



# Club Operations & Planning Resource Sheet

The Club Operations & Planning Resource Sheet and Club Operations Checklist are tools that can be used to assist with season planning and day-to-day operations within your club. These resources are based on a standard winter season with a spring fiscal year end for the club; however, please adapt to suit the individual programming needs and season length of your club. Resources and links are provided throughout this document.

When required to access the Skate Canada Membership site you will need your Skate Canada log in credentials (username and password). Many resources are available in the materials catalog which requires you to be logged in. Please see item three (3) below to update administrative access for your board members.

## Post-Season – Reflect and Update *(after skating and/or the club's fiscal year end)*

### 1. Distribute customer/member survey

- It is important to seek out feedback from the membership regarding the skating season. This will help in planning for the next season.

[SKATE CANADA MANITOBA SAMPLE CUSTOMER SATISFACTION SURVEY](#)

### 2. Plan/host Annual General Meeting (AGM)

- Every club is required to hold an annual member meeting
- The club presents reports and summarizes the skating year at the AGM
- An election or acclamation for the Board of Directors also happens during the AGM
- Be sure to hold meetings and elections/acclamations as per the timelines and process requirements set out in your club by-laws/constitutions
- Circulate previous AGM minutes, reports, election information, etc... to members
- Will you be holding a club recognition event in conjunction with AGM (awards, achievements, etc...)

### 3. Register and update Board of Directors on Skate Canada Membership Site

- Once the AGM is completed, the club administrator will need to register any new board members with Skate Canada and update the Board of Directors list for the club

[SKATE CANADA MEMBERSHIP SITE](#)

### 4. Update Board of Directors or Address Change with Skate Canada Manitoba

- If there is a change to the Board of Directors or address of the club after the AGM, the club must submit these changes to Skate Canada Manitoba (SCMB) so that they can update their records and the Club Directory

[SCMB CLUB DIRECTORY UPDATE 2021-2022](#)



## 5. Schedule yearly planning meeting

- Schedule this meeting during the off-season with the entire Board of Directors including your head coach and/or program coordinator(s)
- Yearly planning meeting should focus on developing the upcoming season for the club
- Review results of the Customer Satisfaction Survey

## 6. Attend Section AGM

7. Sign and send updated constitution to Section office (if updated/amended at Club AGM)

8. Attend Skate Canada Ice Summit/AGM

## Off-Season - Planning

### 1. Hold yearly planning meeting

- During this meeting, clubs will plan and budget for the next season. Yearly planning can be spread out over a couple meetings as this process will entail many tasks and a great deal of detailed information.
- Topics to include are:

#### a) *Board Orientation - review By-laws, Policies/Procedures and Board Roles and Responsibilities*

- Orientation is especially important for new board members to ensure they know the club's management procedures and policies
- Reviewing board roles helps to keep roles fresh and reiterates the responsibilities for each member. Doing a review can be a great introduction for new board members to become familiar with different roles.
- Consider redistributing job tasks or adding training for those taking on new positions.
- If amendments are required, the proper procedure should be outlined in the by-laws and will guide the interim process. These amendments need to be ratified by the membership at the next AGM.
- If the club is missing a policy, the Board can develop and implement one for the club.
- Some current available policies, templates and resources for clubs to review and use may be found below:

#### Recommended policies (and examples):

- [Skate Canada Code of Ethics](#)
- [SCMB Code of Conduct \(page 5\)](#)
- [Universal Code of Conduct](#)
- [SCMB Code of Conduct Athletes \(page 56\)](#)
- [SCMB Conflict of Interest Policy \(page 12\)](#)
- [SCMB Discipline & Complaints Procedure \(page 15\)](#)
- [SCMB Dispute Resolution \(page 21\)](#)
- [Skate Canada National Safe Sport Policies](#)
- [Skate Canada Safe Sport Reporting \(Disputes, Injury, Misconduct\)](#)
- [Skate Canada Safe Sport Prevention \(Education, EDI, Concussions, Resources\)](#)

#### Resources for your Club:

- *Skate Canada Safe Sport Handbook Coming Soon*
- [Assessment Coordinator Resource Guide\\*](#)
- [Sanctions](#)
- [Skate Canada Programs: Requirements and Delivery Standards\\*](#)
- [Skate Canada Insurance Guide](#)
- [How to Report an Injury](#)
- [Skate Canada eLearning\\*](#)
- [Coaches Contract Things to Consider](#)
- [SCMB Standing Rules](#)
- [SCMB Bylaws](#)
- *Synchro Team Resource (Coming Soon)*
- [Skate Canada Materials Catalog\\*](#)

**b) Review customer survey**

- Valuable information that will help with member retention and membership growth can be found through the analysis of surveys.

**c) Review membership numbers and community demographics**

- Are there ways you can optimize club programming for changes in the community?
- Consider:
  - changes in the size of the community
  - skaters finishing high school and moving away for school (or say graduating skaters,.....)
  - availability of programs in the community

**d) Set budget(s)**

- Setting a financial plan for the season will help your club manage money in the present and plan for future seasons.
- Consider:
  - o facility rental (ice/rooms)
  - o coaching and staff
  - o administrative costs (online registration, credit card fees, office supplies, extra insurance, club room rental)
  - o registration/program fees income
  - o fundraising/sponsorship income
  - o Assessment days
  - o Advertising for programs/club activities such as ice show
  - o Awards, honorariums and/or incentives for Program Assistants, Volunteers, etc...
  - o Sanitation and Personal Protective Equipment (PPE)
  - o Ice show/Carnivals
    - Costumes/props
    - Music
    - Coach fees for creating programs, teaching programs, etc...
    - Food and beverage
  - o CanSkate expenses
    - Badges and ribbons
    - Report card printing
    - Administrative costs billed by coaches
    - Props
    - Name tags
    - PA training time

**e) Set program schedule**

- Setting a program schedule is a great chance for your club to optimize programming for your members. Are there possibilities of adding more ice time? Are there ways to save money and increase engagement by maximizing group time, combining sessions and using more off-ice training?
- Consider current ice allocation, club goals, options to maximize program effectiveness, and changes in membership.

[STAR 1 – 5 GUIDE\\*](#)

[CANSKATE MANUAL\\*](#)  
[SECTION 3-1](#)

[CANSKATE & CANPOWER](#)  
[MODIFIED DELIVERY](#)  
[OPTIONS\\*](#)

[CANPOWERSKATE](#)  
[RESOURCE GUIDE](#)

**g) Determine staffing needs for next season**

- Have coaching needs changed? Could the club afford a part-time administrative assistant?
- Consider the coach/skater ratio, programming and/or technical coordinators, and administrative duties
- If there is a need for additional coaches or staff, you will need to advertise the available positions. Determine where advertising should go:
  - social media, club website, Skate Canada Manitoba Coach Wanted webpage, Skate Canada job board
- Ensure that you have enough lead time for reviewing applications, interviews and negotiations prior to the desired start date
- Given that coaches may be coaching/applying at multiple clubs, ensure that job positions are posted to allow sufficient time to attract quality candidates who have opportunities in their schedule

[COACH WANTED AD](#)  
[SUBMISSION FORM](#)

[COACH WANTED AD](#)  
[WEBPAGE](#)

**h) Plan registration**

- It is important to set timelines for registration
- Consider in-person and/or online registration (include locations, dates and times)
- Sign Up for the SCMB Day
- Make sure you have a Refund Policy established and communicated
- Accident waiver
- Photo/Social media waiver
- SCMB COVID Waiver

**i) Plan and execute marketing strategy**

- Where will you advertise? (School newsletter, Childcare centers, ‘Mommy groups’)
- Who is your target market?
- Try to focus on a specific audience rather than the “general public”
- Consider multiple marketing tools including social media, club website, local media outlets, local events, flyers, and email communications



- Implementing a marketing strategy can greatly increase membership numbers

[CANPOWERSKATE POSTERS\\*](#)

[CANSKATE POSTERS\\*](#)

[STAR 1-5 POSTERS\\*](#)

[CANPOWERSKATE WEB BANNERS\\*](#)

[CANSKATE WEB BANNER\\*](#)

[STAR 1-5 WEB BANNERS\\*](#)

**j) Plan fundraising opportunities**

- For fundraisers, determine
  - o Type
  - o Time of year
  - o Goal (in terms of dollar amount)
  - o Volunteer need (if any)
  - o If you require licencing
- Here is a list of fundraiser ideas from clubs in our Section:

Wine Raffle  
Mom's Pantry  
Tiber River Party  
Kubassa sales

Bothwell Cheese  
Thirty-One  
Color Run  
Show & Save or Gold Cards

**k) Plan assessment days, events and development opportunities throughout the season**

- Identifying all the important dates on your club calendar will help keep your membership apprised of what to look forward to during the season
  - Consider competition, community event dates and holidays in your planning
  - Special days to include: Assessment (test) days, family skates, bring-a-friend days, Performance and Development Opportunities, ice shows, theme and fun days, special recognition events, etc...
  - Seminars, Ice Shows/Carnivals and FunSkates all require a sanction to be applied for
  - Assessment day requests are made through your Judges Bureau Representative (JBR)
    - During COVID all requests for events, including assessment days, are submitted to [skate.exec@sportmanitoba.ca](mailto:skate.exec@sportmanitoba.ca) for approval, and then they will be submitted to the Section Assessment Day Coordinator for approval and assignment

[ASSESSMENT COORDINATOR RESOURCE GUIDE\\*](#)

[SCMB SANCTION APPLICATION\\*](#)

**l) Plan program assistant training**

- Set dates for initial training, recurrent and follow-up/mentoring plan
- Be sure to include a promotion plan to engage your membership
- Target older skaters at the club or hockey players who need to get community service hours for high school

[PROGRAM ASSISTANT TRAINING POWERPOINT\\*](#)

[PROGRAM ASSISTANT TRAINING WORKBOOK\\*](#)

[PROGRAM ASSISTANT TRAINING CERTIFICATE\\*](#)

[PROGRAM ASSISTANT EVALUATION FORM\\*](#)

**m) Plan volunteer recruitment and succession strategy**

- Volunteers are integral to club operations. How will you engage and recruit volunteers for the season?
- Determine when and where volunteers are needed and develop postings for those opportunities.

**n) Devise a communication plan**

- It is important to plan when you will communicate with members. How will you keep members informed?
- Consider parent meetings (virtual or in-person), paper or digital newsletters, social media, text services, bulletin boards, information tables, etc.

[CANSKATE MANUAL - PARENT INFORMATION SESSIONS PAGES 3-17\\*](#)

[STAR 1-5 MANUAL PARENT MEETINGS PAGES 102-103](#)

**p) Coach contracts**

- After posting job opportunities, it is at the discretion of the Board (or designated committee) to review and interview perspective coaches (this also applies to returning coaches)
- Check perspective coaching staff's status with Skate Canada to ensure they are in "good standing" with Skate Canada and can coach at your club
- Clubs should draft a coach contract, have a meeting with the coach to present expectations, review the contract, and have contracts signed.

[COACH CONTRACTS – THINGS TO CONSIDER](#)

[HOW TO CHECK COACH IN GOOD STANDING DOCUMENT](#)

[SKATE CANADA MEMBERSHIP SITE\\*](#)



#### q) Order supplies

- *Supplies for the season can be ordered through Skate Canada.*
- *Items to consider ordering:*
  - *ribbons/badges (Skate Canada website)*
  - *office supplies*
  - *teaching aids*
  - *skater incentives*

[SKATE CANADA  
MATERIALS CATALOG -  
PHYSICAL\\*](#)

[SKATE CANADA  
MATERIALS CATALOG -  
DIGITAL\\*](#)

### Pre-Season – Preparation

1. Host registration for programs
  - In-person vs online registrations
2. Register the club with Skate Canada
  - September 1st is the renewal date for registration
  - be sure to update insurance policy(ies) with Skate Canada
  - update any club detail changes
  - identify administrators and purchasers

[SKATE CANADA  
MEMBERSHIP SITE\\*](#)

[SKATE CANADA  
REGISTRATION TUTORIAL  
- YOUTUBE](#)

3. Register members with Skate Canada
  - September 1st is the renewal date for registration
  - Members should be registered before they step on the ice to skate (or at least payment collected from skater for the membership fee prior to stepping on the ice)
  - Register your synchro teams at this time
  - Register Board members for the year at this time
4. Check the status of the coaching staff with Skate Canada
  - Check Skate Canada Membership site for coach eligibility status
  - Coaches are required to be in “good standing” to teach during club ice time
  - See Section ‘p)’ above Coach Contracts for links on how to check on whether a coach is in good standing
5. Plan first week(s) of skating
  - Ideas to implement during the initial weeks of skating:
  - parent meetings, info sheets, signage in the facility, scheduling volunteers



- See section 'n) Devise a communication plan' for information about parent meetings about programming

#### 6. Run program assistant (PA) training

- Ensure you are providing PAs with the tools to successfully support club program
- Think of potential incentives to recognize and retain PAs like providing them with club gear
- See above to section 'l) Program assistant training' for all the material you need to train your PA's

#### 7. Request assessment days

- If your club is interested in hosting an assessment day you will need to put forward a request to your Judges Bureau Representative (JBR) for your region
  - Please include the date(s), ice times, and any other pertinent information such as if it is an on-session request
  - During COVID, initial requests will be sent to [skate.exec@sportmanitoba.ca](mailto:skate.exec@sportmanitoba.ca) and must include the following information; host club name, location, date, ice time booked, number of participants expected. Once approved by the office it will be forwarded to the Section Assessment Coordinator for approval and communication. Please note that all assessment day requests are subject to evaluator availability.
- In order for coaches to assess STAR 1-5 assessments they must have completed the eLearning module and will have an official certificate of completion. Please request a copy and retain for your records
- In order for coaches to assess STAR 6-Gold Skating Skills they must have met the required criteria and received a promotion through the Judges Evaluators Technical Specialists Committee (JET) Chair. Coaches should provide you with proof of their promotion before being able to assess STAR 6-Gold Skating Skills

[SCMB ASSESSMENTS  
WEBPAGE](#)

## In-Season/Monthly - Execution and Maintenance

### 1. Hold board meetings

- At minimum, the board needs to hold two (2) board meetings (not including the AGM) throughout the fiscal year
- In advance of the meeting, publish the date, time, location and agenda
- Within one (1) week, the minutes for the meeting should be prepared
- Any member of the club can ask for a copy of the minutes for all board, special members and/or annual general meetings

### 2. Member communication

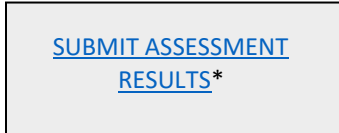
- It is vital to post and/or distribute important information to all members on a regular basis to keep them updated on happenings at the club
  - newsletters
  - email blasts
  - social media posts
  - club website posts
  - bulletin boards at facilities





### 3. Input Assessment Summary sheets

- These can be submitted online through the Skate Canada Membership site or by mail
- All Pass/Retries of coach assessed assessments must be submitted to your JBR



### 4. Execute Volunteer Recruitment plan

- Event/opportunity specific plan

### 5. Execute Fundraising/Sponsorship plan

- Event/opportunity specific plan
- Keep membership up-to-date on progress

### 6. Check supplies

- Ensure there are adequate supplies throughout the season and reorder when necessary