



**CANADIAN
SPORT FOR LIFE**

Provincial/Territorial Sport Organization Scorecard



Introduction

This "scorecard" is a tool for assessing organizational progress toward full integration of Canadian Sport for Life (CS4L) and Long-Term Athlete Development (LTAD). Five key areas - Leadership, Competition Programs, Development Programs, Coach & Officials Development, and Partnerships - are found on individual pages of the survey. Progress in each area is assessed using a number of CS4L-specific progress criteria.

Each criterion is scored on a scale of 0 "Minimal" to 5 "Complete". Compare the current status in your organization with the criterion descriptions in each cell, and determine which description most closely matches your current state.

This scorecard is best used by a facilitator with experience in CS4L-LTAD development who is able to independently assess levels of activity in your organization. In this case the facilitator will likely need to gather information from a number of key individuals in the organization, as well as review programs and records. Alternately, a senior volunteer or staff person with extensive CS4L experience may coordinate an internal process in which key leaders "score" the sheets appropriate to their roles, e.g. the Board of Directors may score the Leadership sheet, the Development Committee the Development Programs sheet, etc.

The "score" (0 to 5) for each criterion is simply an index of progress. Do not attempt to compare scores from different criteria or on different sheets. In many cases individual cell scores are affected by progress in other areas, perhaps areas on other sheets. There is no "pass" or "fail". As for CS4L-LTAD itself, what is important is a holistic view of the entire organization based on an evidence-based assessment of key performance areas.

This scorecard was developed in 2011. As CS4L-LTAD integration progresses throughout the Canadian sport system, the "complete" (Level 5) status of each criterion will necessarily change due to constant evaluation and improvement.

Please fill in the information below before starting the survey. Thank you!

The CS4L Leadership Team

Leadership - Rate your PTSO based on the following:

CS4L is “athlete-centered, coach-driven, system-supported”. The degree to which administrative and governance systems support and enable coaches and athletes has a major impact on ability to deliver sport effectively.

The following series of questions ask about the extent to which CS4L principles and practices are integrated into Mission, Vision and Values (MVV), organization Policy, the Governance and Staff Model, Strategic Planning (SP) and Communication.

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1. Mission, Vision, Values (MVV)

	Check
0 - Minimal - MVV are undefined or unclear and are unused. Specific problems may exist with one or more internal groups.	<input type="radio"/>
1 - Awareness - Awareness among key stakeholders of need to revise or adopt improved MVV.	<input type="radio"/>
2 - Emerging - Leaders or stakeholders identify "model" MVV elements reflecting CS4L principles. Decision to undertake general review & revision.	<input type="radio"/>
3 - Focused - Initiating collaborative system-wide process to review MVV and include CS4L focus. Evolving consensus on shared MVV emerging across system.	<input type="radio"/>
4 - Widespread - MVV now CS4L-inclusive and prominent within PTSO activity. Clubs aligning to similar MVV.	<input type="radio"/>
5 - Complete - MVV explicitly reflect CS4L, are held throughout organization & across system, are revisited periodically, & are basis for daily & long term decision-making.	<input type="radio"/>

2. Policy

	Check
0 - Minimal - PTSO has only basic corporate policies. Policy not CS4L-supportive and/or arbitrary or inconsistent.	<input type="radio"/>
1 - Awareness - Growing awareness of policy deficiencies. Searching for better models.	<input type="radio"/>
2 - Emerging - Leaders or stakeholders identify or adopt "model" policy elements reflecting CS4L principles. Decision to undertake general review, revision.	<input type="radio"/>
3 - Focused - Policy review underway to align appropriate policies (eg coaching, selection, competition) to CS4L and LTAD.	<input type="radio"/>
4 - Widespread - Policy alignment underway. Priority policies now support CS4L/LTAD implementation. Clubs starting to review & align.	<input type="radio"/>
5 - Complete - All appropriate org policies compatible with or support CS4L system-wide. Policies reviewed/updated periodically against MVV.	<input type="radio"/>

3. Governance and Staff Model

	Check
0 - Minimal - Governance dominated by local, regional or self-interests. Retention or succession issues. Organization structure may include inappropriate or little-used positions or committees. Limited staff autonomy. No support for CS4L.	<input type="radio"/>
1 - Awareness - Growing awareness of governance deficiencies, or crisis, triggers search for better models.	<input type="radio"/>
2 - Emerging - Leaders or stake- holders identify or adopt "model" governance reflecting CS4L principles. Decision to undertake general review, revision. Early champions emerging.	<input type="radio"/>
3 - Focused - Initiating collaborative system-wide process of governance review. Shared vision is a CS4L/LTAD-aligned, expertise-based governance model. Champions are being recognized.	<input type="radio"/>
4 - Widespread - Transition to CS4L/LTAD-aligned, expertise-based governance model is adopted & underway. Key Board changes in place. Champions being supported to lead change.	<input type="radio"/>
5 - Complete - Structure & staff model are expertise-based & CS4L-inclusive. Regular review of each position & individual against CS4L-inclusive performance objectives per plan. Networks of champions supported at all levels.	<input type="radio"/>

4. Strategic Planning (SP)

	Check
0 - Minimal - SP outdated, unused and/or unilaterally created by narrow group. No CS4L support or focus included in SP.	<input type="radio"/>
1 - Awareness - Awareness among leaders or key stakeholders of need to revise or adopt improved Strategic Plan.	<input type="radio"/>
2 - Emerging - Leaders or stakeholders identify needed Strategic Plan elements including CS4L principles. Decision to undertake general review, revision.	<input type="radio"/>
3 - Focused - Initiating collaborative system-wide strategic plan process. (Follows or integrates MVV & Policy review.) Shared vision is a CS4L/LTAD-focused strat plan.	<input type="radio"/>
4 - Widespread - New MVV-based CS4L-focused Strategic Plan is adopted. Starting implementation.	<input type="radio"/>
5 - Complete - SP is MVV-based, CS4L-focused. Collaborative SP process supports system alignment. SP based on SMART principles, regularly reviewed, periodically updated.	<input type="radio"/>

5. Communication

	Check
0 - Minimal - Communication plan & media (eg web-site) outdated, poorly designed, seldom updated and/or little used. Minimal LTAD content.	<input type="radio"/>
1 - Awareness - Awareness among leaders or key stakeholders of need to improve communications.	<input type="radio"/>
2 - Emerging - Leaders or stakeholders identify needed communication principles to support LTAD. Decision to undertake general review, revision.	<input type="radio"/>
3 - Focused - Communication plan and update of media platforms underway (per complete strategic plan). Focus on enabling multi-platform LTAD-focused media.	<input type="radio"/>
4 - Widespread - Communication plan and update is adopted and priority initiatives underway. LTAD prominent. Expanding to clubs, athletes & parents.	<input type="radio"/>
5 - Complete - System facilitates effective, regular, 2-way communication among stakeholders. Rich CS4L content using multi platforms supports LTAD implementation by all.	<input type="radio"/>

Competition - Rate your PTSO based on the following:

“Competition is a good servant, but a poor master”. All sport organizations support competition, but not all put effective policies and programs in place to support the intentional use of competition. Competition programs support CS4L objectives when policies ensure periodized, developmentally appropriate, meaningful competition at quality events, and when competitions are affordable and accessible and enhance system alignment between national, provincial/territorial and community sport organization goals. This series of questions asks you to reflect on the role and management of competitions in your organization.

6. Athlete Performance Data

	Check
0 - Minimal - No data collected and nothing available from partners. Little interest in data analysis.	<input type="radio"/>
1 - Awareness - Basic athlete info and competition results available but not analyzed by PTSO. Significant gaps in available data. Little or no system cooperation.	<input type="radio"/>
2 - Emerging - Data collection and analysis plan in place for PTSO. Some groups and individuals are sharing data or analysis unsystematically.	<input type="radio"/>
3 - Focused - PTSO has access to key performance data and is analyzing internally. Gaps remain in range and sources of data. Some clubs are assisting/analyzing.	<input type="radio"/>
4 - Widespread - Comprehensive data analysis program in place. Cooperation with NSO and stakeholders. Moving toward improved access and evidence-based decisions.	<input type="radio"/>
5 - Complete - Complete range of data collected from all levels of competition. Data analyzed and managed in accessible knowledge base. Information used as basis for planning and decisions at all organization levels.	<input type="radio"/>

7. Developmentally Appropriate Competition

	Check
0 - Minimal - Adult-based system: no link between athlete stage and level of challenge. Chronological age-based divisions; skill/ability mismatches. Dropout rate may be high	<input type="radio"/>
1 - Awareness - Unsystematic adoption of modified sport (e.g. small field, shorter duration or modified equipment) in some jurisdictions.	<input type="radio"/>
2 - Emerging - Basic age-based rule and policy modifications (e.g. small field, shorter duration or modified equipment) in youngest divisions system-wide. Topic for planned Competition Review.	<input type="radio"/>
3 - Focused - Review, evidence gathering, and analysis leads to planned LTAD stage-based sport modifications or divisions. Plan to expand across system.	<input type="radio"/>
4 - Widespread - Close to system-wide adoption of appropriate competition for every stage (Active Start to Train to Win and Active for Life). Implementation underway in many areas.	<input type="radio"/>
5 - Complete - Each competition has a stage-appropriate level of challenge. Extensive use of modified sport and/or stage-based divisions. Optimal development within each division; seamless pathway.	<input type="radio"/>

8. Meaningful Competition

Check

- 0 - Minimal - Competition is only understood as "winning" across system. No developmental purpose to competition.
- 1 - Awareness - Some coaches using competition for development. PTSO recognizes need for periodization and stage-appropriate competitions to promote development.
- 2 - Emerging - PTSO leads in promoting stage-based competition for development. Competition Review underway. Some clubs/coaches are supporting and/or implementing.
- 3 - Focused - PTSO Competition Review and plan to implement in place. Some clubs doing Competition Review. Widespread understanding of need.
- 4 - Widespread - PTSO, most clubs, & many stakeholders use competition intentionally for development. Focus is on club and partner (e.g. schools) implementation.
- 5 - Complete - Competition is used intentionally across system for optimal athlete development at all stages. Each event has a preparation or performance purpose.

9. Quality Events

Check

- 0 - Minimal - No connection between level of challenge, support, and infrastructure at competitions. No definition of event quality in place.
- 1 - Awareness - PTSO defines and promotes "event quality" linked to LTAD. Some clubs aligning rules and policies. Identified as topic for Competition Review.
- 2 - Emerging - PTSO leads in promoting quality levels for events and implements at Prov events. Comp review underway. Some clubs are supporting or implementing.
- 3 - Focused - PTSO Competition Review and plan to implement in place. Some clubs doing Comp Review. Widespread understanding of "quality events".
- 4 - Widespread - NSO, majority of PTSOs, & many stakeholders aligned on event quality. Focus is on club and partner (eg schools) implementation.
- 5 - Complete - Each competition has a level of support (e.g. coaches, officials) and infrastructure (facilities, equipment) appropriate to athlete stage. Event quality is matched to athlete needs and abilities system-wide.

10. Clear Development Pathways

Check

- 0 - Minimal - Little cooperation across system. Rules, programs, policies mis-aligned. No plan to close development gaps. Parent-athlete confusion.
- 1 - Awareness - PTSO promoting cooperation across system. Some clubs support aligning rules, programs, policies. Plan to close NSO-PTSO development gaps under construction.
- 2 - Emerging - Emerging cooperation across system. Some clubs, schools aligning rules, programs, policies. Focus on closing NSO-PTSO development gaps.
- 3 - Focused - Growing cooperation across system. Some clubs, schools are aligning rules, programs, policies. NSO-PTSO development gaps closed. Parental awareness.
- 4 - Widespread - Strong cooperation across system (PTSO club school etc) with rules, programs, policies aligning. Most development gaps closed at all levels. Growing parental support.
- 5 - Complete - Incremental steps of competition challenge linked to LTAD stages. Seamless progression of challenge. Athletes, coaches, and parents understand how athletes enter and progress through the competition system.

11. Properly Periodized

	Check
0 - Minimal - Competition calendars don't consider athlete development. Inadequate time for preparation and recovery. Limited progression of events. Over-competition is significant issue.	<input type="radio"/>
1 - Awareness - PTSO and NSO define and promote calendar periodization linked to LTAD. Some clubs aligning rules, policies. Identified as topic for Competition Review.	<input type="radio"/>
2 - Emerging - Emerging calendar planning cooperation across system. Some clubs, schools aligning rules & plans. Focus on resolving NSO-PTSO calendar gaps/overlaps via Comp Review.	<input type="radio"/>
3 - Focus - NSO-PTSO calendars aligned with stage-appropriate progressions in place. PTSO rules minimize impact of Nat'l calendar on T2T athletes.	<input type="radio"/>
4 - Widespread - Strong cooperation on calendar planning across system (PTSO club school etc). Most gaps/overlaps resolved (including Nat & IF) and stage-appropriate progressions in place.	<input type="radio"/>
5 - Complete - Linked system-wide calendars based on athlete development needs. Adequate time for preparation and recovery. Progression of Preparatory, Performance, or Decisive events. Over-competition is avoided.	<input type="radio"/>

12. Affordable and Accessible

	Check
0 - Minimal - Competition calendars and policies don't consider affordability and access. Cost/ access factors drive athletes away from the sport. Silo mentality.	<input type="radio"/>
1 - Awareness - NSO & PTSO promoting focus on issue. Some clubs support introduction of rules, programs, policies. Identified as topic for Competition Review.	<input type="radio"/>
2 - Emerging - Emerging cooperation across system. Scale & scope of problem documented. Some clubs, schools aligning policies.	<input type="radio"/>
3 - Focus - Growing calendar cooperation. NSO-PTSO calendars designed with regional needs in mind.	<input type="radio"/>
4 - Widespread - Strong cooperation on affordable access across system (PTSO club school etc). Many partnerships in place. Documented retention of athletes.	<input type="radio"/>
5 - Complete - System-wide progression of event fees and travel time/ cost maximizes early-stage participation. System encourages multi-sport/multi-discipline participation. This sport is an acknowledged leader.	<input type="radio"/>

13. Climate and Geography

	Check
0 - Minimal - Competition scheduling system is random and tradition-based. Little understanding of regional/ local needs.	<input type="radio"/>
1 - Awareness - NSO & PTSO identify need to adapt local, regional, national competition calendars to conditions & distribute key events among all regions. Topic for Competition Review.	<input type="radio"/>
2 - Emerging - NSO & PTSO lead in promoting regional focus recognizing climate, geography. Comp review underway.	<input type="radio"/>
3 - Focused - Growing calendar cooperation. NSO-PTSO calendars designed with regional needs in mind.	<input type="radio"/>
4 - Widespread - Strong cooperation on calendar coordination across system (club, school etc). Regional needs met 80% of time.	<input type="radio"/>
5 - Complete - Local, regional, national competition calendars adapted to Canadian conditions. Distribution of key events among all regions.	<input type="radio"/>

14. Strong Developmental Club-Team-League System Supports Event Hosting

Check

- 0 - Minimal - NSO, PTSOs, clubs and leagues competing among themselves. Resistance to hosting events. Many calendar gaps/overlaps result.
- 1 - Awareness - NSO & PTSO identify need to encourage or remove obstacles to event hosting and support clubs and leagues. Topic for Competition Review.
- 2 - Emerging - Emerging cooperation across system. Scale & scope of problem documented. Comp Review underway. Clubs engaged. Focus on building partnerships.
- 3 - Focused - PTSO Competition Review and plan to implement in place. Some clubs aligning. Policy, rule or other change initiated to support club/league hosting.
- 4 - Widespread - NSO, PTSO & many stakeholders aligned on event hosting and support for development focused clubs/leagues.
- 5 - Complete - Competition system structured to benefit development-based clubs and leagues. Clubs and leagues develop as event hosts. Calendars are designed to promote partnering.

15. Promotes System Alignment

Check

- 0 - Minimal - NSO, PTSOs, clubs and stakeholders (coaches, officials, schools, municipal recreation) at odds. Little discussion or use of LTAD as unifying framework.
- 1 - Awareness - NSO & PTSO identify need to align competition system per LTAD principles. Topic for Competition Review.
- 2 - Emerging - Emerging cooperation across system. Scale & scope of problem documented. Comp Review underway. Clubs engaged. Focus on building partnerships.
- 3 - Focused - PTSO Competition Review and plan to implement in place. Some Clubs doing Comp Review. Policy, rule or other changes initiated to support alignment.
- 4 - Widespread - NSO, PTSO & many stakeholders aligned on principles. Most development gaps closed. Focus on club- partner (eg school) implementation.
- 5 - Complete - Close alignment of club, PTSO, NSO calendars with each other, with school sport, and with P/T and Canada Games. Efficiency and resource-sharing maximized. Rules harmonized.

16. Continuous Improvement

Check

- 0 - Minimal - Lack of data, disharmony, poor communications, lack of LTAD framework: system is "stuck". No sense of building or improvement therefore no periodic review.
- 1 - Awareness - Aware of issues and planning Competition Review. Engaging stakeholders to participate.
- 2 - Emerging - Competition Review underway, issues and principles articulated. Many key stakeholders engaged.
- 3 - Focused - Competition Review completed and implementation underway. Evaluation plan and planning cycle agreed. Engaging broadening group of stakeholders.
- 4 - Widespread - Strong cooperation across whole system. Good ongoing communication between stake-holders. Gathering data/evidence for next-round improvements.
- 5 - Complete - Competition system at all levels based on clear principles, evaluated regularly using data-based evidence against clear benchmarks, and revised as needed using innovative practices. (Regular competition review.)

Development Programs - Rate your PTSO based on the following:

Sound athlete development programs don't "just happen". Development programs must be planned with reference to the developmental stage of the athletes and the way they lead into competition programs. CS4L-based development is stage- and age-appropriate from the initial participation of newcomers to sport through to both high performance and active for life. This series of questions is about participation development, athlete selection, development teams, access for athletes with a disability, use of Games and system alignment and reporting (data analysis). How well do your athlete development programs support CS4L principles?

17. Initial Participation

- | | Check |
|---|-----------------------|
| 0 - Minimal - Minimal participation development programs. Adult-based programs. No support for physical literacy, AWAD or A4L. Primary emphasis is identifying "elite athletes". | <input type="radio"/> |
| 1 - Awareness - Deficiencies in participation programs evident. LTAD seen as possible framework for new programs. NSO or PTSO creating plan. | <input type="radio"/> |
| 2 - Emerging - PTSO pilots initial LTAD-based programs for select LTAD stages (eg FUN or L2T). Leading clubs engaged. | <input type="radio"/> |
| 3 - Focused - Expanded range of participation programs for most LTAD stages being delivered by most clubs. Recruiting and training leaders. Early tracking of results. | <input type="radio"/> |
| 4 - Widespread - Coordinated NSO-PTSO-club development plan in place. Communities and leaders being engaged. Partnerships expanding. Growing participation & skills results are tracked. | <input type="radio"/> |
| 5 - Complete - Solid sport, school & municipal partnerships. Accessible, affordable activity for all stages. Qualified instructors & educated involved parents. Skills & abilities improving at all stages. | <input type="radio"/> |

18. Athlete Selection

- | | Check |
|--|-----------------------|
| 0 - Minimal - "System of exclusion". Athletes selected out early & continuously based on transient performance advantages. Destructive competition for "top talent" impedes LTAD. High drop-out. | <input type="radio"/> |
| 1 - Awareness - NSO & PTSO initiate review or discussion of deficiencies in athlete selection processes. Early leaders trying CS4L/LTAD process in some areas. | <input type="radio"/> |
| 2 - Emerging - NSO with PTSO create LTAD-based model for appropriate selection. Pre-PHV selection to "elite" teams eliminated. Pilots supported in some areas. | <input type="radio"/> |
| Focused (3) - NSO & PTSO coordinate rules, policies to implement LTAD-based athlete selection. Selection on "points chasing" (eg full-season league or Cup) eliminated. | <input type="radio"/> |
| 4 - Widespread - NSO/PTSO selection model is standardized and expanding to club levels. Recruiting and supporting champions at club level. Performance tracking data substantiates new model. | <input type="radio"/> |
| 5 - Complete - System-wide: Equal participation and self-selection are standard until PHV. LTAD- appropriate process based on selective schedules and events for T2T-T2W in place. | <input type="radio"/> |

19. Development Teams

	Check
0 - Minimal - Early selection (L2T or before) to select teams is prevalent. Team proliferation over-extends resources. Athlete fees may be high. Destructive competition among diluted teams hinders progressive focused development.	<input type="radio"/>
1 - Awareness - NSO & PTSO identify need to better-support T2C teams/programs. Identifying other issues. Initiation of review or planning to integrate LTAD principles.	<input type="radio"/>
2 - Emerging - Joint NSO-PTSO plan, policy on coordination on T2C team selection and support emerging. Pilot projects. Plan and policy for L2T, T2T in development.	<input type="radio"/>
3 - Focused - Joint NSO-PTSO plan, policy on coordination on development team selection and support for all stages in place. Pilot projects expanding. Engaging club-level leaders.	<input type="radio"/>
4 - Widespread - NSO-PTSO policies standardized and expanding to club levels. Enhanced support for T2T and T2C development teams. Creating performance tracking database.	<input type="radio"/>
5 - Complete - System-wide: Minimal use of select teams before PHV. In T2T & T2C development teams have support comparable to T2W & National Teams. Lifelong performance database facilitates seamless development.	<input type="radio"/>

20. NSO-PTSO-Club Alignment

	Check
0 - Minimal - Little or no cooperation, communication or alignment between organizations. May be competition and/or program overlaps.	<input type="radio"/>
1 - Awareness - System deficiencies identified. Some NSO-PTSO and PTSO-Club joint planning in place (eg meetings at AGM). Action plan in development.	<input type="radio"/>
2 - Emerging - Joint NSO-PTSO-Club planning formalized. Plan for engaging club level in progress (e.g. club development, incentive programs). Some pilots running.	<input type="radio"/>
3 - Focused - Joint NSO-PTSO support for club development program. Pilot projects expanding. Club-level leaders engaged.	<input type="radio"/>
4 - Widespread - NSO-PTSO-club development program expanding. Developing joint communications and decision-making methods. Coordinating policies. Expanding external partnerships.	<input type="radio"/>
5 - Complete - "Master plan" assigns roles and responsibilities; full coordination of actions system-wide. Ongoing communication facilitates agreements. Similar level of alignment with external partners.	<input type="radio"/>

21. Games

	Check
0 - Minimal - Regional, Provincial and Canada Games inconsistent uncoordinated or overlapping across system. Does not support progressive athlete development.	<input type="radio"/>
1 - Awareness - Awareness of problem. Review of Provincial and Canada Games Tech Packages against LTAD.	<input type="radio"/>
2 - Emerging - Joint NSO-PTSO planning on Games format harmonization. Use of LTAD to determine appropriate competition at each Games.	<input type="radio"/>
3 - Focused - Joint NSO-PTSO harmonized Games plan in place. Mutual support to each Games council to effect change. Data collection plan for Games participants.	<input type="radio"/>
4 - Widespread - Implementation of aligned Games. Expanding strategy to regional (eg Can Western) Games. Beginning data collection.	<input type="radio"/>
5 - Complete - Aligned, coordinated regional, Provincial, Canada and Int'l Games program results in seamless pathway for athlete development. All events at all Games comply with sport LTAD plans.	<input type="radio"/>

22. Athletes With A Disability (AWAD)

	Rating
0 - Minimal - Limited programs for AWAD. Regional, Provincial and National programs inconsistent uncoordinated or overlapping across system. No effort to create critical mass of athletes or expertise.	<input type="radio"/>
1 - Awareness - Aware of need to expand AWAD programs. Existing stand-alone AWAD program at NSO level not integrated with other programs. Some clubs offer limited AWAD programs.	<input type="radio"/>
2 - Emerging - Expanded AWAD program at PTSO level. AWAD-specific LTAD model & plan in development. PTSO supporting or promoting enhanced programs.	<input type="radio"/>
3 - Focused - AWAD-specific LTAD model is blueprint for PTSO & club programs. Coordinated Awareness & First Contact program feeds PTSO program. Improving AWAD program access to resources.	<input type="radio"/>
4 - Widespread - Aligned, coordinated Provincial and National programs with equitable AWAD access to programs, expertise and funding at PTSO, club levels.	<input type="radio"/>
5 - Complete - Aligned, coordinated local, Provincial and National programs result in seamless pathway for AWAD development. Equitable AWAD access to all programs, expertise and funding.	<input type="radio"/>

23. Active for Life/Competitive for Life

	Check
0 - Minimal - PTSO has no active role in A4L programs.	<input type="radio"/>
1 - Awareness - Aware of need to expand A4L programs. Club or private A4L programs not integrated with PTSO.	<input type="radio"/>
2 - Emerging - PTSO supporting or promoting enhanced programs. Examining how to integrate A4L with "give back" programs e.g. coach or officials development.	<input type="radio"/>
3 - Focused - Expanded range of participation & competition programs for A4L/C4L delivered by PTSO & many clubs. Recruiting and training leaders.	<input type="radio"/>
4 - Widespread - Coordinated PTSO-club programs for A4L-C4L in place. Integration with "give back" programs. Growing participation results are tracked.	<input type="radio"/>
5 - Complete - A4L-C4L programs seen as a model for others. Major driver of "give back" programs. Participation results are basis of ongoing growth strategy.	<input type="radio"/>

24. Database and Communications

	Check
0 - Minimal - No performance tracking in place. Limited, one-way top-down communication.	<input type="radio"/>
1 - Awareness - Awareness among leaders or key stakeholders of need to improve communications and develop data tracking system.	<input type="radio"/>
2 - Emerging - PTSO Communications Plan in development in collaboration with clubs. Data tracking needs identified and plan to implement initial stage in place.	<input type="radio"/>
3 - Focused - Communication plan and update of media platforms underway. Focus on enabling multi-platform LTAD-focused media. Development of basic data tracking system underway.	<input type="radio"/>
4 - Widespread - Coordinated NSO-PTSO performance database facilitates seamless athlete development. Open reciprocal communication between PTSO & clubs.	<input type="radio"/>
5 - Complete - Full-system performance database facilitates seamless athlete development & competition & Games performance. Open reciprocal communication between all stakeholders. Widespread access to expertise.	<input type="radio"/>

Coaching & Officials - Rate your PTSO based on the following:

Coaches are at the heart of athlete development, and officials ensure appropriate participation in competitions within sport rules. Coaches and officials must understand and support CS4L principles and the sport's LTAD model for CS4L to be integrated effectively. Investments in coach and officials development may be necessary. This series of questions assesses the readiness of, and your organization's support for, coaches and officials.

25. National Coaching Certification Program

- | | Check |
|--|-----------------------|
| 0 - Minimal - NCCP does not integrate LTAD or AWAD. Minimal NCCP uptake by coaches. Poor coaching practices & high coach/athlete turnover system-wide. | <input type="radio"/> |
| 1 - Awareness - New context development underway by NSO. Understand need to include LTAD & AWAD in NCCP. May still focus on technical elements over holistic view. | <input type="radio"/> |
| 2 - Emerging - Pockets of good practice and LTAD integration exist. Integration is PTSO priority. Holistic/long-term view emerging. | <input type="radio"/> |
| 3 - Focused - NCCP contexts developing and LTAD & AWAD integrated. Challenge is identifying leaders (LFs) and implementation. General adoption of long-term focus to athlete development. | <input type="radio"/> |
| 4 - Widespread - NCCP with integrated LTAD & AWAD largely complete. Strong PTSO support for delivery linked to development programs, mentoring, and increasing uptake. | <input type="radio"/> |
| 5 - Complete - LTAD & AWAD integrated into all NCCP contexts and evaluations. Facilitators have specific LTAD training. NCCP linked to sport development programs. High uptake. Club-level attitudes shifting. | <input type="radio"/> |

26. Officials Education Program

- | | Check |
|---|-----------------------|
| 0 - Minimal - Evidence of poor officiating & high turnover system-wide. Officials training does not include LTAD. | <input type="radio"/> |
| 1 - Awareness - Aware of need to improve Officials training. Some early progress. Considering including CS4L- LTAD information. | <input type="radio"/> |
| 2 - Emerging - Pockets of good LTAD practice. Integrating CS4L is a priority. NSO challenge is education program development. | <input type="radio"/> |
| 3 - Focused - CS4L/LTAD is being integrated. Challenges are expertise and | <input type="radio"/> |
| 4 - Widespread - Education program including CS4L/ LTAD largely complete. Strong PTSO support for delivery. Mentoring. Uptake increasing. | <input type="radio"/> |
| 5 - Complete - LTAD integrated into Officials training. Officials understand relation of rules, environment to appropriate athlete development. | <input type="radio"/> |

27. Coaching Leadership

- | | Check |
|--|-----------------------|
| 0 - Minimal - Coaches not engaged with system objectives. Limited cooperation. "Win at all costs" mentality with immediate-result focus prevalent. | <input type="radio"/> |
| 1 - Awareness - Coaching leaders emerging and engaged ad hoc. Start to recognize & reward good practice. CS4L/LTAD seen as possible framework. | <input type="radio"/> |
| 2 - Emerging - Division between progressive & resistant coaches emerging. LTAD widely accepted as new coach paradigm. | <input type="radio"/> |
| 3 - Focused - Solid engagement of coach leaders using CS4L/LTAD framework in key positions & committees. Champions driving change. | <input type="radio"/> |
| 4 - Widespread - CS4L coaching paradigm accepted at PTSO & many clubs. Momentum for change. Evidence of growing cooperation. | <input type="radio"/> |
| 5 - Complete - CS4L/LTAD paradigm accepted norm at PTSO & most clubs. Stage-appropriate coaching at all levels. | <input type="radio"/> |

28. Selection and Assignment

	Check
0 - Minimal - No systematic method of recruiting, selecting or hiring, & assigning coaches and officials. "Who-you-know" approach results in poor performance.	<input type="radio"/>
1 - Awareness - Aware of need to improve selection policy & procedure. Some early progress. Considering including CS4L/LTAD knowledge.	<input type="radio"/>
2 - Emerging - CS4L/LTAD knowledge adopted as criterion for selection/ assignment at PTSO level. Systematic approach under development.	<input type="radio"/>
3 - Focused - Systematic recruiting, hiring, & assigning of Provincial coaches and officials is linked to CS4L/LTAD.	<input type="radio"/>
4 - Widespread - Systematic recruiting, hiring, & assigning of coaches and officials linked to CS4L/LTAD is adopted by PTSO and some local clubs.	<input type="radio"/>
5 - Complete - Major basis of coach and official selection & assignment system-wide is CS4L/LTAD appropriateness. Growing evidence of improved performance.	<input type="radio"/>

29. Assessment and Professional Development

	Check
0 - Minimal - No systematic method of performance assessment. Limited or no opportunities for professional development supported by PTSO.	<input type="radio"/>
1 - Awareness - Aware of need to assess against performance standards. May have basic review process in place. Offering some support for professional development.	<input type="radio"/>
2 - Emerging - Systematic assessment including LTAD standards under development. Initiating formalized professional development program.	<input type="radio"/>
3 - Focused - Formal assessment including LTAD criteria exists at PTSO level. Creating performance database. Supporting professional development and developing internal professional development program.	<input type="radio"/>
4 - Widespread - Formal assessment including LTAD criteria exists at PSO level. NSO-PTSO performance database in place. Professional development program for NSO-PTSO level.	<input type="radio"/>
5 - Complete - System wide: Coach & official assessment includes LTAD, linked to database. Accessible flexible multi-mode professional development programs integrate LTAD at all levels.	<input type="radio"/>

30. Support and Coordination

	Check
0 - Minimal - No or limited support of any kind for coaches & officials. "Silos within silos" situation.	<input type="radio"/>
1 - Awareness - Identifying support deficiencies. Planning improved support and coordination.	<input type="radio"/>
2 - Emerging - Introduced staff-level support & coordination for national coaches and officials.	<input type="radio"/>
3 - Focused - All PTSO-level coaches & officials receive appropriate staff support. Developing access to IST, resources, and expertise.	<input type="radio"/>
4 - Widespread - All PTSO-level coaches & officials receive appropriate support & access to IST, resources, and expertise. Working toward club level.	<input type="radio"/>
5 - Complete - Coaches & officials receive appropriate staff support, IST, resources, compensation and access to expertise system-wide.	<input type="radio"/>

31. Communication

Check

0 - Minimal - Limited communication to coaches & officials. Silos. No openness to sharing.

1 - Awareness - Regular one-way PTSO-out communication. National coaches and officials provided access to general LTAD expertise.

2 - Emerging - Communication: regular PTSO-out and occasional "forum" style opportunities. National coaches and officials provided enhanced access to LTAD expertise.

3 - Focused - Introducing formalized regular two-way communication for coaches and officials at PTSO level. Some clubs introducing & accessing program.

4 - Widespread - Developing rich content using multi platforms. Networked communication among all levels. Engaging athletes, parents, others.

5 - Complete - Open reciprocal communication between NSO, PTSO & all clubs, coaches, officials, athletes and parents. Expertise-sharing widespread. Widespread access to external expertise.

Partnerships - Rate your PTSO based on the following:

Sport organizations sometimes find themselves limited by the degree or pace of CS4L adoption of their partners, for example, international federations, national sport organizations or community sport clubs. These organizations, like PTSOs themselves, are influenced by funding agencies, facility rights holders including municipalities, school sport, and others. Working with strong partners, and aligning partners to CS4L practices, is essential for effective sport development. These questions ask about how your partnerships are supporting CS4L integration.

32. Coordination and Planning

	Check
0 - Minimal - Little or no cooperation, communication or alignment between organizations. May be competition and/or program overlaps.	<input type="radio"/>
1 - Awareness - System deficiencies identified. Some NSO-PTSO joint planning in place (eg meetings at AGM). Action plan in development.	<input type="radio"/>
2 - Emerging - Joint NSO-PTSO planning formalized. Plan for engaging club level in place (e.g. club development, incentive programs). Some pilots running.	<input type="radio"/>
3 - Focused - Joint NSO-PTSO support for club development program. Pilot projects expanding. Club leaders engaged.	<input type="radio"/>
4 - Widespread - Developing joint communications and decision-making methods. Coordinating policy. Expanding external partnerships.	<input type="radio"/>
5 - Complete - "Master plan" assigns roles and responsibilities; full coordination of actions system-wide. Linked measurable outcomes. Ongoing communication. Similar alignment with external partners.	<input type="radio"/>

33. LTAD Implementation

	Check
0 - Minimal - PTSO planning delayed by NSO. No implementation. Roadblocked.	<input type="radio"/>
1 - Awareness - NSO LTAD model complete, now planning for implementation. PTSO aware of need to implement, seeking support.	<input type="radio"/>
2 - Emerging - PTSO beginning planning & implementation with government support. Individual PTSO-club projects identified.	<input type="radio"/>
3 - Focused - PTSO implementation underway. Some clubs now implementing LTAD programs. Harmonizing rules, policies.	<input type="radio"/>
4 - Widespread - PTSO implementation & coordination advanced. Club LTAD implementation underway.	<input type="radio"/>
5 - Complete - System-wide: LTAD model standardized. Full implementation at NSO & PTSO level. Widespread implementation at clubs. "New paradigm."	<input type="radio"/>

34. Sport Partnerships (other PTSOs, MSOs, Sport Matters Group, CS4L, True Sport, etc)

	Check
0 - Minimal - Insular/silo mentality. Few relationships with broader community.	<input type="radio"/>
1 - Awareness - Limited participation in broader sport community; infrequently attends Sport Leadership, CS4L Workshop, etc. Low engagement.	<input type="radio"/>
2 - Emerging - PTSO staff regularly participate in routine information sharing events. Few formal partnerships. Low level of contribution.	<input type="radio"/>
3 - Focused - PTSO staff & leaders participate & contribute. Several partnerships in place. Clubs follow similar pattern.	<input type="radio"/>
4 - Widespread - PTSO seen as a leader in participation and contribution to the sport community. Numerous fruitful partnerships.	<input type="radio"/>
5 - Complete - System-wide: Active partnership in broader sport community network facilitates organizational growth and learning.	<input type="radio"/>

35. Education Partnerships (school sport, phys ed, sport schools, university & college sport, teacher training)

Check

- 0 - Minimal - Insular/silo mentality. Few or no relationships with education organizations.
- 1 - Awareness - Limited attempts to engage education. May have under-utilized school programs but uptake is low.
- 2 - Emerging - PTSO staff actively seeking partnerships with education organizations to develop LTAD-based programs.
- 3 - Focused - With expert support, PTSO has developed effective school-based programs. Several partnerships in place. Clubs follow similar pattern.
- 4 - Widespread - PTSO seen as a leader in education partnerships. Numerous fruitful partnerships.
- 5 - Complete - System-wide: High level of engagement with education facilitates participation development and strengthens organization.

36. Municipal Recreation Partnerships (sport quality, multi-sport, A4L, sport for development, facility access)

Check

- 0 - Minimal - Insular/silo mentality. Few or no relationships with recreation organizations.
- 1 - Awareness - Limited attempts to engage recreation. Uptake of community programs low.
- 2 - Emerging - PTSO staff actively seeking partnerships with recreation organizations to develop LTAD-based programs.
- 3 - Focused - With expert support, PTSO has developed effective recreation-linked programs. Several partnerships in place. Clubs follow similar pattern.
- 4 - Widespread - PTSO seen as a leader in community recreation partnerships. Numerous fruitful partnerships.
- 5 - Complete - System-wide: High level of engagement with recreation facilitates participation development and strengthens organization.

37. Health Partnerships (physical literacy, health promotion, A4L)

Check

- 0 - Minimal - Insular/silo mentality. Few or no relationships with recreation organizations.
- 1 - Awareness - Limited attempts to engage health.
- 2 - Emerging - PTSO staff actively seeking partnerships with health organizations to develop LTAD-based programs.
- 3 - Focused - With expert support, PTSO has developed effective health-linked programs. Several partnerships in place. Clubs follow similar pattern.
- 4 - Widespread - PTSO seen as a leader in health partnerships. Numerous fruitful partnerships.
- 5 - Complete - System-wide: High level of engagement with health facilitates participation development and strengthens organization.

38. Other Partnerships

Check

- 0 - Minimal - Insular/silo mentality. Few or no relationships with other organizations.
- 1 - Awareness - Limited attempts to engage partners.
- 2 - Emerging - PTSO staff actively seeking partnerships with various organizations to develop LTAD-based programs.
- 3 - Focused - With expert support, PTSO has developed effective programs. Several partnerships in place. Clubs follow similar pattern.
- 4 - Widespread - PTSO seen as a leader in forming partnerships. Numerous fruitful partnerships.
- 5 - Complete - System-wide: High level of engagement with partners facilitates participation development and strengthens organization.