

Winchester Skating Club Board Governance Manual (Policy Manual)

A companion governance document to support the ONCA compliant bylaws

1. Purpose of This Governance Manual

This Governance Manual provides operational clarity for the Board of Directors, committees, and coaching leadership of the Winchester Skating Club (WSC). It supplements—but does not replace—the Club's ByLaws. Where conflict exists, the ByLaws and the Ontario NotforProfit Corporations Act (ONCA) prevail.

This manual outlines:

- Board roles and responsibilities
- Officer duties
- Committee structures
- Coaching roles and expectations
- Decisionmaking processes
- Delegation of authority
- Conduct, ethics, and conflict of interest expectations
- Financial controls and oversight
- Risk management and Safe Sport alignment

2. Governance Principles

The Winchester Skating Club is committed to:

- Transparent, accountable decisionmaking
- Compliance with ONCA, Skate Canada, and Skate Ontario requirements
- Safe, inclusive, and developmentally appropriate programming
- Clear separation between governance (Board) and operations (coaches, contractors, committees)
- Fairness, equity, and respect for all members

3. Board of Directors

The Board provides strategic leadership, oversight, and stewardship of the Club's mission and resources.

3.1 Collective Responsibilities of the Board

The Board shall:

- Set strategic direction and approve annual priorities
- Ensure compliance with ONCA, Skate Canada, and Skate Ontario
- Approve policies, budgets, and major expenditures
- Oversee financial sustainability and risk management
- Approve coach engagement and program structure
- Ensure Safe Sport compliance across all programs
- Maintain transparent communication with members

- Evaluate Board performance annually

4. Officer Roles & Responsibilities

Officers are appointed by the Board at the first meeting following the AGM

President:

- a) Provide direction and leadership to the Board of Directors, guiding decision making processes and ensuring alignment with the club's mission, vision and values
- b) Foster a culture of transparency, accountability and integrity within the club, promoting ethical conduct and responsible stewardship of talent and resources.
- c) Act as the primary point of contact with the Township of North Dundas, The Township of North Stormont and any other facilities in which the club schedules activities
- d) Be available to sit on all committees as a non-voting member.
- e) Ensure communication channels are established and maintained with members, coaches, volunteers and external partners to promote engagement and collaboration.
- f) Work closely with the treasurer and finance committee (if established) to develop annual budgets, monitor financial performance, and ensure fiscal responsibility
- g) Serve as the primary liaison between the club and Skate Ontario, Skate Canada, and local community organizations.
- h) Participate in activities promoted by Skate Ontario, while keeping up to date with any programming changes from Skate Ontario or Skate Canada.
- i) Oversee Board meetings utilizing Robert's Rules of Order
- j) In collaboration with the Board, oversee Coaching staffing levels by (including but not limited to) issuing letters of intent in advance of a new season, issuing contracts for each season/program to those coaches the Board determines they will be sub-contracting for the season
- h) Collect and maintain records of Coaches certifications and "good standing" status with Skate Canada
- i) In collaboration with the Head StarSkate Coach and Head CanSkate Coach review coach availability for the season to determine coaching hours/schedules based on program needs, registration numbers and skater needs
- j) Post coach vacancies via the Skate Ontario Coach Job Board to collect applications as needed

Vice-President:

- a) Serve as Acting President in the absence of the President.
- b) Oversee the day-to-day operations of the club, including scheduling of activities, facility management and/or coordination of events and competitions
- d) Collaborate with coaches and program directors to enhance the quality and variety of offerings,

ensuring alignment with member needs and interests.

e) Facilitate opportunities for skill development, training, and mentorship to support the personal growth and athletic development of members.

f) Collaborate with coaches and program directors to enhance the quality and variety of offerings, ensuring alignment with member needs and interests.

g) Shall coordinate with the Head Starskate Coach to plan high test days.

h) Obtaining and maintaining all test results from Star 1-Gold in accordance with Skate Ontario.

i) Responsible for forwarding all test results to Skate Canada.

j) Shall be the point of contact with Skate Canada in regards to test records.

k) Manage the club's Uplifter software account and accesses

Treasurer:

a) Collaborate with the President, and Board of Directors to develop annual budgets, financial forecasts, and long-term financial plans that align with the club's objectives

b) Present budget proposals and financial reports to the Board of Directors for review, and feedback.

c) Maintain accurate financial records, including income, expenses, assets, and liabilities, in accordance with ONCA requirements

d) Manage the club's bank accounts, deposits, withdrawals, and electronic transactions, ensuring adequate reserves for operating and contingencies

e) File annual financial statements, tax returns, and other regulatory reports with relevant government authorities and regulatory bodies in a timely and accurate manner with the assistance of the club president

f) Establish and maintain effective internal controls, policies, and procedures to safeguard the club's assets, prevent fraud, and mitigate financial risks

g) Provide guidance and training to staff and volunteers on financial policies, procedures, and compliance requirements to promote a culture of accountability and transparency

h) Review financial reports in advance of each meeting of the board, accountant reviewed financial reports as required and provide oversight to safeguard the club's financial health and sustainability

Secretary:

a) Maintain official records, and registers including the club's articles of incorporation, bylaws, and minutes of meetings.

b) Ensure that board meetings, general meetings, and committee meetings are properly convened, and documented within 7 days of the meeting.

c) Assist the President and Board of Directors in interpreting and applying the club's bylaws, policies, and procedures, providing guidance on governance matters as needed

- d) Draft, distribute, and archive official agendas for meetings while communicating with the President and other members to ensure all topics of interest are included.
- e) Record minutes of meetings, capturing discussions, decisions, and action items accurately and impartially, and distribute them to attendees and stakeholders in a timely manner
- f) Establish and maintain an organized system for the storage, retrieval, and preservation of corporate records and historical documents, ensuring confidentiality, security, and accessibility as required by ONCA
- g) In collaboration with the President and the Board, draft and provide the AGM agenda to the Winchester Skating Club membership no later than 30 days prior to the scheduled AGM date
- h) In collaboration with the President and the Board, determine the number of Board seats up for election and issue nomination forms to membership no later than 30 days prior to the scheduled AGM date

Director of Communications & Membership

- a) Support the recruitment, orientation, and engagement of new members, providing information about the club's programs, policies, and opportunities for involvement
- b) Champion initiatives to attract, retain, and engage members of all ages and skill levels, fostering a welcoming and inclusive environment for participation in skating programs and activities.
- c) Update available programs in Uplifter and oversee administrative functions for Registration
- d) Ensure Winchester Skating Club Website is kept up to date
- e) Oversee access to communication/social media accounts
- f) Maintain Winchester Skating Club social media is up to date and follows all Skate Ontario/Skate Canada policies
- g) Issue membership surveys pre and post season to obtain feedback for future club planning
- h) Ensure club email is monitored and actioned
- i) Monitor registration numbers and provide updates to the President and the Board at each Board meeting
- j) Ensure that Winchester Skating Club display is kept up to date with relevant information
- k) Assist with the administration of membership applications, renewals, and registrations, maintaining an updated database of members and their contact information
- l) Ensure club branding matches what is provided by Skate Ontario and Skate Canada

Director of Fundraising & Events

- a) Seek opportunities for revenue generation, sponsorship, grants and fundraising initiatives to support club activities and long-term growth objectives
- b) Issue yearly letter to trophy sponsors to determine their sponsorship status and issue invitation to

annual Banquet

- c) Provide updates to Treasurer and Board each Board meeting regarding fundraising totals to date for the season
- d) Oversee the planning and execution of the annual Banquet (creating a committee as needed) in collaboration with the Board
- e) In collaboration with the coaching team, plan and execute the annual Ice Show/Fun Day for the Winchester Skating Club
- f) Seek opportunities to partner with community teams and businesses for the purpose of long-term growth and fundraising
- g) In collaboration with the Head CanSkate Coach, plan and execute seasonal CanSkate events (including but not limited to Holiday Skate, Family Skate, etc.)
- h) In collaboration with the Treasurer, determine budget for club events for the season
- i) Collaborate with the Treasurer regarding fundraising tracking of funds

Director Facilities & Equipment

- a) Assist with the day-to-day operations of the club, including scheduling of activities, and facility management
- b) Assist with facilitating opportunities for skill development, training, and mentorship to support the personal growth and athletic development of members.
- c) Monitor inventory of Winchester Skating Club supplies
- d) Ensure Winchester Skating Club supplies and storage areas are kept in order with access to supplies as needed
- e) Ensure First Aid supplies are kept up to date, fully stocked and are easily accessible in case of emergency
- f) Oversees health & safety and risk management issues that may arise within the Winchester Skating Club and communicates all of these with the Board in order to collaborate on appropriate actions
- g) Responsible for understanding Safe Sport practices and bringing any potential issues relating to this to the Board's attention
- h) Monitor for proper usage of helmets and other safety equipment as deemed mandatory within programming
- i) In collaboration with the coaching team, ensure injury reports are submitted to Skate Canada as needed in case of injuries sustained during programming
- j) Ensure all equipment is within standards set out by Skate Ontario and Skate Canada
- k) Ensure there is an Emergency Action Plan in place for the Club - posted for skaters and coaches to see with emergency contact information outlined

Director - Member at Large

- a) Support board operations assisting other directors with their initiatives
- b) Provide insight to proper governance techniques and standards
- c) Act as a liaison between the general membership and the Board
- d) Help lead short-term projects outside the scope of the typical Board responsibilities

**Proposal is based on perspective of current club operations/needs and aims to divide tasks equally across the board in a way that is transparent and ensures accountability. Ultimately the Board is still to operate as a collaborative entity and openly communicate on Club operations, spending, etc.*

Additional Roles to Note:

Two Coach/Program Advisor Representatives (non-voting advisory role outside the board structure)

- a) these roles are held by the board appointed head coach of each program
- b) Provide a Coach's report at each Board meeting to update the Board on programming, skater development/progress, test day plans, end of year ice show/fun day plans, and any updates/concerns regarding specific coaches or skaters that may need Board attention/action
- c) Provide guidance to the Board on programming and skater development matters when Coaching expertise/perspective is required
- d) Advise Board of any development amongst overall skater groups that may result in a need to shift programming (i.e. if Star 1-3 or Star 4+ were anticipated to become too empty or too full)
- e) Encourage healthy, constructive and transparent communication between the Board and the coaching team

5. Committees

Committees support the Board by handling operational or advisory tasks.

5.1 Standing Committees

The Board may maintain the following standing committees:

- Finance Committee – supports budgeting, financial controls, and reporting
- Fundraising & Events Committee – supports events and revenue generation
- Membership & Communications Committee – supports outreach and engagement
- Safe Sport & Risk Management Committee – ensures compliance with Skate Canada Safe Sport
- Program Advisory Committee – includes coaches and Board representatives
- Any other committees as deemed necessary by the Club/Board

5.2 Committee Governance

- Committees operate under Board approved terms of reference
- Committees cannot bind the Club or incur debt
- Committee Chairs report to the Board monthly

6. Board Code of Conduct Policy

The purpose of this policy is to establish clear expectations for the conduct of members of the Board of Directors while performing their duties on behalf of the Club.

Board members are entrusted with the governance of the Club and must act with integrity, professionalism, and accountability in order to support a respectful and effective organizational environment.

6.1 Scope

This policy applies to all members of the Board of Directors, including Officers and Directors.

6.2 General Expectations

Board members shall conduct themselves in a manner that supports the mission, values, and reputation of the Club.

Board members are expected to:

- Act honestly, in good faith, and in the best interests of the Club
- Exercise reasonable care, diligence, and skill in carrying out their duties
- Comply with the Club's bylaws, policies, and applicable legislation
- Support decisions of the Board once they have been made through proper governance processes
- Maintain professionalism and respect in all interactions with skaters, parents, coaches, volunteers, and fellow Board members
- Contribute constructively to Board discussions and decision-making

6.3 Respectful Conduct

Board members shall:

- Foster a respectful and inclusive environment
- Avoid behaviour that could reasonably be considered harassment, bullying, or intimidation
- Communicate constructively and respectfully during meetings and other Club activities

6.4 Confidentiality

Board members must maintain the confidentiality of sensitive information obtained through their role, including but not limited to:

- Personal information about skaters, members, coaches, or volunteers
- Financial or contractual information
- Personnel matters
- Board deliberations held in closed session

Confidential information must not be disclosed unless authorized by the Board or required by law.

6.5 Governance Responsibility

Board members are responsible for governance of the Club and shall not interfere in operational or coaching matters that fall outside the Board's governance role unless specifically authorized.

Board members should respect the roles and responsibilities of coaches, volunteers, and committees.

6.6 Conflict of Interest Compliance

Board members must comply with the Club's Conflict of Interest Policy and disclose any potential conflicts promptly.

6.7 Public Representation of the Club

Board members shall represent the Club responsibly and shall not make public statements on behalf of the Club unless authorized to do so by the Board.

6.8 Breach of the Code

Failure to comply with this Code of Conduct may result in disciplinary action.

7. Conflict of Interest Policy

The purpose of this policy is to ensure that decisions of the Board of Directors and Coach Advisors (Head Coaches) are made in the best interests of the Club and are free from undue influence arising from personal, financial, or other interests.

7.1 Scope

This policy applies to all members of the Board of Directors and Coach Advisors).

7.2 Definition of Conflict of Interest

A conflict of interest exists when a Board member or Coach's personal interests, relationships, or financial interests could influence, or appear to influence, their ability to act in the best interests of the Club.

Conflicts may include, but are not limited to:

- Financial interests in contracts or services involving the Club
- Family relationships with individuals who may benefit from Board decisions
- Personal or professional relationships that could influence impartial decision-making
- Situations where a Board member or Coach Advisor may gain personal advantage from a decision of the Board

7.3 Duty to Disclose

Board members and Coaches must promptly disclose any actual, potential, or perceived conflict of interest to the Board.

Disclosure should occur:

- As soon as the conflict becomes known
- Before discussion or voting on the relevant matter

The disclosure shall be recorded in the meeting minutes.

7.4 Recusal from Decision-Making

Where a conflict of interest exists, the Board member or Coach must:

- Refrain from participating in discussions related to the matter
- Abstain from voting on the matter
- Leave the meeting for the portion of the discussion where the matter is considered, if requested by the Chair

7.5 Determination of Conflict

If there is uncertainty about whether a conflict exists, the remaining members of the Board may determine whether a conflict of interest is present.

7.6 Recording of Conflict

All declared conflicts of interest and related recusals shall be documented in the minutes of the meeting.

7.7 Failure to Disclose

Failure to disclose a conflict of interest may be considered a breach of the Board Code of Conduct and may result in action under the Board Member Discipline Policy or Coach Discipline Policy..

7.8 Annual Declaration

The Club may require Board members and/or Coach Advisors to complete an annual conflict of interest declaration confirming that they have read and agree to comply with this policy.

8. Coaching Roles and Program Delivery

Coaches are independent contractors engaged by the Board.

8.1 Recruitment and Selection Process for Coaches

The purpose of this policy is to establish a fair, transparent, and consistent process for the recruitment, selection, and engagement of coaches delivering programs for the Club.

This policy ensures that coaching appointments align with the Club's commitment to providing safe, high-quality skating programs while complying with the requirements of Skate Canada, Skate Ontario, and applicable safe sport policies.

This policy applies to all individuals engaged to provide instruction or coaching through the Club, including:

- CanSkate Coaches
- Regional Coaches
- Provincial/National Coaches
- Specialty program or guest coaches

Coaches engaged by the Club are typically independent contractors unless otherwise specified in a written agreement.

8.1.1 The recruitment and selection of coaches shall be guided by the following principles:

- Transparency and fairness in recruitment practices
- Alignment with the Club's strategic goals and programming needs
- Compliance with Skate Canada and Skate Ontario requirements
- Commitment to athlete safety, safe sport, and ethical coaching practices
- Promotion of a collaborative environment between coaches, the Board, and members

8.1.2 All coaches providing instruction through the Club must meet the following requirements:

1. Be a registered Skate Canada Professional Coach in good standing.
2. Hold appropriate NCCP certification status (In-Training, Trained, or Certified) relevant to the program they deliver.

3. Maintain required professional credentials including:
 - Valid First Aid certification
 - Required screening and background checks
4. Comply with all applicable Skate Canada, Skate Ontario, and Safe Sport policies.

Only coaches meeting these requirements may provide instruction in Skate Canada programs.

8.1.3 The Board of Directors, in consultation with the Head StarSkate Coach and/or Head CanSkate Coach, shall periodically review the Club's programming needs to determine:

- Required coaching positions
- Program coverage requirements
- Desired coaching expertise and experience
- Succession planning and development opportunities

8.1.4 When a coaching position becomes available, the Club may use one or more of the following recruitment methods:

- Posting opportunities through Skate Ontario or other appropriate channels
- Direct outreach to qualified coaches
- Internal recruitment within the coaching team
- Recommendations from Skate Ontario or other skating organizations

The recruitment posting should include:

- Position title and program level
- Required certifications and experience
- Responsibilities and expectations
- Application process and deadline

8.1.5 Applications shall be reviewed by a selection group appointed by the Board, which may include:

- 2 Board representatives
- Minimum 1 Head Coach

The selection process may include:

1. Review of qualifications and experience
2. Interviews with shortlisted candidates
3. Reference checks where appropriate
4. Consideration of program fit and collaborative approach

The selection group shall recommend preferred candidates to the Board of Directors for approval.

8.1.6 All coaching appointments must be approved by the Board of Directors.

Upon approval:

- The coach will receive a written agreement outlining expectations and responsibilities.
- The agreement will specify program responsibilities, compensation arrangements, and club policies.

8.1.7 Individuals involved in the recruitment or selection process must declare any conflict of interest and recuse themselves where appropriate.

8.1.8 Newly appointed coaches will receive orientation from their assigned Head Coach (CanSkate or StarSkate) regarding:

- Club policies and procedures
- Program structure and expectations
- Safe sport policies
- Communication channels with the Board and membership

8.1.9 The Club may conduct periodic reviews of coaching performance based on:

- Program delivery and athlete development
- Compliance with club policies and Skate Canada requirements
- Professional conduct and collaboration

Feedback may be provided by the Board or Head Coach

8.2 General Expectations for All Coaches

Coaches must:

- Maintain Skate Canada and Skate Ontario certification and registration
- Comply with Safe Sport requirements, including screening and training
- Deliver programs according to Skate Canada standards
- Maintain professional conduct and communication
- Support a safe, inclusive, and developmentally appropriate environment
- Report safety concerns or incidents promptly to Skate Canada and the Board

8.4 Coach–Board Relationship

- Coaches provide technical expertise, program execution, skater development, and leadership within the programs
- The Board retains governance and operational authority (oversight, policy, contracts, strategic decisions)
- Head Coaches are to attend Board meetings as coach advisors and to provide program updates
- Additional coaches may attend Board meetings by invitation, but do not vote unless elected as Directors

9. Member and Skater Code of Conduct

9.1 Purpose

The purpose of this Code of Conduct is to establish clear expectations for the behaviour of skaters and members of the Winchester Skating Club.

The Club is committed to providing a safe, respectful, and supportive environment where all participants can enjoy the sport of figure skating and develop their skills. All members share responsibility for contributing to a positive and respectful club culture.

9.2 Scope

This Code of Conduct applies to all members of the Club, including:

- Skaters participating in Club programs
- Parents or guardians of skaters
- Adult skaters
- Volunteers and other members of the Club

This Code applies during all Club-related activities, including:

- On-ice sessions
- Off-ice training
- Competitions
- Club events and meetings
- Any activity where an individual is representing the Club

9.3 Respectful Conduct

All members and skaters are expected to:

- Treat other skaters, coaches, volunteers, and officials with respect and courtesy
- Demonstrate good sportsmanship at all times
- Support a positive and inclusive environment within the Club
- Communicate respectfully with coaches, volunteers, and other members
- Follow directions provided by coaches and Club officials

Harassment, bullying, discrimination, or disrespectful behaviour will not be tolerated.

9.4 Safety and Ice Etiquette

Skaters must help maintain a safe skating environment by:

- Following posted session rules and ice etiquette
- Being aware of other skaters on the ice
- Respecting right-of-way during sessions
- Avoiding behaviour that could endanger themselves or others
- Immediately informing a coach or Club representative of safety concerns

Skaters must comply with instructions from coaches or Club representatives regarding safety.

9.5 Respect for Coaches and Volunteers

Members and skaters shall:

- Respect the authority and professional role of coaches
- Refrain from interrupting lessons or coaching sessions
- Communicate concerns through appropriate channels rather than confronting coaches during sessions
- Treat volunteers and Board members respectfully

9.6 Respect for Facilities and Equipment

Members and skaters must:

- Treat rink facilities and equipment with care
- Dispose of garbage properly and help keep facilities clean
- Follow arena rules and policies

Damage to facilities or equipment may result in disciplinary action.

9.7 Appropriate Behaviour

Members and skaters must not engage in behaviour that could harm the Club or its participants, including:

- Harassment, bullying, or intimidation
- Use of abusive or inappropriate language
- Disruptive behaviour during skating sessions or Club activities
- Actions that could damage the reputation of the Club

9.8 Compliance with Policies

Members and skaters must comply with:

- Club bylaws and policies
- Skate Canada policies and Safe Sport requirements
- Rules established for specific programs or sessions

9.9 Reporting Concerns

Concerns regarding behaviour or violations of this Code of Conduct may be reported to:

- A coach
- A Board member
- The President of the Club

Concerns should be reported respectfully and may be submitted in writing where appropriate.

9.10 Consequences of Misconduct

Failure to comply with this Code of Conduct may result in disciplinary action.

Possible actions may include:

- Verbal warning
- Written warning
- Temporary suspension from skating sessions or Club activities
- Removal from a program
- Suspension or termination of membership

The Club will consider the nature and severity of the conduct when determining appropriate action.

10. Dispute Resolution Policy

We are a community club. Our goal is to keep our skaters on the ice in a positive environment. We expect all parents, skaters, members, and board members to handle disagreements with respect, patience, and common sense.

10.1 The “Cool Down” Rule

Except in emergencies, we ask all members to wait **24 hours** after an incident before sending an email or approaching a coach/board member. This helps ensure discussions are productive rather than emotional.

10.2 The Three-Step Process

Step 1: The Direct Chat (Informal)

Most issues are simple misunderstandings. If you have a problem with another member:

- Ask for a private moment to talk (off the ice).
- State your concern calmly and listen to their perspective.
- Try to find a "middle ground" solution together.

Step 2: Board Mediation

If the direct chat doesn't work, or if you aren't comfortable speaking to the person alone, contact the Club President or Vice President.

- A board member will act as a neutral "referee."
- They will meet with both sides to hear the facts and help find a resolution that follows our club and Skate Canada's/Skate Ontario's rules/policies.

Step 3: Formal Board Review

For serious issues (safety concerns, bullying, repeated rule-breaking, or other issues deemed serious), the Board of Directors will meet to make a final decision.

- The Board may issue a warning, a temporary suspension, or—in extreme or repeat cases—ask a member and/or parent to leave the club.
- The Board's decision at this stage is final.

10.4 Confidentiality and Respect

- **Privacy:** Discussions about disputes should stay between the people involved and the Board. Gossip in the stands or locker rooms hurts the kids and the club.
- **No Retaliation:** No one will be "punished" or treated differently for bringing a legitimate concern to the Board's attention.
- **Kids First:** In every dispute, the first question we ask is: *"What is best for the skaters?"*

Agreement: By joining the Winchester Skating Club, all members agree to follow this process and treat one another with kindness, even when we disagree.

1. Program Assistants (CanSkate Programs) Policy

11.1 Purpose

The Program Assistant (PA) program supports the delivery of high-quality CanSkate programming by assisting Skate Canada certified coaches in creating a safe, engaging, and effective learning environment for all skaters.

Program Assistants contribute to enhancing skater experience, supporting program flow, and promoting safety and inclusion on the ice.

11.2 Alignment with Skate Canada / Skate Ontario

This policy aligns with Skate Canada CanSkate Minimum Requirements and Delivery Standards and applicable Skate Ontario guidelines (including but not limited to CanSkate Excellence standards).

All Program Assistants must be registered Skate Canada members and wear skates while on the ice. Program Assistants are used to support program delivery, stations, and circuits under the supervision of certified coaches. The Club will ensure that Program Assistants receive appropriate training prior to participation and at least once per season. Appropriate coach and Program Assistant-to-skater ratios must be maintained to ensure safety and quality program delivery.

11.3 Eligibility and Requirements

To be eligible as a Program Assistant, individuals must:

- a) Be a registered Skate Canada member in good standing
- b) Demonstrate a minimum skating ability (STAR 1 and above)
- c) Meet the Club's minimum age requirement (10 years old)
- d) Demonstrate strong skating skills, responsibility, and the ability to work with young children
- e) Attend mandatory Program Assistant training prior to assisting
- f) Participate in ongoing development opportunities as required by the Club

11.4 Role of the Program Assistant

Program Assistants support, but do not replace, certified coaches.

All Program Assistants must work under the direction and supervision of a Skate Canada certified coach at all times. Their primary role is to assist in the delivery of CanSkate programming while contributing to a safe, active, and positive learning environment.

11.5 On-Ice Responsibilities

Program Assistants are expected to:

- a) Assist coaches with program delivery and station-based circuits
- b) Demonstrate skills and progressions as directed by the coach
- c) Promote continuous movement and active participation among skaters
- d) Provide encouragement and support to skaters as they practice skills
- e) Assist with warm-ups, group activities, and cool-downs
- f) Reinforce skills introduced by the coach through repetition and positive feedback
- g) Monitor stations to ensure safety and appropriate skill execution
- h) Act as a guide for an assigned CanSkate group between session programming and lessons

11.6 On/Off-Ice and Support Responsibilities

Program Assistants may be required to:

- a) Assist with set-up and take-down of equipment
- b) Help organize teaching aids and circuits
- c) Support administrative tasks such as attendance tracking or distribution of badges and incentives
- d) Assist young skaters with entering and exiting the ice and understanding instructions

11.7 Behaviour and Expectations

Program Assistants must:

- a) Act as positive role models at all times
- b) Demonstrate respect toward coaches, skaters, parents, and fellow Program Assistants
- c) Exhibit patience, enthusiasm, and professionalism
- d) Arrive on time and prepared for all assigned sessions
- e) Wear appropriate attire, including skates and the club provided PA pinny
- f) Follow all Club policies, safety procedures, and Emergency Action Plans

11.8 Limitations of the Role

Program Assistants:

- a) Shall not coach independently
- b) Shall not provide private lessons or technical instruction beyond coach direction
- c) Shall refer all technical corrections, parent inquiries, and program concerns to a certified coach, program lead, or board member

11.9 Training and Development

The Club will provide mandatory initial Program Assistant training, which includes role expectations, safety procedures, and effective teaching strategies.

The Club will also provide or require ongoing training opportunities, including seasonal refreshers or feedback sessions, to support continued development.

11.10 Supervision and Reporting

Program Assistants report directly to the Program Coach.

Coaches are responsible for assigning tasks, supervising Program Assistants, and providing guidance and feedback.

11.11 Scheduling and Commitment

Program Assistants are expected to attend all assigned sessions and demonstrate reliability and punctuality.

Any absences must be communicated in advance to the program lead.

11.12 Recognition and Incentives

The Club may provide recognition or incentives for Program Assistants, which may include volunteer hours, honorariums, or awards, at the discretion of the Board.

11.13 Evaluation and Removal

Program Assistants may be evaluated based on attendance, engagement, attitude, and ability to follow direction.

The Club reserves the right to provide feedback, require additional training, or remove a Program Assistant from the program if expectations are not met.