate who will be in your club. As an example, if most of your athletes are multi-sport athletes that participate in winter season sports, it may make sense to offer seasonal programming or limited programming during the indoor track and field season.

The number of days per week will also be impacted by the group of athletes within your club. Most clubs will hold training sessions from 1-4 times per week. A clubs Run Jump Throw Wheel group may be once weekly while the oldest, performance oriented training group may train 4 days per week, with all other groups somewhere in between.

The key questions to ask while determining your training structure are:

* Who are my athletes?
  + Multi-sport
  + Participatory
  + Performance oriented
  + Age
* What is the interest and availability of your coaching staff?
* What outdoor facilities do you have access to?
* Do you have access to indoor training facilities?

**Competition structure**

When looking at competitions, it can be valuable for your club to take some time to determine where competitions fit into your programming. This will vary depending on your outlook of the club and the group of athletes you have.

Some of the items to discuss as a club:

* What are our key competitions we will focus on? This may even vary by event or age group within your club.
* How will our club register for meets?
  + Clubs register/pay for each meet as a group via the club register and designate 1 person to pick up team registration package at each meet
  + Have athletes register and check-in individually for each meet
  + You may choose option 1 for some major meets and option 2 for smaller events
* Will your club promote out of province meets?
* Will your club try to coordinate travel and accommodations for events where this will be required?

**Club Registration**

Athletics NS Registration

* Athletics NS event discount
* Eligible to participate in provincial teams, national/international events, and athlete funding
* Training camps/ Skill sessions
* Eligible for annual awards/years of service recognition
* Provincial/ National Ranking
* Coaching resources and funding
* Coach certification
* Coaching skills sessions
* Support for Clubs (development, funding, etc)
* Support for clubs who want to host a meet
* Certification, mentorship and evaluation for Officials with Athletics NS
* Full Insurance coverage
* Travel discounts
* [Sport NS Travel Program](http://www.sportnovascotia.ca/EventsPrograms/SportNovaScotiaTravelProgram/tabid/973/Default.aspx)
* Exclusive Merchandise

Club registration

All clubs must be a registered club with Athletics NS. This provides your club with access to insurance coverage, provincial and national listing for rankings, club updates and voting rights at the Athletics NS Annual General Meeting. Clubs will assign a club register, who will be responsible for athlete registrations in the online portal. To register a new club, please contact [athletics@sportnovascotia.ca](mailto:athletics@sportnovascotia.ca) for more information. Existing clubs can renew their membership via the online portal.

Competition registration

All registration for competitions takes place on [TrackieReg](https://www.trackie.com/online-registration/) which includes registering for specific events, payment collection and competition information. When registering for competitions, it is recommended that clubs register as a group and picking up your competition number as a club at meets. This expedites the check-in process at meets. Clubs do have the option of having athletes register themselves as individuals for meets and checking in at the meet individually. Upon arrival at the meet, athletes either check-in with their club register to receive their competition number or with the meet registration table, opening on how your club chooses to register for the meet.

Competitive travel

**Volunteer Structure and Management**

A successful club will have several volunteers who can be used to share the workload in operating any club. This is a key item that can be often overlooked, with the workload falling on a small group, which is untimely not sustainable. The number of volunteers required will vary greatly from club to club and influenced by many factors such as the size of your club, number of training months per year, if club travels/registers as a group for competitions etc. Some of the more common volunteer roles are listed below. Depending on your club, you may have more or less volunteers and in some cases, one person may cover more than one role.

**Volunteer** **roles,** **Responsibilities and Job Descriptions**

Volunteer manager – The volunteer manager would organize and manage the club’s volunteers, ensuring each volunteer has a clear roles and responsibilities. This is an important piece of attracting volunteers to your club. When roles are clearly defined with estimated time commitments, it is much easier to fill volunteer positions. The volunteer manager would also play a role in recruiting new volunteers and supporting where necessary.

Registrar

Clothing Manager

Club Statistician

Social Media

Marketing and Communications

Main streams?

Community Engagement

Making yourself known in the community

**Coach roles,** **Responsibilities and Job Descriptions**

The club coaching requirements will be determined by the athlete structure/grouping discussed previously. A summary of the questions to ask to determine your coach requirements are below.

* How many groups do you have?
* How are they split by event group?
* What are the different age groups?
* How many coaches are needed for each group?
* Are some coaches only available on a part-time basis?
* Is there a coaching backup plan for situations where the main coach is not available?

**Coach Recruitment**

Where do your coaches and volunteers come from?

Methods of recruiting

**Coach and Volunteer Onboarding**

Training process for those new to club

**Coach and Volunteer Recognition**

How are you showing appreciation?

**Financial**

Club, facility, equipment fees

Honorariums

Travel

Coach PD

Fundraising

**Governance**

**Board of Directors**

What does Board of Directors do and their importance?

Board of Director Positions

* President
* Vice President
* Past President
* Treasurer
* Registrar / Secretary
* Fundraising
* Social Media
* Programs
* Statistician
* Coaching Director
* Members at Large
* Head Coach

Job Descriptions

Recruitment and Training

**Bylaws and Registry of Joint Stocks**

Each club should establish bylaws for themselves and register with the Registry of Joint Stocks. This will not only protect your club name, but will also help keep you club accountability to its annual general meetings and board of directors and open you up to the opportunity to seek government funding and sponsorship.

The Athletics NS bylaws have been vetted through the Province and can be found here: <https://athleticsnovascotia.ca/sites/default/files/ATHLETICS%20NOVA%20SCOTIA%20BY%20LAWS%202017.pdf>

These bylaws can be used and modified for your club.

To registry with the Registry of Joint Stocks, you will first decide what legal structure works for you, reserve your name and registry your club at this link: <https://beta.novascotia.ca/register-business-or-non-profit-registry-joint-stock-companies-step-step>

To see a schedule of fees for the Registry, visit: <https://beta.novascotia.ca/sites/default/files/documents/1-359/schedule-fees-payable-registrar-joint-stock-companies-en.pdf>

Athletics NS staff are available to help you through this process.

**Insurance**

*Liability Insurance*

Every registered member of Athletics NS through Trackie will be covered under the Athletics NS Liability Insurance. Each athlete, coach, board members, associate or volunteer with your club MUST be registered in Trackie. A portion of the fees collected by Athletics NS each year, per member, goes towards paying for the liability insurance. Rental facilities and other groups may request a copy of your liability insurance from time to time. A copy of the insurance certificate is available by emailing [athletics@sportnovascotia.ca](mailto:athletics@sportnovascotia.ca)

The Athletics NS Liability Insurance covers all SANCTIONED training and competition at sites of events or club training and includes the following:

General Liability of $5 million per occurrence

Products and Completed Operations of $5 million

Tenants Legal Liability of $250,000

Non-owned automobiles of $5 million

Directors and Officers Wrongful Acts of $1 million

Damage to Hired Autos of $40,000

Abuse of $5 million

The liability insurance includes a **VIRUS, BACTERIA, DISEASE AND CONTAGION EXCLUSION**

This Insurance Policy provides no coverage for any Claim in any way caused by, arising out of or resulting from any virus, bacteria, disease or contagion, including that designated as such by any of the following:

1. A. a Federal, Provincial, Territorial or Municipal authority or agency;
2. B. a Minister of the Federal, Provincial or Territorial Crown;
3. C. a person occupying the position of Chief Medical Officer of Health (or similar position) of a Province, Territory or Municipality;
4. D. the World Health Organisation;
5. E. the Center for Disease Control/Centre for Disease Control of
6. i) Canada or any Canadian Province or Territory;
7. ii) the United Kingdom of Great Britain and Northern Ireland; or
8. iii) of the United States of America and any American State or Territory.

For purposes of this Endorsement, virus, bacteria, disease or contagion so designated shall include:

1. a) any derivative, mutation or variation of the virus, bacteria, disease or contagion;
2. b) any fear or threat of the spread of the virus, bacteria, disease or contagion;
3. c) any failure to prevent, contain or eradicate the virus, bacteria, disease or contagion.

For purposes of greater clarity the following are examples of virus, bacteria, disease or contagion that are excluded by this endorsement:

1) Coronavirus disease (COVID-19);

2) Severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2);

3) Ebola;

4) Avian Influenza (Avian Bird Flu); and,

5) Legionella (L\_e\_g\_i\_o\_n\_n\_a\_i\_r\_e\_’s\_ \_D\_i\_s\_e\_a\_s\_e\_)\_.

*Equipment Insurance*

All clubs that own their own property or equipment MUST purchase their own individual equipment insurance to cover the replacement cost of lost items. This insurance can be purchased from any NS insurance agency. If you require the contact information for the Athletics NS insurer, please contact our office at [athletics@sportnovascotia.ca](mailto:athletics@sportnovascotia.ca)

**Policies and Procedures**

What policies should your club?

Philosophy and Values

Club Organizational Chart

Coach Job Descriptions and Expectations

Volunteer Job Descriptions and expectations

Athlete Expectations

Parent Expectations

Complaints Protocol

Safe Sport Policy

Fair Play Policy

Financial Guidelines

Emergency Action Plan

Travel Policy

Drug Free Sport Policy

Medial Policy

**Financial**