

GIRLS HOCKEY CALGARY ASSOCIATION

POLICIES AND PROCEDURES 2021 - 2022

Mission

Girls Hockey Calgary Association provides individual growth, team development, and the opportunity to play female hockey at the appropriate age and skill levels within a safe, healthy and fun environment.

Vision

We are the hockey association of choice for girls in Calgary. We achieve this through strong leadership and the pride of our membership.

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1. GENERAL

1.1. DEFINITIONS

- 1.1.1. "Association", "GHC" or "GHCA" means Girls Hockey Calgary Association
- 1.1.2. "Board of Directors" or "Board" means the GHC Board of Directors.
- 1.1.3. "Committee" or "Council" means any committee formed by the GHC Board of Directors pursuant to the GHC Bylaws.
- 1.1.4. "GHC Office" means the Association's office located at 299 Erinwoods Drive SE, Calgary, Alberta T2B 2V9 (East Calgary Twin Arenas).
- 1.1.5. "Coaching Staff" means the head coach, assistant coaches, trainer and team manager for each female hockey team.
- 1.1.6. "Hockey Calgary" means the Minor Hockey Association of Calgary.
- 1.1.7. "AFHL" means Alberta Female Hockey League.
- 1.1.8. "Policies and Procedures" means the rules and regulations set out and approved by the Board of Directors. These rules guide the day-to-day activities of the Association. These rules and regulations are not Bylaws and may be revised as necessary to fit the growth of GHC, its members and the economic times. Any changes to the Policies and Procedures must be voted on and passed by a minimum of five Directors. The structured format and strict guidelines, along with the rules and regulations in the Policies & Procedure Manual for running GHC must be in compliance with the Bylaws and regulations of GHC governing bodies. Where a conflict exists between the Bylaws and the Policy & Procedures Manual, the Bylaws shall have precedence.

1.2. NAME

- 1.2.1. The name of the organization is the "Girls Hockey Calgary Association" also referred to as "GHC", "GHCA" or "Association".

1.3. MISSION AND VISION

1.3.1. Mission Statement

Girls Hockey Calgary provides individual growth, team development, and the opportunity to play female hockey at the appropriate age and skill levels within a safe, healthy and fun environment.

1.3.2. Vision Statement

We are the hockey association of choice for girls in Calgary. We achieve this through strong leadership and the pride of our membership.

1.4. BOUNDARIES

- 1.4.1. The geographical area of the Association is all lands within the boundaries of Hockey Calgary (Zone 9).
- 1.4.2. GHC teams may play in a variety of hockey leagues recognized by Hockey Calgary and Hockey Alberta, to be reviewed on an annual basis by the GHC Board of Directors.

2. GOVERNING BODIES AND SUPPORT ORGANIZATIONS

2.1. GOVERNING HOCKEY ASSOCIATIONS

2.1.1. The Association is governed by the GHCA Bylaws, Policies and Procedures and the rules and regulations of the following governing associations:

- Hockey Calgary
- Hockey Alberta
- Hockey Canada

2.2. LEAGUE STRUCTURE

2.2.1. GHC teams are authorized to play in one of the following hockey leagues:

- Hockey Calgary
- AFHL

2.3. ASSOCIATION IDENTIFICATION

2.3.1. The GHC Logos are to be incorporated into GHC documents and marketing materials as well as displayed on GHC jerseys and apparel.

2.3.2. Any GHC member, team, volunteer and/or coaching staff member must obtain approval from the GHC Office prior to use of GHC Logos.

2.3.3. All teams within GHC shall have a light and a dark coloured jersey. Each jersey shall have the appropriate GHC logo on the front of the jersey.

2.4. INTERPRETATION OF POLICIES AND PROCEDURES

2.4.1. All policies and procedures relate and apply exclusively to the article under which they are found.

2.4.2. The Directors, Executive Committee and Officers of GHC are solely responsible for clarification prior to individual action.

2.4.3. Any instance where a specific issue is not covered by the GHC Policies & Procedures or GHC Bylaws, please refer to the Hockey Calgary Regulations Handbook, Hockey Calgary Bylaws, Hockey Alberta Bylaws, Hockey Canada Bylaws & Regulations, Hockey Canada Rulebook/Casebook. (These are all accessible on the Hockey Calgary website (www.hockeycalgary.com) under "RESOURCES, Regulations & Bylaws").

3. MEMBERSHIP

3.1. MEMBERS IN GOOD STANDING

3.1.1. A member will be considered in good standing provided that:

- The member is listed within the registration list of members
- The member has paid the requisite annual GHC registration fees
- The member is up to date in respect to the payments and obligations associated with the Volunteer Bond or any other Volunteer Policy as approved by the Board of Directors from time to time
- The member abides by the Bylaws and Policies & Procedures of GHC and its governing

bodies and is not in violation of any of the GHC Bylaws, Policies & Procedures, nor the GHC Code of Conduct & Ethics Policy ([Section 18](#)), nor under investigation for an infraction detrimental to the Association

- The member is not suspended pursuant to [Section 3.4](#) hereof or in the process of being issued disciplinary action by the GHC Board or under sanction by the jurisdiction of GHC or its governing bodies.

3.1.2. Any written indication that a Director or Officer may receive that describes legal action or the possibility of or pending legal action, removes the responsibility of dealing with the related issue from the Director's or Officer's jurisdiction. All documentation is immediately forwarded to the GHC Executive Committee and the member seeking legal action is at once considered to be "not in good standing". GHC will then resolve the issue through its legal counsel.

3.1.3. Any member(s) who contacts police to lodge a complaint regarding GHC or its volunteers (while representing GHC) will be under full suspension. The filing member(s) is "not in good standing" until the Executive Committee has received official notice that the matter has been cleared through the police and/or court system or verification has been received of all charges having been rescinded.

3.2. *RIGHTS AND PRIVILEGES OF MEMBERS*

3.2.1. Members shall enjoy the rights and privileges of membership in GHC, as set out in the Bylaws and Policies & Procedures.

- All members in good standing have the right to attend and vote at the Annual General Meeting.
- All members in good standing have the right to stand for office on the Board.

3.3. *MEMBERSHIP WITHDRAWALS*

3.3.1. Any member wishing to withdraw from membership may do so upon written notice to the Board through the GHC Administrator and may be refunded fees in an amount determined by the Board.

3.3.2. The refund amount shall not be greater than any membership fees paid for the current year.

3.3.3. Any member in arrears for fees will not be allowed to register in GHC in subsequent years until the delinquent amounts have been settled to the satisfaction of the Board.

3.4. *SUSPENSIONS*

3.4.1. All members are obligated during GHC activities to conduct themselves accordingly to the Bylaws, Policies & Procedures and Governing Bodies rules.

3.4.2. Failure by any member of GHC to abide by the Bylaws, Policies & Procedures or Governing Bodies rules may result in suspension in accordance with GHC Code of Conduct Policy.

3.4.3. Should any member of the Association behave in any manner that is offensive, abusive or displays a blatant lack of respect of same may result in suspension in accordance with the GHC Code of Conduct Policy.

3.5. *SUSPENSION BY HOCKEY CALGARY OR OTHER ASSOCIATION*

- 3.5.1. GHC will adhere to any suspension or expulsion of a member of the Association from any Governing Bodies or another local minor hockey association within Zone 9, as confirmed by the Code of Conduct & Ethics Policy.
- 3.5.2. Any suspension handed down to a member of the Association, by any of the Governing Bodies or another local minor hockey association within Zone 9 as a result of a disciplinary hearing/action, may face further suspension in accordance with the Code of Conduct & Ethics Policy.

4. **EXECUTIVE, BOARD OF DIRECTORS & COMMITTEES**

4.1. *BOARD OF DIRECTORS*

- 4.1.1. The Board shall consist of no less than seven (7) directors and no more than fifteen (15) directors. At all meetings of the Board, all decisions will be decided by a majority of the votes cast regarding the decision. Each Director excluding the Past President and Registrar has one (1) vote.
- 4.1.2. The Board may from time to time may appoint a president, vice-presidents, a secretary, a treasurer and such other officers as the Board may determine necessary, including one or more assistants to any of the officers so appointed pursuant to the Bylaws of the Association.
- 4.1.3. The Board may appoint one or more committees of the Association that shall report to the Board through the submission of regular reports. These reports must give an account of each committee's decisions and actions relating to past and current activities as well as for future plans. In all matters that require decisions that exceed the authority of a committee, it shall seek policy guidelines, in the form of recommendations, from the Board.
- 4.1.4. Each Director shall be responsible for the effective organization and delivery of their assigned portion of GHC's programs. The Director will be responsible to provide written monthly reports to the Board regarding the status of the committee he/she is responsible for, if applicable.
- 4.1.5. A Director may not vote on an issue that concerns his/her child or child's team solely and/or directly. If a conflict of interest is apparent, the Board will request the Director withdraw from any Board level discussion or decisions on same.
- 4.1.6. Votes on any matter may be cast in person at a meeting, by phone, email or any other manner that the President and Secretary determine is appropriate in the circumstances.

4.2. *EXECUTIVE COMMITTEE*

- 4.2.1. The Executive Committee as stipulated in the GHC Bylaws shall consist of the President, Vice-President Operations, Secretary, and Treasurer. The Vice-President Community and Vice-President Elite may also serve on the Executive Committee. Each Executive Committee member shall have one (1) vote.
- 4.2.2. The Executive Committee shall act on behalf of the Board in all areas of general administration and Board policy, subject to review and guidance by the Board at each monthly meeting.
- 4.2.3. The Executive Committee will be responsible for the resolution of all member or athlete member grievances not handled completely and satisfactorily at the level of the appropriate Officer.

- 4.2.4. The prime concern of the Executive Committee is to organize and operate in accordance with basic Policies & Procedures, approved by the Governing Bodies, and to ensure these are administered consistently, objectively, and fairly in all matters.
- 4.2.5. The Executive Committee must always be cognizant of rules and regulations set forth by outside governing sports bodies which include, but are not limited to, Hockey Calgary, Hockey Alberta and Hockey Canada.
- 4.2.6. A majority must be reached for a decision of the Executive Committee to be final.
- 4.2.7. All Executive Committee meetings remain “closed” due to the Committee’s responsibility to ensure the privacy of the members. Guests may be invited, and members may request, in advance, in writing to attend.
- 4.2.8. All Executive Committee minutes are confidential but available in the following instances:
 - Issues pertaining exclusively to a team or individual may be viewed by the member in good standing through the President.
- 4.2.9. Each Executive Committee member may not vote on an issue that concerns his/her child or child’s team solely and/or directly. If a conflict of interest is apparent the Executive Committee will request the member withdraw from any Executive Committee level discussions or decisions on same.

4.3. OFFICERS

- 4.3.1. The GHC Officers will work co-operatively with the Board, striving to enable every athlete member, registered with GHC the opportunity to participate in hockey at a level where the athlete member’s talents, abilities and commitment will be most duly recognized, thus allowing the athlete member to achieve the maximum level of skill and enjoyment at their age category.
 - Each Officer shall provide the Treasurer with a yearly budget for their directorship. The Officers shall represent the GHC Board of Directors with professionalism and continuity while interacting with the GHC membership and the general public.
- 4.3.2. The Board of Directors may appoint each Director to one or more of the following offices:
 - The PRESIDENT of GHC is the Chief Executive Officer and primary spokesperson. The President enforces all decisions of the Board of Directors and acts as the liaison to all governing and external bodies (Hockey Calgary, Hockey Alberta, Hockey Canada and other local minor hockey associations under Hockey Calgary). The President shall preside at all membership meetings and will have signing authority on all contracts, leases, agreements and financial transactions made out in the name of the Association in conjunction with any one of the following: Vice President Administration/Treasurer and/or Secretary. The President will chair both the Executive Committee and the Operations Committee. The President will directly supervise the Association staff (i.e. Ice Scheduler, Registrar and Office Administrator). The PRESIDENT shall have such other powers and duties as the Board may assign.
 - The PAST PRESIDENT of the Association shall be responsible for consulting and advising the GHC Board of Directors and attend Hockey Calgary and Hockey Alberta meetings as requested by the President. The Past President will not have voting privileges at Board Meetings. The Past President shall have such other powers and duties as the Board may assign.
 - The SECRETARY of the Association shall be responsible for recording minutes from membership meetings, board meetings, special meetings and the AGM. In addition, the

Secretary shall take receipt of minutes from GHC committee meetings and reports from all Directors and document them and file them for the record. The Secretary shall produce approved and accurate records of the Association's decisions, actions, procedures or related matter upon demand, when given a sound reason for such a demand. The Secretary shall ensure that all government filings are up to date with any and all regulatory bodies. The Secretary shall have signing authority on all contracts, leases, agreements and financial transactions made out in the name of the Association in conjunction with anyone of the following: President and/or VP Administration/Treasurer. The Secretary will be a member of the Executive Committee. The Secretary shall have such other powers and duties as the Board may assign.

- The VICE-PRESIDENT (VP) ADMINISTRATION/TREASURER of the Association shall be responsible for financial transactions, financial accounts, budgets and financial audit procedures. The VP Administration/Treasurer shall keep proper accounting records and once a month provide the Board an accounting of transactions and the financial position of the Association. Each committee and directorship shall, once a year, submit their projected guide of expenses and incomes for the coming year to the VP Administration/Treasurer. The VP Administration/Treasurer will ensure that the day to day administration is completed properly and in accordance with Hockey Calgary Rules & Regulations, Hockey Alberta requirements, and GHC Bylaws and Policies & Procedures. The VP Administration/Treasurer shall have signing authority on all contracts, leases, agreements and financial transactions made out in the name of the Association in conjunction with any one of the following: President and/or Secretary. The VP Administration/Treasurer shall prepare funding records and receipts for GHC year end and annual audit. The VP Administration/Treasurer will be a member of the Executive Committee and Operations Committee. The VP Administration/Treasurer shall have such other powers and duties as the Board may assign.
- The VICE-PRESIDENT OPERATIONS (VP OPS) of the Association shall be responsible for having a good working knowledge of GHC operational guidelines and will oversee the operations of GHC hockey teams. The VP Ops shall chair councils and committees as required. The VP Ops shall directly supervise the Director(s) Operations. The VP Ops will be a member of the Executive Committee and Operations Committee. The VP Ops shall have such other powers and duties as the Board may assign.
- The VICE-PRESIDENT ELITE (VP ELITE) of the Association shall be responsible for the oversight and coordination of the GHC Elite program and team(s). The VP Elite will ensure that the Elite program and team(s) operate in accordance with GHC Policies & Procedures as they relate to Elite teams, Hockey Calgary Rules & Regulations, Hockey Alberta requirements and the respective League Bylaws and Policies. The VP Elite will be a member of the Operations Committee. The VP Elite shall directly supervise the Director(s) Elite and the Elite Program Task Group. The VP Elite shall have such other powers and duties as the Board may assign.
- The VICE-PRESIDENT COMMUNITY (VP COMMUNITY) of the Association shall be responsible for the oversight and coordination of the GHC Community program and team(s). The VP Community will ensure that the community program and team(s) operate in accordance with GHC Policies & Procedures as they relate to community teams, Hockey Calgary Rules & Regulations, Hockey Alberta requirements and the respective League bylaws and policies. The VP Community will be a member of the Operations Committee. The VP Community shall directly supervise the Director(s) Community, the Director(s) Coaching, and the Director Player/Goalie Development and the Age Group Coordinators. The VP Community shall have such other powers and duties as the Board may assign.
- The DIRECTOR(S) OPERATIONS shall be responsible for coordination and oversight of the GHC evaluations process for community teams. The Director Operations will ensure that the evaluations process is carried out in accordance with the GHC Evaluations Policies as determined by the GHC Board of Directors. The Director Operations shall also be responsible

for the recruitment and training of volunteers for the Evaluations Committee including the hiring of independent evaluators. The Director Operations shall provide the GHC Office with the individual player evaluation portfolios and keep detailed records of the evaluations. The Director Operations shall defend the evaluation placement when required and shall adhere to the evaluations timeline as posted. The Director Operations shall have such other powers and duties as the Board may assign.

- The DIRECTOR(S) of ELITE shall be responsible for the coordination of the U15AA, U18AA and U18AAA preparation and tryout camps, as well as any U15AA, U18AA or U18AAA tournaments hosted by GHC. The Director Elite will act as the GHC Board of Director's liaison with Elite coaching staffs, Elite managers, and Elite parents. If the Director Elite is a parent in the Elite program, they shall not act as liaison in the age group in which their child plays. Therefore, the Board may choose to assign one Director Elite to the U18 program and another to the U15 program to avoid any potential conflict of interest. The Director Elite will assist the VP Elite as required. The Director Elite shall have such other powers and duties as the Board may assign.
- The DIRECTOR(S) of COMMUNITY shall be responsible to oversee all aspects of the GHC U7 Timbit, U9, U11, U13, U15 and U18 Community teams playing in Hockey Calgary. The Director of Community will assist the VP Community as required. The Directors of Community shall have such other powers and duties as the Board may assign.
- The DIRECTOR(S) of COACHING shall be responsible for chairing the Community Coach Selection Committee(s). The Directors of Coaching will act as the GHC Board of Director's liaison with Community coaching staffs. When possible, the Directors of Coaching shall not oversee the age group in which their child plays to avoid any potential conflict of interest. The Director of Coaching will support the coach mentorship and development. The Directors of Coaching shall have such other powers and duties as the Board may assign.
- The DIRECTOR of DEVELOPMENT shall be responsible for responsible for establishing, implementing and evaluating both on-ice and off-ice technical development programs for players and coaches. This position oversees and works directly with the Director of Coaching, Community Coordinators and third-party training providers, and reports to the Vice President of Community. The Directors of v Coaching shall have such other powers and duties as the Board may assign.
- The DIRECTOR of GOALTENDING shall be responsible for the coordination and oversight of all development initiatives for community teams as approved by the GHC Board of Directors. The Director of Goaltending shall have such other powers and duties as the Board may assign.
- The DIRECTOR of COMMUNICATIONS & MARKETING of the Association shall be responsible for developing and implementing internal communication strategies and shall oversee GHC events planning. The Director of Communications & Marketing shall maintain communication with members of GHC and keep members informed of historical and upcoming events. The Directors of Communication & Marketing shall oversee GHC branding needs (logo; apparel; marketing and promotions). The Director of Communication & Marketing shall be responsible for oversight and coordination of the GHC website, GHC social media platforms, as well as other external communications as required. The Director of Communications & Marketing shall have such other powers and duties as the Board may assign.
- The DIRECTOR of GROWTH & PARTNERSHIPS shall be responsible for the recruitment of new athlete members. The Director Growth & Partnerships shall be responsible for developing and maintaining relationships with external organizations which the GHC Board of Directors determine are beneficial to the association. The Director Growth & Partnership shall have such other powers and duties as the Board may assign.

- The DIRECTOR AT LARGE of the Association shall be responsible for supporting the GHC Board and have such other powers and duties as the Board may assign.
- The REGISTRAR of the Association shall be responsible for registration of all athlete members and team officials within GHC and for registering all GHC teams with Hockey Calgary. The Registrar shall ensure provincial carding is completed with Hockey Alberta. The Registrar shall also set dates for release, early registration, on-line registration and set fees for registration in consultation and cooperation with the Board of Directors. The Registrar shall update the registration form, update statistical information and reports on registration, collect fees and facilitate financial assistance if the athlete member's family makes a request for this service. The Registrar shall have such other powers and duties as the Board may assign.

4.4. COMMITTEES

- 4.4.1. The Board may appoint one or more committees of the Association that shall report to the Board through the submission of regular reports. These reports must give account of each committee's decisions and actions relating to past and current activities as well as for future plans. In all matters that require decisions, which exceed the authority of a committee, it shall seek Policy guidelines, in the form of recommendations, from the Board.
- 4.4.2. The Board, subject to the Bylaws and Policies & Procedures, may delegate to such committees any powers the Board deems appropriate.
- 4.4.3. Subject to the Bylaws and Policies & Procedures, as well as the permission from the Board and/or the Executive Committee, the committees may meet for the transaction of business, adjourn and otherwise regulate its meetings as it sees fit, provided, however; the quorum for any meeting of the committee shall not be less than a majority of its members.
- 4.4.4. The GHC Executive Committee or the Board will monitor all decisions and initiatives by the committees to be sure that they are in compliance with the Bylaws, Policies & Procedures and Strategic Plan set out by the Board and in compliance with the regulations set out by our Governing Bodies as stated in our Bylaws. The GHC Executive Committee or the Board may veto or request changes to decisions and initiatives if compliance is not met.
- 4.4.5. All committees run under the direction of the Board to assist and support the GHC Board initiatives or GHC specialty groups.
- 4.4.6. All committees run meeting and communication and voting procedures under the same rules and regulations as the GHC Board.
- 4.4.7. GHC currently has the following Committees:
 - Executive Committee
 - Operations Committee
 - Evaluations Committee
 - Appeals Committee
 - Coach Selection Committee(s)
 - Discipline Committee

5. COMMUNICATIONS

5.1. GENERAL

- 5.1.1. All external and internal communication must adhere to the GHC Bylaws, Policies & Procedures as well as the rules and regulations of Hockey Canada, Hockey Alberta and Hockey Calgary.

5.1.2. GHC shall communicate to its members through several means of communication. The GHC website will be the main source of communication. It is the responsibility of members to regularly check the website at www.girlshockeycalgary.com

5.2. FORMS OF COMMUNICAITON

5.2.1. Email – Internal

- GHC Board of Directors shall, upon sending an email of a serious nature, follow up their email with a phone call to the other party within twenty-four (24) hours if possible.
- If the email is between Directors, the receiving Director shall acknowledge receipt of the serious email and respond within forty-eight (48) hours.
- If the email is between a Director and the GHC Board, the Board shall acknowledge receipt of the serious email and respond within forty-eight (48) hours.
- It is the responsibility of all GHC Directors to maintain an updated email list of all Board Members.

5.2.2. Email – External

- Every GHC Board Director shall identify themselves and their position on the Board of Directors for every email they send while representing GHC.
- If the email is between a Director and a Member of or Volunteer of GHC, the receiving party shall acknowledge receipt of the email and respond within forty-eight (48) hours. If the email conversation becomes strained, immediately call the person and discuss the issue and document the incident for the GHC Executive. Do not cc any emails to non-board members or other volunteers.
- If the email is between a Director and an agent of the Media, consult with the GHC Marketing Team before making any comments or replies. This is a centralized function; all emails must be screened by the Communications department.
- If the mail is mass email to the entire GHC membership the process is:
 - Send a draft of the email message to one member of the GHC Executive and/or the Director of Communications.
 - It will be determined when and if it is an appropriate message.
 - Edits of the draft will be made and sent back to the author of the email for final approval.
 - Then the email message will be sent by the GHC Office Administrator.

5.2.3. Telephone

- While representing GHC, identify yourself as a GHC Board Member in all phone conversations.
- Forward all inquiries outside your area of responsibility to the appropriate Director. If you are unsure under which directorship the inquiry falls, send an email to all Directors requesting to whom the inquiry should be forwarded. If this fails, send the inquiry to the GHC Office.
- Please respect the wishes of all Directors and Officials by only calling them at the times they have indicated that they are available.
- Please be courteous and ensure that all your calls, made to anyone's residence, be done

before 10:00 pm unless previously authorized to call after 10:00 pm.

5.2.4. Meetings

- For the purposes of this document, meetings shall include but not be limited to:
 - Board meetings
 - Committee meetings
 - Informal meetings relating to GHC business
 - Governing Bodies meetings
- For any informal meetings, please summarize your meeting details and send in email form to all the attendees of the informal meeting. Please keep a record of these emails for a period of one year.
- It is the responsibility of any Board Member, Committee Member, and/or other members of GHC who are in regular attendance of meetings relating to GHC business, to review the minutes of any meeting missed and clarify any questions they may have.

5.2.5. Speeches

- From time to time, the GHC Board or its members will be requested to speak publicly about GHC. Any member that is approached to give a speech should notify the Director of Communications immediately. The following process will then be implemented:
 - Contact the GHC Executive Committee
 - Contact GHC Governing Bodies if appropriate
 - Proofread the speech or script
 - Edit the speech or script
- The GHC Office will record the event

5.2.6. Written Article

- From time to time, the GHC Board or its members may be requested to write articles for magazines, flyers, newspapers, etc. Any member that is approached to write an article should notify the Director of Communications immediately. The following process will then be implemented:
 - Contact the GHC Executive Committee
 - Contact GHC Governing Bodies if appropriate
 - Review previous articles on file to see if there are similar articles that can be used
 - If there are no article on file that are deemed appropriate:
 - The member must send a draft of the article to the Director of Communications
 - The Director of Communications will proofread and edit the article and send it back to the author of the article for final approval
 - The member must then notify the Executive Committee, the Director of Communications and GHC Office upon publication of said article.
- The GHC Office will record the event.

5.2.7. Interviews

- From time to time, the GHC Board or its members may be requested to speak to the media about the GHC. Any member that is approached to speak to the media should notify the Director of Communications immediately. The following process will then be implemented:

- Contact the GHC Executive Committee
- Contact GHC Governing Bodies if appropriate
- Review key GHC message elements with the speaker
- Prepare taking notes with the speaker
- Proofread the prepared statement
- Edit the prepared statement
- The GHC Office will record the event.

5.2.8. Surveys

- From time to time, the GHC Board may wish to gather information through a survey. Any Board Member wishing to do so must follow the process listed below:
 - Identify the date(s), title, audience and rationale
 - Obtain GHC Board approval

5.2.9. Website

- The following process will be followed by all members of GHC when posting information on the website:
 - Members shall send a draft of the information they want posted to the Director of Communications
 - The Director of Communications shall then determine when and if the information is an appropriate message.
 - The Director of Communications will edit the draft of the information and send it back to the author for final approval.
 - Where appropriate the Director of Communications will seek GHC Executive Committee approval prior to the posting of information to the GHC website.
 - The information will then be posted on the GHC website.

5.2.10. Printed Materials (posters, brochures, or signage)

- The following process will be followed by all members of GHC when custom printing of GHC marketing materials are required:
 - Identify and make known to the Director of Communications:
 - date(s)
 - title
 - audience
 - rationale
 - budget
 - Create a draft document in coordination and/or consultation with the Director of Communications.
 - The Director of Communications will then ensure that the document is approved prior to being printed.

5.3. *GHC COMMUNICATION PROCESS*

5.3.1. Please note GHC supports the **24-hour rule** when dealing with emotional issues concerning a specific game or practice of any given GHC team.

5.3.2. All issues concerning the operation of a team shall be communicated using the following process:

- **Parent and/or Player**

In issues that provoke an emotional response and/or risk of hostile confrontation, please respect the 24-hour Rule. This is an effective way to validate the facts and collect your thoughts.

- **Team Manager and Coach**

Parents must first work on a resolution with the Team Manager and Head Coach. If necessary, arrange a face-to-face meeting to discuss the issue. The goal of this meeting is to solve the problem.

- **Age Group Coordinators**

If the issue cannot be resolved, please consult your Age group Coordinator (AGC). The AGC will consult with the appropriate Board member(s) and GHC Policies & Procedures to work towards a satisfactory conclusion.

5.3.3. The purpose of this process is to establish a standard approach to communication so GHC members can resolve difficulties or misunderstandings in a timely and transparent manner.

5.4. RECEIVING GRIEVANCES, CONCERNS, COMPLAINTS AND QUESTIONS

5.4.1. All GHC Board members and their appointed volunteers are willing to listen and internalize any concerns / questions / grievances / complaints and will try to make adjustments if in accordance with the Bylaws and Policies & Procedures. Issues are to be addressed in accordance with the GHC Code of Conduct & Ethics Policy ([Section 18](#)).

5.4.2. If a GHC member wishes to report an incident to the GHC Board, it must be done so in a formal manner in accordance with GHC's Conflict Resolution Policy ([Section 24](#)). The complaint must be signed and in writing and must be filed within fourteen (14) days of the incident. Anonymous or third-party complaints will not be accepted.

5.4.3. At no time should a GHC parent or player contact a member of Hockey Calgary, Hockey Alberta or the Central Zone Referee Committee for a resolution to a team issue. This is in accordance with the communication policies for these governing organizations.

6. REGISTRATION

6.1. BOUNDARIES

6.1.1. The geographical area of the Association is all lands within the boundaries of Hockey Calgary, Zone 9, with provisions in the GHC internal rules to occasionally allow satellite communities to apply for teams to participate in various divisions of GHC as recognized by Hockey Calgary.

6.1.2. Any falsification of address information where a registrant is found to be residing outside of the Hockey Calgary Zone 9 boundaries and did not indicate so in their registration is subject to immediate suspension from GHC and will forfeit any refund of registration fees and is also subject to possible discipline and suspension from Hockey Calgary.

6.2. PROCEDURE

6.2.1. Registration dates for the Hockey Program are set by the Board of Directors and will be posted on the [GHC website](#) by June 15th of each year.

6.2.2. Registrations will be accepted online by means of the [GHC website](#).

6.2.3. All athlete members must be registered with GHC before the athlete member may participate in any GHC functions including on-ice activities.

- 6.2.4. All athlete members are required to register in their appropriate/proper age and category level.
- 6.2.5. Late registrations will be accepted, however, any athlete member who registers after the evaluation process will be placed on a team by the Vice-President of Operations. For all divisions, other than the Elite Stream, the athlete member will be placed in the appropriate age division based on a team's roster numbers and the skill level of the athlete.

6.3. *ELITE HOCKEY*

- 6.3.1. Athlete members must register with the GHC Association office prior to the U15AA or U18AAA/AA try-out camps.
- 6.3.2. All fees must be paid. No athlete member will be allowed to participate in the U15AA or U18AAA/AA try-out camp until full registration has been received for the applicable division.
- 6.3.3. For further information regarding GHC Elite hockey, refer to Elite Selection as available on the GHC website.

6.4. *FEES*

- 6.4.1. Registration fees for the Hockey Program are set by the Board of Directors and will be posted on the [GHC website](#) by June 15th of each year.
- 6.4.2. Elite fees are set by the Board of Directors and will be posted on the [GHC website](#) by September 15th of each year.
- 6.4.3. All athlete members must pay their fees. Fees for each Age Division will be established by the GHC Board and are outlined on the [GHC website](#).
- 6.4.4. No athlete member will be allowed on the ice until fees have been paid or arrangements have been confirmed with the GHC Office.
- 6.4.5. An athlete member who does not meet their fee requirements will be withdrawn from the program upon advice from the Treasurer and Registrar. Once fees have been paid or arrangements have been made, the Head Coach and player will be advised by the Treasurer or Registrar and the athlete member may resume their ice-time.

6.5. *RELEASE OF AN ATHLETE MEMBER FROM GHC*

- 6.5.1. As per Hockey Calgary regulations, any athlete member who has registered with GHC but has decided to play hockey with another Hockey Calgary community hockey association for the current season MUST obtain a release from the GHC Association President prior to September 1st.
- 6.5.2. GHC will not provide a Release to any athlete member after the Release Date.
- 6.5.3. GHC athlete members may be released from the Association for failure to comply with Policies & Procedures.
- 6.5.4. The Association will not authorize a release to satisfy an athlete member or a parent who is unhappy with division evaluations and subsequent placement to a team or due to the placement of coaches.

- 6.5.5. The term of release for any athlete member from the Association will be for the duration of the current hockey season. These athlete members may return for registration with the Association the following year.

6.6. REFUND POLICY

- 6.6.1. Full refunds, less a \$100 administration fee, will be charged for player withdrawal prior to evaluations.
- 6.6.2. A \$100 administration fee plus 40% of team fee will be assessed for player withdrawals as of the first scheduled ice time for the applicable division (i.e. for those registered in Elite tryouts, first scheduled ice time is first tryout date for that age division, and for those registered exclusively in the community program, first scheduled ice time is the date of first evaluation session for that age division).
- 6.6.3. At completion of the last evaluation session for the applicable division (or September 30th for non-evaluated divisions), registration fees are 100% non-refundable.
- 6.6.4. GHC reserves the right to review and adjust withdrawal fees based on individual circumstances including health related circumstances, relocations outside of Calgary, successful tryout with a second female elite franchise as permitted by Hockey Alberta, etc.
- 6.6.5. To complete your request, please ensure you have filled out the [Player Withdrawal & Refund Request form](#) found on the GHC website.
- 6.6.6. Please note, GHC does not provide refunds on the Community Conditioning Camps or Elite Identification Camps any later than 7 days prior to the start dates of each camp. If the request to withdraw from a Community Conditioning Camp or Elite Identification Camp is received more than 7 days prior to the start date, refunds will be subject to a \$10 administration fee.
- 6.6.7. Please note, GHC does not provide refunds on the U15AA nor the U18 AAA/AA Prep and Tryout camps any later than 7 days prior to the start dates of each camp. If the request to withdraw from a prep or tryout camp is received more than 7 days prior to the start date, refunds will be subject to a \$25 administration fee.

7. VOLUNTEERS

7.1. VOLUNTEER RECRUITING

- 7.1.1. All Directors and Officers of GHC must report their intended activities or initiatives requiring volunteers at the outset of their planning to the GHC Board of Directors, at least 8 weeks prior to the event or as soon as possible to ensure there is adequate time to recruit volunteers.
- 7.1.2. All Directors and Officers of GHC will devise strategies to recruit volunteers. Strategies for recruiting volunteers may include but are not limited to phoning members, utilizing the GHC website to attract volunteers by posting job descriptions, joining and/or contacting Volunteer Calgary and networking with other Board Members or Officers.
- 7.1.3. All Directors and Officers of GHC, in consultation with the Executive Committee, shall devise a plan for their succession and for mentoring potential board members.

7.2. VOLUNTEER BOND PROGRAM

- 7.2.1. All GHC members are required to complete volunteer credits. There is no rollover of volunteer credits from year to year.
- 7.2.2. All “Association Approved Roles” within GHC (at both the association and team level) are listed with job description on the [GHC website](#).
- 7.2.3. GHC requires a volunteer bond of (\$300) per family.
- 7.2.4. GHC members who wish to opt-out of the volunteer program may pay the value of their credits (\$300) at the time of registration. No refunds will be given for opt-out payments.
- 7.2.5. Confirmation of completed volunteer credits is due by April 30th .
- 7.2.6. GHC families will report their credit requirements based on their oldest registered player.
- 7.2.7. Families who do not complete their required volunteer credits will will be invoiced the bond amount (\$300), applied directly to the player’s Hockey Canada Player Profile. Failure to pay this amount will result in “Not in Good Standing” status and may affect future registrations and releases.

8. EVALUATIONS

8.1. COMMUNITY EVALUATION PROCESS

- 8.1.1. Please refer to the Community Evaluation Handbook on the [GHC website](#) under Registration/Evaluations.

8.2. ELITE TRYOUT CAMPS

- 8.2.1. Please refer to the Elite Selection Handbook on the [GHC website](#) under Registration/Elite Selection

9. PLAYER ACCELERATION

9.1. COMMUNITY TEAMS

- 9.1.1. Underage players must be ranked in the top 25% of the higher age category and be approved by the GHC Executive.

9.2. ELITE TEAMS

9.2.1. U15 Acceleration

- An U13 aged athlete will be allowed to accelerate up to the U15AA level if all the following conditions are met:
 - Player has been granted “Exceptional Player” status by Hockey Alberta in accordance with the Female Hockey Alberta Development Model.
 - Player has received GHC approval to participate in U15AA tryouts. Permission should be requested in writing to the VP Elite (elite@girlshockeycalgary.com) and decision will be made by the GHC Executive Committee.

- Athlete has reached her 12th birthday on or before December 31st of the current season.
- The athlete must be ranked by both U15AA coaches among the top of her position coming out of the tryout skates as follows:
 - Defenseman are ranked in the top 3 of all defensemen in the tryout camp.
 - Forwards are ranked in the top 6 of all forwards in the tryout camp.
 - Goalies are ranked in the top 2 of all goalies in the tryout camp.
- The athlete must be drafted to a U15AA Team by one of the U15AA coaches in the draft on or before her ranking coming out of the tryout skates.
- If the athlete does not meet all the above requirements, she will be released back to her appropriate age division in order to participate in the GHC Community Evaluations Process for U13 aged players.

9.2.2. U18 Acceleration

- Acceleration of U15 aged athletes to U18AA will not be permitted.
- A U15 aged athlete will be allowed to accelerate up to the U18AAA level only if all the following conditions are met:
 - Player has been granted “Exceptional Player” status by Hockey Alberta in accordance with the Female Hockey Alberta Development Model.
 - Player has received GHC approval to participate in U18AAA tryouts. Permission should be requested in writing to the VP Elite (elite@girlshockeycalgary.com) and decision will be made by the GHC Executive Committee.
 - Athlete has reached her 14th birthday on or before December 31st of the current season.
 - The athlete must be ranked by the U18AAA coach among the top of her position coming out of the tryout skates as follows:
 - Defensemen are ranked in the top 2 of all defensemen in the tryout camp.
 - Forwards are ranked in the top 3 of all forwards in the tryout camp.
 - Goalies are ranked in the top 1 of all goalies in the tryout camp.
- If the athlete does not meet all the above requirements, she will be released back to her appropriate age division in order to participate in either the U15AA Tryout Camp or the GHC Community Evaluations Process for U15 aged players.

10. COACHING STAFF

10.1. ACCOUNTABILITY

- 10.1.1. The Head Coach is accountable to the Director of Coaching.

10.2. APPLICATION

10.2.1. Applications for community coaching positions are accepted throughout the registration process by submitting the online Community Coaches Application Form by August 15th.

10.2.2. To be considered for a coaching position (head or assistant coach), applicants will be asked to complete 10 hours of evaluations.

10.2.3. All applications will be verified by the Director of Coaching and the Coach Selection Committee as applicable and in accordance with the GHC Coach Selection Policy.

10.2.4. Certification

All coaching staff must meet Hockey Alberta Coach Requirements by November 15th of the applicable season. This includes Respect in Sport for Activity Leaders, Hockey Canada Safety Program and age division relevant coaching clinics. Coaches who have not completed the required certification by November 15th will be removed from their Official Roster until such a time that the course(s) have been completed. The coach will not be allowed on the ice for any practices or sanctioned events such as but not limited to games and tournaments until the certifications are met.

10.2.5. Police Information Check (PIC)

Coaching staff must successfully be cleared by the Calgary Police Service to remain as coaches. Should a Calgary Police Information Check not be completed as required, or come back as unsuccessful, the coach in question shall be advised that they are no longer a member of the coaching staff and shall be suspended from coaching duties until the matter can be resolved. In the case of an unsuccessful police check, the coach in question will be contacted by the Director of Coaching for a disclosure meeting.

- Coaching staff that are successfully cleared by the Police Information Check shall not normally need to reapply for the PIC for a period of three (3) years.
- At the request of the Board of Directors, any member of the coaching staff could be asked to reapply for the PIC within the three (3) year period following a successful PIC.
- Rostered coaches who are required, in the current season, to apply for or reapply for a Calgary Police Information Check, must begin the application process for the police check by November 1st. Proof that the application has been submitted must be provided to the GHC office by November 15th. If such proof is not provided by this date, the coach will be removed from roster and will not be permitted to coach until the issue is resolved.

10.3. SELECTION AND PLACEMENT

10.3.1. The Director of Coaching together with the Coach Selection Committee will approve coaches at the community level on the following basis:

- Coach's current certification(s)
- Coach's past performance in programs offered by GHC as determined by results of previous coach evaluations.
- Coach's number of years coaching the same group (Director of Coaching recommends that a coach only remain with a group or majority of a group for no more than two consecutive seasons)
- Previous coaching experience (within GHC or with other organizations)
- One team per head coach, however a head coach may make application to assist on another team

10.3.2. The Director of Coaching and Coach Selection Committee will complete assignment of coaching staff to teams.

10.4. *CLINICS*

10.4.1. GHC in conjunction with Hockey Calgary encourages all coaches to upgrade their levels of coaching certification annually.

10.4.2. GHC will pay for each of the following courses for up to 5 rostered members of the Coaching Staff on each GHC team:

- Coach Level 1 (U7 Timbits/U9) or Coach Level 2 (U11 and above)
- Hockey Canada Safety Program (certification or certification renewal)
- Checking Skills (at U11 and above only)

10.4.3. GHC will pay for the following course for ALL rostered team officials on each GHC team:

- Respect in Sport for Activity Leaders

10.4.4. For U15AA, U18AA and U18AAA, GHC will pay for each of the aforementioned courses and in addition, GHC will pay for one Development I course or one High Performance I course per team.

10.4.5. The Coaching Staff of any team wishing to register for any of the aforementioned coaching certification courses must obtain written approval from the Director of Coaching, prior to registration in order to be reimbursed for the course registration fees.

10.4.6. All receipts evidencing payment of the aforementioned coaching certificate courses together with confirmation evidencing the completion of the course must be submitted to the GHC office by no later than November 30th using the online reimbursement form in order to be reimbursed for the course registration fees.

10.5. *MEETINGS*

10.5.1. Head Coaches will hold at least two mandatory meetings with the Parents of the athlete members assigned to their teams. The first of these meetings will follow the GHC Coach/Manager's meeting and before the league begins. Introductions will be made, and discussion held regarding team objectives, rules, fundraising, conduct, policies, procedures, etc.

10.5.2. The Director of Coaching recommends that regular parent meetings be held to keep everyone informed and to deal with concerns as they arise to keep on top of any problems as they occur.

10.6. *REFEREES*

10.6.1. The Coaching Staff must set the example by showing consistent leadership in part by displaying respect for the game and game officials.

10.6.2. All exhibition games must be sanctioned by Hockey Calgary. By submitting the online form, communication will be handled through automatic email notifications to all necessary parties, including CZRC or Community Referee Assignors.

10.6.3. All regularly scheduled games throughout the season are provided with officials including league play, playoffs and during Esso Minor Hockey Week.

10.7. RESPONSIBILITIES

- 10.7.1. If the entire Coaching Staff is not assigned by the Director of Coaching, then the Head Coaches will submit the names of assistant coaches and managers to the Director of Coaching. No placements of assistant coaches are to be made without prior approval having been received from the Director of Coaching.
- 10.7.2. Head Coaches are required to advise the Director of Community or other designated GHC representative of all suspensions issued within twenty-four (24) hours of the initial suspension. Failure to do so may result in the coach's suspension.
- 10.7.3. Head Coaches must ensure that any referee write-ups on the score sheets are into the Director of Community or other designated GHC or League representatives within twenty-four (24) hours.
- 10.7.4. Head Coaches are responsible for ensuring all those participating on the team or with the team follow the rules and regulations as required by the Association, Governing Bodies and any rules of a community hosting a sanctioned tournament.
- 10.7.5. Head Coaches are responsible for ensuring that sufficient control/discipline is maintained over the athlete members so as not to allow unsportsmanlike conduct and disrespectful behavior to interfere with the welfare of the team, team concepts and instruction
- 10.7.6. Coaching Staff must be "in control" of their athlete members at all times and are responsible for discipline to maintain sportsmanlike, acceptable behavior and respect of the sport, the program, the facility and the volunteers who make this program possible
- 10.7.7. Head Coaches are permitted to bench an athlete member for misconduct, unsportsmanlike behavior, abuse to any official, unexplained absences or any other conduct that is deemed to be detrimental to the wellbeing of the team and/or organization. Benching may be done for any portion of a game, to a maximum of two periods. Full game suspensions may ONLY be issued as authorized by the Vice President of Operations or other GHC representative. A coach may not suspend any athlete member for a full game, one time without the Vice President of Operations or other GHC representative intervention.
- 10.7.8. Head Coaches must ensure that each athlete member on their team is treated fairly, consistently and objectively (refer to the GHC Code of Conduct & Ethics Policy ([Section 18](#))) for further details.
- 10.7.9. The Head Coach is responsible for allocating more or less playing time to individual athlete members in any particular game but MUST ensure that over a few games the playing time per athlete member is in accordance with the Fair Play Policy and the Elite Fair Play Policy as set out by Hockey Calgary.
- 10.7.10. Coaching Staff are responsible for ensuring that all participants participating in the program will follow the Hockey Calgary, Hockey Alberta and Hockey Canada rules and regulations on wearing of the required hockey equipment
- 10.7.11. Coaching Staff must ensure that practice ice times are used to the best of their ability. Exhibition games are to be kept in balance with the number of practices the team has been assigned.
- 10.7.12. Coaching Staff must always conduct themselves in a sportsmanlike manner setting a positive example for their athlete members.
- 10.7.13. Coaches are not to be alone at team functions; a member of the Coaching Staff together with at least one parent must be present. All teams must have a female adult in attendance at all team functions.
- 10.7.14. Coaching Staff are responsible for ensuring that no athlete member is left unsupervised in a

dressing room during practices or games. A female parent is to remain by the dressing room; however, the Head Coach is still responsible for all activity within the dressing room.

10.7.15. Coaching Staff is responsible to abide by GHC's Female Dressing Room Policy ([Section 27](#)).

10.7.16. Coaching Staff must abide by the GHC Code of Conduct & Ethics Policy ([Section 18](#)).

10.7.17. Any member of the Coaching Staff who does not make a conscious effort to abide by the GHC Policies & Procedures or displays behavior that is deemed to be inappropriate or unsportsmanlike will be replaced by the Director of Coaching in consultation with the Vice-President of Operations.

10.7.18. Head Coaches are required to keep the Director of Community (via their respective Age Group Coordinator) informed of all team's progress, problems, concerns, etc.

10.7.19. Coaching Staff of GHC U15AA, U18AA and U18AAA reporting responsibility is to the Director of Coaching, and Director(s) of Elite, under the supervision of the VP Ops and VP Elite.

10.8. TEAM RULES

10.8.1. Each Head Coach must prepare a written copy of Team Rules. The Team Rules must include but not be limited to:

- Required time of arrival for practices
- Required time of arrival for games
- Expectations
- Behavior that would result in being benched
- Behavior that would result in the coach requesting a suspension
- Required dress for games
- Dealing with conflicts

10.8.2. Each Head Coach must ensure one copy of the Team Rules is passed around at the first parents' meeting and each family MUST sign the document signifying that they understand and are expected to comply with these rules for the duration of the season – win or lose!

10.8.3. All Team Rules must adhere to the GHC Code of Conduct & Ethics Policy ([Section 18](#)).

11. MANAGERS

11.1. ACCOUNTABILITY

11.1.1. Each team is required to provide a manager other than the Head Coach or an assistant coach. GHC recommends that, when possible, the manager should not be a significant other/spouse, direct relation or indirect person residing at the same residence as the Head Coach.

11.1.2. Should the situation arise where a significant other/spouse, direct relation or indirect person residing at the same residence as the Head Coach is the manager, an unrelated treasurer is required. In addition, the team must appoint an alternate parent to hold the position of "team representative" who will be available to the parents to discuss any team issues should they not feel comfortable approaching the Head Coach or Manager. The Head Coach and/or Manager must provide the name and contact information of the "team representative" to the Director of Coaching no later than October 31.

11.1.3. Managers are accountable to the Head Coach, the Director of Community and other designated GHC representatives.

11.2. POSITION REQUIREMENTS

11.2.1. The team manager must be organized and able to deal efficiently and effectively with coaches, parents, athlete members as well as the Director of Community and other designated GHC representatives. They must be consistent with the retrieval and disbursement of information on a monthly basis. They must be familiar with and willing to work within the Policies & Procedures as laid out by GHC. They must be appreciative and respectful of the various circumstances of the athlete members' parents and be open to new ideas and change to achieve common goals.

11.3. RESPONSIBILITIES

11.3.1. Managers are responsible for the collection and distribution of information between parents and office staff, parents and the Director of Community and other designated GHC representatives and vice versa, on a monthly basis.

11.3.2. Managers are responsible for ensuring the operations and activities of the parents follow all Policies & Procedures of GHC.

11.3.3. Managers are to assist and support the Coaching Staff whenever and wherever possible, as qualified to do so.

11.3.4. Managers must always be aware of where their duties end and where the duties of the coaching staff and other designated GHC representatives begin.

11.3.5. Team Managers must be available for meetings to discuss areas of concern, progress, and to provide financial information as requested by parents, GHC Board or the Executive Committee.

11.3.6. Team Managers must ensure that the score sheets are handled in the manner as outlined by the league in which the team plays

11.3.7. Managers are responsible to encourage team members to complete the GHC coach evaluation surveys by dates stated.

11.3.8. Managers of GHC U15AA, U18AA & U18AAA reporting responsibility are the Director(s) of Elite, under the supervision of the VP Elite.

11.4. TEAM TREASURER

11.4.1. Team Managers are responsible for appointing a Team Treasurer and must ensure that all policies as outlined in the GHC Team Financial Guidelines are adhered to. Regular financial updates are to be provided to team parents and must include:

- Team Budget, as approved by the parents at the beginning of the season, including planned expenditures and anticipated sources of revenue.
- Final accounting of team finances at end of season including all monies received and all monies spent in comparison to initial Team Budget as approved by the parents.

11.4.2. Team Managers are responsible for ensuring the team financial reporting is completed by the Treasurer and is provided to the GHC office, to the attention of the GHC Treasurer as follows:

- Final Accounting of team finances including all monies received and all monies spent in comparison to initial Team Budget provided by April 30th

12. TEAM FINANCIAL GUIDELINES & POLICY

12.1. OVERVIEW

- 12.1.1. Each GHC team is responsible for its own financial operations. The Team Manager must appoint a Team Treasurer who is responsible for collecting, banking, and disbursement of team funds.
- 12.1.2. The Team Treasurer cannot be the spouse, direct relation, or a person residing in same residence of the team's Head Coach.
- 12.1.3. Fees paid to Girls Hockey Calgary for registration entitle each player to participate on a hockey team. GHC provides each team in the association with jerseys, practice ice times, and registration and participation in the applicable hockey league.
- 12.1.4. Each team will incur additional costs during the hockey season that are not part of the fees paid to GHC and must anticipate and budget for these costs. These additional costs are the responsibility of the team and parent group. The funds to cover these costs will have to be raised through a payment from each family or by fundraising to cover these costs. The Team Treasurer shall account for fundraising and spending of the hockey team, and report to GHC and to the parents of the respective hockey team.
- 12.1.5. The Team Manager is required to ensure that the Team Treasurer provides to the team parents and to GHC the financial information as outlined in this document and as required by GHC Policies & Procedures.
- 12.1.6. At any time, the GHC Board can request team financial statements or authorize the GHC treasurer to intervene on behalf of the organization.

12.2. BANKING

- 12.2.1. GHC has set up bank accounts for all teams with a local Scotiabank Branch. GHC Administration will provide further details to the manager and treasurer once the season starts.
- 12.2.2. Cheques written from the account require two signatures. Generally, the signature of the treasurer and one other parent (signatories are required to be set up with the bank). The two signatories should not have a personal relationship or connection outside of the team. The segregation of duties means that no single person is responsible for a transaction from start to finish.
- 12.2.3. When writing a cheque, the description line should always be filled out and if one is available write the invoice number on the cheque.
- 12.2.4. *Interac* e-Transfers are permitted for securely sending funds and receiving Autodeposits using a verified GHC email.
- 12.2.5. Do not make cheques out to cash.
- 12.2.6. Ensure receipts are obtained or a copy provided for all transactions that take place. In general, receipts should be numbered for easy tracking and should contain the following information:
 - Date of transaction
 - Service rendered/purpose of payment
 - Company owing payment
 - Company receiving payment
 - Signature of individual accepting payment
 - Amount
 - Form of payment

12.2.7. Each team is required to leave a minimum balance of \$30 at the end of the year. Any funds beyond this amount remaining in the team bank account as of May 1 will be transferred to the restricted fund for GHC financial assistance. Bank cares and unused cheques are to be delivered to the GHC office at the end of the season. Banks accounts are to be switched over to a savings account.

12.2.8. Should your team host a tournament you will need to either use your team bank account or contact the GHC Treasurer or GHC Administrator to have a tournament account set up.

12.3. *BUDGETS*

12.3.1. Each team must prepare a budget for the upcoming hockey season. An optional template is provided on the GHC website. Examples of costs to include in the budget may include, but are not limited to:

- Additional ice time above the ice time allocated by GHC
- Tournament Fees
- Team Equipment
- Team apparel (including hockey socks)
- Team social events
- Travel costs
- Player Development (i.e. Dryland Training, etc.)
- Practice Jerseys
- Year End Party/Gifts
- Bank Fees

12.3.2. GHC, as a matter of policy, does not restrict the type of costs that a team incurs. GHC believes that parent oversight and good judgment will be the overall deciding factors when it comes to determining what spending is appropriate for their girls. These costs are to be shared equally by the parents of the hockey players and can ultimately be minimized by fundraising activity.

12.3.3. Fundraising activity needs to be planned & budgeted for and can include, but are not limited to:

- Silent Auctions
- Bottle Drives
- Fundraising Sales

12.3.4. The amount of fundraising to be done is to be determined by the parents of each hockey team. There is not a requirement to do any fundraising, however fundraising done by the team will reduce costs to the parents to cover team expenses.

12.3.5. Once prepared, the budget must be reviewed and approved by the parents of the players of the hockey team. The review needs to include a discussion at a parent meeting of the anticipated costs of the team and the level of fundraising and/or cash calls required to support the budget.

12.3.6. The budget should be approved by at least 75% of the team's parents.

12.4. *SPONSORSHIPS AND DONATIONS*

12.4.1. From time to time a team may be offered a sponsorship or a donation from an individual or company in support of the team's expenses. The sponsorship or donation may be designated for a specific expenditure or may be used at the team's discretion.

12.4.2. Sponsorships/donations may also take the form of a good or service (rather than money).

12.4.3. It is recommended that all sponsorships and donations to a team be acknowledged by some form of thank you note or letter of appreciation to the donor.

12.5. *UNBUDGETED EXPENSES*

12.5.1. As recommended by Hockey Calgary's Manager Manual – any unforeseen (unbudgeted) expenditures/payments that arise during the year should be discussed with the parents before any transaction takes place.

12.6. *FINANCIAL REPORTING TO PARENTS AND GHC*

12.6.1. It is recommended that the team manager/treasurer provide regular updates to the team with respect to the financial position of the team in order to prevent 'surprises' and/or misunderstandings. A simple financial update could include a summary of money spent and on what, and how much more would be required to pay for budgeted expenditures as outlined in the initial budget.

12.6.2. At a minimum, GHC requires the following financial reporting:

- Budget reporting to GHC Treasurer as detailed above.
- A final accounting at year end of all the money raised (through fundraising, parent contributions, sponsorships, donations, etc.) and all the money spent must be prepared and reported to the parents & GHC

12.6.3. A final actual to budget report is to be provided to all parents detailing the monies raised and monies spent compared to the approved budget (using template provided). This is to be done by the end of the month following the end of the team's hockey season (end of season is defined as final game played).

12.6.4. Any remaining monies at the end of the hockey season should be distributed equally to the parents (up to the amount of the cash calls they have respectively contributed). Remaining funds can be donated to GHC's Financial Assistance Fund (in support of players in our association who are struggling to meet the financial demands of hockey i.e. cash calls, travel costs, etc.) or other charity organization(s). Each parent must have the option to receive back their pro-rata share of any remaining team funds (based on cash call contributions) or to donate their share to the GHC Financial Assistance Fund or other charity.

12.6.5. An email that includes the following is required to be sent to the GHC Treasurer at treasurer@girlshockeycalgary.com within 45 days of the end of the team's hockey season:

- A copy of the actual to budget report sent to parents
- Confirmation that excess funds were distributed to the parents or donated as applicable

12.7. *OTHER FINANCIAL REPORTING*

12.7.1. A team parent or a member of the GHC Board of Directors is entitled to request financial information at any time from any GHC team. If requested, the team must provide the following within 7 days of the request, as applicable:

- A copy of the most recent bank statement.
- A list of outstanding items that are to be paid.
- A current financial statement indicating the funds raised and money spent up to a date that is within 30 days of the date of the request.

12.7.2. Any parent request for any of the above financial information is required to be in writing (i.e. email) with a copy of the request sent to the GHC Treasurer at treasurer@girlshockeycalgary.com.

12.8. *RETENTION OF FINANCIAL INFORMATION*

12.8.1. The financial records of the team must be kept for three years following the end of the hockey season.

12.8.2. Receipts (or copies of receipts) should be obtained where applicable for expenditures and retained with the team financial records.

12.9. *FUNDRAISING WITH RAFFLES*

12.9.1. If a raffle (i.e. 50/50 draw, raffle for prizes, etc.) is planned as a team fundraising activity, the team is required to operate as a properly licensed raffle as per AGLC regulations and requirements.

12.9.2. In order to obtain a raffle license, a team must complete the form Eligibility for Raffle License which can be obtained at: <http://www.aglc.ca>. Applications must be specifically in the name of "Girls Hockey Calgary - TEAM NAME". Approval is normally received from the AGLC in 3 to 5 business days. A team only needs to apply for eligibility one time. Once the team receives its AGLC identification number, the team can apply to obtain raffle licenses for any raffle activity planned (done online via AGLC or at any Alberta registry agent).

12.9.3. TEAMS WILL NOT BE ABLE TO USE GHC's AGLC ID # TO OPERATE TEAM LEVEL RAFFLES.

12.9.4. It is important to ensure that the Team Manager and/or Treasurer are familiar with the AGLC requirements for operating a raffle, and that all licensing and record keeping, and reporting requirements are met. NOTE: A summary of your raffle fundraising must be sent to AGLC using a prescribed reporting form within 60 days of your raffle event. Failure to do so will jeopardize GHC's own status with the AGLC and may affect our ability to fundraise as an association in the future, including our own raffle license and casino fundraising.

12.9.5. If your team plans to operate a raffle and is applying to the AGLC for eligibility – please notify GHC by sending an email to treasurer@girlshockeycalgary.com outlining your plans.

12.9.6. Please refer to the following site for further information: <https://aglc.ca/gaming/charitablegaming>

12.10. *COMPLIANCE*

12.10.1. Compliance with the above financial guidelines and policies is mandatory. Please contact the GHC Treasurer with any questions or if assistance is required.

12.10.2. Non-compliance can result in sanctions against the head coach, team manager, or team treasurer as deemed appropriate by the GHC Board of Directors.

13. **OFFICIAL HOCKEY CANADA TEAM ROSTERS**

13.1. *TEAM REGISTRATION*

- 13.1.1. All GHC teams will be registered in the HCR and submitted to Hockey Calgary according to the current Rules & Regulations surrounding the submission of team rosters, as per Hockey Canada, Hockey Alberta and Hockey Calgary.

13.2. SANCTIONED GAME – BENCH STAFF

- 13.2.1. During sanctioned games, only the individuals that are listed on the team roster are permitted to be on the bench.
- 13.2.2. A copy of the “Official Hockey Canada Roster” must always be available at all sanctioned games as any GHC Board member, Hockey Calgary Official or On-Ice Official may request to see the roster at any time. Failure to produce the roster may result in game forfeiture or coach suspension.

14. AFFILIATIONS

14.1. AFFILIATION LISTS

- 14.1.1. The Operations Committee will determine the athlete members that will be affiliated to GHC teams and the affiliations will be in accordance to Hockey Canada, Hockey Alberta and Hockey Calgary Rules & Regulations.
- 14.1.2. The Operations Committee will ensure the affiliation list is submitted to Hockey Calgary for approval no later than October 31st or an earlier deadline as determined by Hockey Calgary.
- 14.1.3. The affiliation list shall not be released to Head Coaches until the affiliation list has been approved by Hockey Calgary.

14.2. GUIDELINES

- 14.2.1. Female Players playing on Minor Male hockey teams **may be permitted to affiliate to Female Teams, upon consideration of application to the Hockey Alberta Female Minor Representatives** in consultation with the Hockey Alberta Council Zone Representative. GHC's preference is to utilize affiliations from within its own organization wherever possible.
- 14.2.2. No affiliates can be used until approved by Hockey Calgary. GHC will have affiliates for its Community Teams submitted to Hockey Calgary for approval no later than October 31st.
- 14.2.3. All contact for the use of Affiliated Players must come from the Head Coach of the higher division team to the Head Coach of the Affiliated Player's registered team. When requesting an affiliate player, the higher division team must obtain permission from the Head Coach of the affiliated player's registered team and notify their league chair and Girls Hockey Calgary Director of Community. Failure to follow the Procedure for use of Affiliated Players may result in the loss of two (2) game points and the Head Coach of the higher division team receiving a one (1) game suspension.
- 14.2.4. All affiliated players, that the higher division team intends to use for a game, should participate in practices prior to a game to become familiar with systems, game play etc. of the higher division team.
- 14.2.5. An affiliated player is not allowed to miss any scheduled league games of her registered team, including league scheduled games, playoff games or provincial games, to affiliate with a higher division team unless granted special permission from the GHC Operations Committee.

- 14.2.6. For tracking purposes, AP must be indicated on the game sheet beside the affiliated player's name. Both the affiliated player's registered team and the higher division team should track the number of games played by the affiliated player to ensure no more than **ten (10) games are played (excluding exhibition and tournament games). However, if the player's registered team completes its regular season and playoffs before the player's affiliated team, the player may thereafter affiliate an unlimited number of times.**
- 14.2.7. The higher division teams should distribute the use of affiliated players amongst several affiliated players.
- 14.2.8. Any discipline or on ice infractions may result in affiliated players becoming unavailable for use by the higher division team.
- 14.2.9. Affiliated players should only be called upon to play in their designated position i.e. Defense as Defense, Forward as Forward. Any request to use a player not in accordance with this requires approval from the GHC Operations committee.

14.3. *ELIGIBILITY FOR USE OF AFFILIATES*

- 14.3.1. Affiliated players may only be used in strict accordance with the Official Hockey Canada Team Roster.
- 14.3.2. Registered affiliates may only be used to bring the total number of skaters up to the total number of registered skaters on the team's roster (no minimum). Teams can replace injured players and/or absent players with affiliated players. The team roster will be reduced by one for each player that is under a suspension. The reduction in roster size will not be less than 11 skaters.
- 14.3.3. No team will exceed the number of registered players on their team when using affiliate players.

U9 Affiliation

- 14.3.4. In addition to affiliation from the next lower division, lateral affiliations are also permitted in all U9 divisions.
- 14.3.5. U7 Timbit players are not permitted to affiliate to U9 teams.
- 14.3.6. An affiliated U9 player may not play more the five games with affiliated team in the current hockey season, excluding exhibition and tournament games.
- 14.3.7. U9 (Team 1) 2012 born players only, are permitted to affiliate to U11 teams.

14.4. *PROCEDURE FOR USE OF AFFILIATES*

- 14.4.1. Games are defined, for the use of affiliates, as any scheduled league games, the first game of Minor Hockey Week, playoff games and provincial games.
- 14.4.2. When the Head Coach of the higher division team is requesting an affiliated player, they must:
- Prior to any contact with the affiliated player, must contact the Head Coach of the affiliated player's registered team to obtain approval.
 - The affiliate's Head Coach will contact the parent of the affiliated player to advise them of the affiliation request.
 - When using an affiliate player, the higher team must notify both the GHC Director of Community at CommunityAffiliations@girlshockeyscalgary.com and their Hockey Calgary League Chair.

- Failure to follow the Procedure for use of Affiliated Players may result in the loss of two (2) game points and the coach of the higher team receiving a one (1) game suspension.

14.4.3. When a higher division team uses an affiliate player it must be signified in writing by placing (a/p or AP) after the player's name on the game sheet.

14.4.4. Coaches may only use affiliates to replace missing athlete members that have injuries, are ill or out of town as per Hockey Calgary. They may not replace a weaker player or a suspended player.

14.4.5. A team must allow players to affiliate if they are not playing in a scheduled league game themselves. However, in all cases (involving a player), if the player's regular team is playing and is not able to give up a skater, the requesting team plays short-handed without using any affiliates.

14.4.6. Any team that intends to use their affiliates in a tournament must provide the tournament host with a list of their affiliated players when registered for a tournament.

14.4.7. A team found to be using ineligible affiliates will forfeit all games played with the ineligible affiliates and will return all prizes won while playing with an ineligible affiliate.

Goalie Affiliation

14.4.8. The procedure for using and affiliate goalie is as follows:

- If a team's goaltender is ill, injured or out of town, the team must first approach their registered affiliated goalie according to these guidelines.
- If a team's affiliate goaltender is unavailable, they may then revert to the GHC Substitute Goaltender guidelines (Section 15 below).
- Teams may only bring up goalies to fill their roster. If a team is registered with one goalie, they may only bring up one affiliate goalie.
- Where a team registers with only one goalie they may take one affiliate goalie on an out of town tournaments however, coaches must send the affiliate roster at the time of registration for the tournament.

15. SUBSTITUTE GOALTENDER GUIDELINES

15.1. GENERAL

15.1.1. GHC may allow during any scheduled exhibition, league or tournament game the use of a goaltender from another Hockey Team of equal or lower division or category/tier if a team's rostered and affiliate goaltenders are not available due to illness, injury or extenuating circumstances. Permission must first be obtained from the Director of Community or other designated GHC representative.

15.2. PRE-REQUISITES

15.2.1. Illness, injury or extenuating circumstances must show that a replacement goaltender is required by the hockey team in question.

15.2.1..1. Extenuating Circumstances include but are not limited to the following;

- Registered goaltender(s) absence due to family or school events

- Affiliated goaltender(s) unavailability due to registered team commitments.

15.2.2. All attempts to utilize an affiliated goaltender must be exhausted.

15.2.3. The substitute goaltender must be from another hockey team of equal or lower division or category. It is preferred that the substitute goaltender comes from within Girls Hockey Calgary, however, goaltenders from outside the association may be permitted.

15.2.4. Only one Substitute Goaltender will be allowed per game.

15.3. *PROCEDURE*

15.3.1. Notify the Director of Community of the reason a substitute goaltender is required.

15.3.2. Upon approval from the Director of Community, the head coach of the team requesting a replacement goaltender may contact the head coach(es) of teams of equal or lower division within Girls Hockey Calgary to obtain a replacement goaltender.

15.3.3. If all attempts to utilize a substitute goaltender from within Girls Hockey Calgary have been exhausted then, the Head Coach may contact the Director of Community to obtain contact information for female goaltenders currently registered with other Hockey Calgary associations of equal or lower division. The only goaltenders outside GHC that may be contacted are those provided by the Director of Community.

15.3.4. Once a substitute goaltender is obtained, notification must be made to both the Director of Community and the Hockey Calgary League Chairperson.

15.3.5. Failure to obtain permission to use a substitute goaltender and/or the use of an unapproved substitute goaltender may result in the loss of two (2) game points and the Head Coach of the team using the substitute goaltender receiving a one (1) game suspension.

16. **EQUIPMENT**

16.1. *STORAGE FACILITY*

16.1.1. GHC Equipment is stored in a local storage facility and access is restricted to the Vice-President Operations, GHC Office Administrator and the Equipment Coordinator(s).

16.1.2. Anyone wishing access to the equipment room must inform the Equipment Coordinator and provide specific reasons for entry.

16.2. *TEAM EQUIPMENT*

16.2.1. GHC will provide each team with equipment as determined by the Equipment Coordinator and approved by the GHC Board (collectively referred to as "Team Equipment")

16.2.2. Pick up of the Team Equipment must be done by a member of the Coaching Staff on such date and time to be designated by the Equipment Coordinator.

16.2.3. The Head Coach shall take full responsibility for the Team Equipment that is assigned to the team and is responsible for returning the Team Equipment assigned to the team upon the completion of the team's season

16.3. GOALTENDER EQUIPMENT

- 16.3.1. GHC has a limited amount of goaltender equipment for U9, U11, and U13 athlete members only. GHC may make goaltender equipment available to other age divisions at the discretion of the Equipment Coordinator.
- 16.3.2. U9 teams are provided with two sets of goaltender equipment per team.
- 16.3.3. Limited equipment is also available for older age groups. For regular season usage of goalie equipment, a \$400.00 deposit in the form of a cheque dated for April 30th of the current hockey season is required.
- 16.3.4. The Equipment Coordinator will allow equipment to be signed out to the parent of the athlete who will be acting as the team's goaltender or to a representative of the team where there is no set player to be the goaltender (i.e. at U9 and U11, several players may take turns being the goalie).

16.4. JERSEYS

- 16.4.1. A set of home and away jerseys will be issued to all teams participating in an organized league.
- 16.4.2. To ensure that all jerseys are well cared for and that none go missing, it is mandatory that each team assigns a "jersey parent" to take care of the home jerseys and a "jersey parent" to take care of the away jerseys. The "jersey parent" is responsible for bringing the jerseys to and from the appropriate games and tournaments and for laundering of the jerseys. If a "jersey parent" will be unable to bring the jerseys to a specific game, they are requested to find another parent to fulfill the duty for that game.
- 16.4.3. Jerseys are to be washed as necessary. Unless otherwise stated, jerseys should be washed on a warm/cold cycle and hung to dry. If using a dryer, avoid high heat and dry on a 'tumble dry' setting only. Excessive heat will cause the jerseys or parts of the jerseys to permanently shrink, rendering them useless to the team and to GHC. It is expensive to replace GHC jerseys as they are custom made to our specifications.
- 16.4.4. When not in use, jerseys should be stored in a warm dry place.
- 16.4.5. Teams wishing to add name bars must do so at their own expense and attach them to the jerseys using a "hand stitch" only. Machine sewn name bars can be difficult to remove and often tear the jerseys. All name bars must be removed before returning jerseys for storage.
- 16.4.6. GHC requires a jersey deposit of \$200 per jersey.
- 16.4.7. GHC Jerseys must be returned clean and in undamaged condition. Families who do not return GHC supplied jersey(s) by end of season will be invoiced the \$200 bond amount, applied directly to the player's Hockey Canada Player Profile. Failure to pay this amount will result in "Not in Good Standing" status and may affect future registrations and releases.

17. GHC HOCKEY APPAREL, BRANDING & LOGO

17.1. GHC LOGOS

- 17.1.1. GHC logos included any and all logos the Girls Hockey Calgary Association has used to identify its brand, including our current Jr. Inferno community logo and the Calgary Fire elite logo.
- 17.1.2. The Jr. Inferno logo is subject to the trademark policies of the Canadian Association for the

Advancement of Amateur Women's Hockey.

- 17.1.3. GHC brands and logos are the protected intellectual property of Girls Hockey Calgary. The logos may only be used with the expressed written consent of GHC Marketing and Communications. Any use without prior permission is strictly prohibited.
- 17.1.4. GHC logos may not be provided to or used alongside any third-party sponsors, companies or organizations without the approval of GHC.
- 17.1.5. GHC logos may not be used to promote non-sanctioned activities, marketing materials or communication documents.

17.2. APPAREL & BRANDING

- 17.2.1. In order to preserve the GHC brand, all apparel and equipment using the Jr. Inferno or Calgary Fire logo must be purchased through GHC partner suppliers. Information regarding approved apparel suppliers will be made available on the GHC website.
- 17.2.2. All apparel bearing a GHC logo and name must be approved by the Board of Directors and cannot be altered or reproduced without the consent of the Board of Directors.
- 17.2.3. GHC may approve the use of our logo for team purchases if a required product is not available or otherwise supplied by our partner suppliers.
- 17.2.4. If a team fails to use an approved supplier and instead obtains unapproved apparel through another company, disciplinary action may occur resulting in, but not limited to, suspension of the Coach; until such time that the problem can be resolved to the satisfaction of the Board. GHC will not be responsible for reimbursing the team/families for any unapproved items purchased and such items will be confiscated.

18. CODE OF CONDUCT & ETHICS POLICY

18.1. GENERAL

- 18.1.1. Rules and regulations are in place to promote an environment where the participants feel safe and find encouragement to share in the social aspects, athletic growth and friendships constant with hockey through the Association.
- 18.1.2. The Association focuses on the child and operates on the generosity and willingness of the volunteer. No Board Member, Coach or Manager (apart from the honorarium paid to coaches at the U15AA, U18AA and U18AAA level) may receive any monetary payment for the countless hours that they offer to the Association and to your child.
- 18.1.3. No parent/guardian or athlete member will contact the Hockey Calgary Office or personnel for any reason. No parent/guardian or athlete member will contact the AFHL offices or executive for any reason. It is the responsibility of the Head Coach and/or Manager to inform Girls Hockey Calgary or Hockey Calgary through the Director of Community, VP of Operations or other designated GHC representative of all issues regarding the team and play.
- 18.1.4. GHC has a zero-tolerance policy regarding bullying/harassment. Bullying is defined as a conscious, willful, deliberate and hostile activity marked by an imbalance of power, intent to harm and/or threat of aggression.
- 18.1.5. It is the responsibility of parents/guardians, athlete members and spectators to control themselves

and always conduct themselves in a sportsmanlike manner when representing GHC.

18.2. *PURPOSE*

- 18.2.1. The Code of Conduct & Ethics identifies and upholds the conduct and ethics, with the assistance of the Bylaws, Policies and Procedures and the Governing Bodies rules and regulations, expected of all GHC members, including athletes, coaches, parents, guardians, executives, directors, volunteers, staff, chaperones, members and representatives.
- 18.2.2. The purpose of this Code of Conduct & Ethics is to ensure a safe and positive environment within GHC programs, activities and events, by ensuring that all individuals are aware that there is an expectation of appropriate behavior, consistent with the mission, vision and values of GHC.
- 18.2.3. GHC is committed to providing an environment in which all individuals are treated with respect. Further, GHC supports equal opportunity and prohibits discriminatory practices. Members of GHC are expected to conduct themselves at all times in a manner consistent with the values that include fairness, integrity, open communication and mutual respect.
- 18.2.4. Conduct that violates this Code of Conduct & Ethics may be subject to sanctions pursuant to GHC's policies related to Discipline ([Section 21](#)) and Conflict Resolution ([Section 23 & 24](#))

18.3. *APPLICATION*

- 18.3.1. This policy applies to conduct that may arise during GHC's and its member clubs' business, activities and events, including but not limited to, office environment, practices, tournaments, training camps, travel, and any meetings.
- 18.3.2. This policy applies to conduct that may occur outside of GHC's and its member clubs' business and events when such conduct adversely affects relationships within GHC and its member clubs' work and sport environment and is detrimental to the image and reputation of GHC. This includes all social media posts pertaining to the association, governing bodies and hockey related activities.

18.4. *RESPONSIBILITIES*

18.4.1. All **individuals** have a responsibility to:

- Maintain and enhance the dignity and self-esteem of all individuals by:
 - Demonstrating respect to individuals regardless of body type, physical characteristics, athletic ability, gender identification, ancestry, color, ethnic or racial origin, nationality, national origin, sexual orientation, age, marital status, religion, religious belief, political belief, disability or economic status;
 - Focusing comments or criticism appropriately and avoiding public criticism of athletes, coaches, officials, organizers, volunteers, employees and members;
 - Consistently demonstrating the spirit of sportsmanship, sports leadership and ethical conduct;
 - Acting, when appropriate, to prevent or correct practices that are unjustly discriminatory;

- Consistently treating individuals fairly and reasonably;
 - Ensuring that the rules of female hockey, and the spirit of such rules, are adhered to.
- Refrain from any behavior that constitutes harassment, where harassment is defined as comment or conduct directed towards an individual or group, which is offensive, abusive, racist, sexist, degrading or malicious. Types of behavior that constitute harassment include, but are not limited to:
 - Written or verbal abuse, threats or outbursts;
 - The display of visual material which is offensive or which one ought to know is offensive;
 - Unwelcome remarks, jokes, comments, innuendos or taunts;
 - Leering or other suggestive or obscene gestures;
 - Condescending or patronizing behavior, which is intended to undermine self-esteem, diminish performance or adversely affect working conditions;
 - Practical jokes which cause awkwardness or embarrassment, endanger a person's safety or negatively affect performance;
 - Any form of hazing;
 - Unwanted physical contact including touching, petting, pinching or kissing;
 - Unwelcome sexual flirtations, advances, requests or invitations;
 - Physical or sexual assault;
 - Cyber harassment or bullying of any type;
 - Behaviors such as those described above that are not directed towards individuals or groups but have the same effect of creating a negative or hostile environment; or
 - Retaliation or threats of retaliation against an individual who reports harassment.
- Refrain from any behavior that constitutes sexual harassment, where sexual harassment is defined as unwelcome sexual comments and sexual advances, requests for sexual favors, or conduct of a sexual nature. Types of behavior that constitute sexual harassment include, but are not limited to:
 - Sexist jokes;
 - Display of sexually offensive material;
 - Sexually degrading words used to describe a person;
 - Inquiries or comments about a person's sex life;
 - Unwelcome sexual flirtations, advances or propositions;
 - Persistent unwanted contact;
 - Sexual assault.

- Refrain from the use of power or authority in an attempt to coerce another person to engage in inappropriate activities.
- In the case of adults, avoid consuming alcohol in situations where minors are present, and take reasonable steps to manage the responsible consumption of alcoholic beverages or legal marijuana use in adult-oriented social situations associated with GHC events.
- Respect the property of others and not willfully cause damage.
- Abstain from the non-medical use of drugs or the use of performance-enhancing drugs or methods.
- Always comply with the Constitution, Bylaws, Policies, Rules and Regulations of GHC, as adopted and amended from time to time.
- Adhere to all Federal, Provincial, Municipal or host country laws.

18.4.2. **Coaches** have additional responsibilities in addition to Section 18.4.1 above. The athlete-coach relationship is a privileged one and plays a critical role in the personal as well as athletic development of their athletes. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it. Coaches will always:

- Ensure a safe environment by selecting activities and establishing controls that are suitable for the age, experience, ability and fitness level of athletes, including educating athletes as to their responsibilities in contributing to a safe environment;
- Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that may harm athletes;
- Avoid compromising the present and future health of athletes by communicating and cooperating with sport medicine professionals in the diagnosis, treatment and management of athletes' medical and psychological problems;
- Under no circumstances provide, promote or condone the use of drugs or performance-enhancing substances;
- Accept and promote athletes' personal goals and refer athletes to other coaches and sports specialists as appropriate and as opportunities arise;
- At no time engage in an intimate or sexual relationship with an athlete of under the age of 18 years and at no time engage in an intimate or sexual relation with an athlete over the age of 18 if the coach is in a position of power, trust or authority over the athlete.
- Where an athlete has qualified for a training camp, provincial team, national team, etc., the Coach will support the program, applicable coaching staff and GHC.
- Give athletes the opportunity to discuss and contribute to proposed training and performance standards as appropriate. Provide athletes and the parents/guardians of athletes who are minors with the information necessary to be involved in the decisions that affect the athlete as appropriate;
- Refrain from intervening inappropriately in personal affairs that are outside the generally

accepted jurisdiction of a coach;

- Act in the best interest of the athlete's development as a whole person;
- Recognize the power inherent in the position of coach and respect and promote the rights of all participants in sport. This is accomplished by establishing and following procedures for confidentiality (right to privacy); informed participation and fair and reasonable treatment. Coaches have a special responsibility to respect and promote the rights of participants who are in a vulnerable or dependent position and less able to protect their own rights.
- Act reasonably when scheduling games and practices taking into consideration young athletes have other interests and obligations.
- Teach athletes to play fairly and to respect the rules, officials, opponents and teammates.
- Ensure all athletes receive equal instruction, discipline, support and appropriate fair playing time.
- Remember that children play to have fun and encourage confidence in them.
- Ensure that equipment and facilities are safe and match the athlete's age and ability.
- Act generously with praise and set a good example.
- Not place themselves into a position where they are alone with an athlete, therefore ensure another coach or parent is always present when meeting with an athlete.
- Obtain proper training and continue to upgrade coaching skills.

18.4.3. **Athletes** will have additional responsibilities, in addition to Section 18.4.1 above, to:

- Report any medical problems in a timely fashion, where such problems may limit the athlete's ability to travel, train or compete.
- Participate and appear on time in all competitions, practices, training sessions, events, activities or projects.
- Properly represent themselves and not attempt to enter a competition for which they are not eligible, by reason of age, classification or other reasons.
- Adhere to GHC's rules and requirements regarding clothing and equipment.
- Play hockey because they want to, not because others or coaches require it.
- Play by the rules of GHC, hockey and in the spirit of the game
- Control their temper and refrain from fighting.
- Be a true team player.
- Not participate in any hazing, bullying or cyber bullying
- Refrain from any negative or damaging social media posts regarding GHC or GHC activities
- Take into consideration that winning is not everything – that having fun, improving skills, making

friends and doing their best are very important.

- Respect coaches and officials as they are there to support and help the athlete.
- Act as an ambassador of the game of hockey and conduct themselves in a manner that reflects such a position.

18.4.4. In addition to Section 18.4.1 above, **Officials** will have additional responsibilities to:

- Be fair and objective.
- Avoid situations which a conflict of interest may arise.
- Make independent judgments.

18.4.5. In addition to Section 18.4.1 above, **Parents/Guardians** of Individual and **Spectators** will:

- Encourage athletes to play by the rules and to resolve conflicts without resorting to hostility or violence;
- Condemn the use of violence in any form;
- Never ridicule a participant for making a mistake during a performance or practice;
- Provide positive comments that motivate and encourage participants continued effort;
- Respect the decisions and judgments of referees, and encourage athletes to do the same;
- Never question an officials' judgment or honesty.
- Support all efforts to remove verbal and physical abuse, coercion, intimidation and sarcasm from the sport of hockey;
- Respect and show appreciation to all competitors, and to the coaches, officials and other volunteers who give their time to the sport of hockey;
- Refrain from the use of bad language, not harass competitors, coaches, officials, parents/guardians or other spectators.
- Never force their daughter to participate in the sport of hockey.
- Remember that their daughter plays the sport of hockey for her enjoyment.
- Teach their daughter that doing one's best is as important as winning so that their child will never feel defeated by the outcome of a game.
- Ensure that their daughter feels like a winner every time by offering praise for competing fairly and hard.
- Support all efforts to remove verbal and physical abuse from the game of hockey.

18.5. IMPLEMENTATION

- 18.5.1. All parents and athletes must complete, sign and submit the applicable Respect in Sport in order to complete their registration process with GHC. Athletes will be prohibited to be registered or evaluated by the GHC if the RIS requirements have not been completed and submitted.
- 18.5.2. Coaches and all team management personnel must complete and submit the applicable Respect Activity Leader course in order to complete their application process with GHC. Coaches and team management will be prohibited to act as a GHC Coach or team manager prior to completing and submitting the RIS requirements.

19. ALCOHOL, VAPE DEVICES, TOBACCO PRODUCTS, ILLEGAL SUBSTANCES, WEAPONS

- 19.1.1. GHC has zero tolerance regarding the possession or contact with any drug, alcohol, vape devices, tobacco products or weapon use at any GHC sanctioned event.
- 19.1.2. Alcohol products are defined as, but not limited to; beer, table wine, fortified wine, distilled liquor, liqueurs, malt liquor and alcopop. Tobacco products are defined as, but not limited to; bidis, cigarettes, cigars, little cigars, cigarillos, dissolvable tobacco, e-cigarettes (including vape devices), kreteks, pipes and loose tobacco, and smokeless tobacco of any kind (chew, dip, snuff, snus, spit).
- 19.1.3. Any athlete member, parent/guardian or coach consuming alcohol, smoking, using tobacco products, vape devices or under the influence of any illegal substance, in prohibited areas or while representing GHC will be suspended immediately. Those responsible will remain suspended and be subject to further action as determined by the Discipline Committee or the Executive Committee.
- 19.1.4. No member involved with the coaching or assisting of a GHC hockey team will be under the influence of alcohol or illegal substances.
- 19.1.5. Anyone caught with or found to have had a weapon (or any object that would be considered a weapon) in their possession while at any hockey arena in Calgary or at any organized function authorized by GHC will be suspended and be subject to further action as determined by the Discipline Committee or the Executive Committee.

20. SOCIAL MEDIA & NETWORKING POLICY

20.1. GENERAL

- 20.1.1. For the purpose of this policy social media includes but is not limited to public communications through Twitter, Facebook, Instagram, Snapchat, YouTube, the GHC website and any other social media network that allows users to communicate online. This policy covers all existing and future social networking media.
- 20.1.2. The policy will be applicable to all members of the GHC community, including Board of Directors, volunteers, GHC members, staff, officials, players, players' family members and supporters.
- 20.1.3. GHC understands and appreciates the importance of Social Networking as it relates to the personal and professional lives of its members. Emerging platforms for online delivery of information are fundamentally changing the way we communicate, offering new ways to engage with all stakeholders (i.e. players, coaches, parents, sponsors, donors and public). It is a model for interaction and can help us build a stronger more successful organization for our community. However, it also provides an unsupervised medium for inappropriate conduct to occur, conduct which can be detrimental to the welfare of GHC and its members.

- 20.1.4. The purpose of this policy is to educate the GHC community on the risks of social media and to ensure that all teams and GHC personnel are aware that conduct deemed to be inappropriate may be subject to disciplinary action by the team, GHC, the league and/or Hockey Calgary.

20.2. SOCIAL MEDIA GUIDELINES

- 20.2.1. The Social Media Guidelines are governed by the principles of the Code of Conduct & Ethics Policy.
- 20.2.2. GHC holds the entire GHC community who participates in social media and networking to the same standards as it does for all other forms of media including radio, television, and print.
- 20.2.3. Comments or remarks of an inappropriate nature, which are detrimental to a team, the Association or an individual, will not be tolerated and will be subject to disciplinary action.
- 20.2.4. It should be recognized that social media comments are on the record and instantly published and available to the public and media. Everyone including the GHC Board of Directors, team staffs, players, members, and supporters can review social media communications. It is expected that ALL Players, Coaches, Parents and Board Members always conduct themselves in an appropriate manner.
- 20.2.5. The GHC Board expects that all association members use their best judgement with respect to social media use – pause before posting. Once comments/photos/etc. are posted, they cannot be retracted. Ultimately, every user of social media is solely responsible for the comments/photos and other content that they post and are thus published for the public record.
- 20.2.6. If requested to participate in an online discussion as a direct result of your affiliation with or participation in GHC, the GHC Board of Directors recommends that you request approval from GHC.

20.3. SOCIAL MEDIA VIOLATIONS

The following are examples of conduct through social media and networking media that are considered violations of the GHC Social Media & Networking Policy and may be subject to disciplinary action.

- 20.3.1. Any statement deemed to be publicly critical of officials or detrimental to the welfare of GHC, team staff, players or any member.
- 20.3.2. Divulging confidential information that may include but is not limited to the following: player injuries, game strategies of any other matter of a sensitive or private nature.
- 20.3.3. Negative or derogatory comments about any team, Minor Hockey Association, League, and/or GHC players, staff, directors, or members.
- 20.3.4. Any form of bullying, harassment or threats against players, coaches, officials, directors or members.
- 20.3.5. Photographs, video or comments promoting negative influences or criminal behavior including, but not limited to drug use, alcohol abuse, public intoxication, hazing, sexual exploitation, etc.
- 20.3.6. Online activity that contradicts the current policies of GHC.
- 20.3.7. Inappropriate, derogatory, racist, or sexist comments of any kind, in keeping with the GHC policies and codes of conduct on these matters.

20.3.8. Online activity that is meant to misrepresent fact or truth.

20.4. *ENFORCEMENT*

20.4.1. GHC will investigate all reported instances of inappropriate use of social media and networking tools. Violations should be reported directly to the GHC Office using the Incident Report form (Appendix A).

20.4.2. If the investigation determines that a violation has occurred, appropriate disciplinary action in accordance with the GHC Discipline Policy and/or those set forth by Hockey Calgary, Hockey Alberta and/or Hockey Canada. Such action may include the member losing privileges that come with membership up to and including suspension or possible removal from GHC.

21. **DISCIPLINE POLICY**

21.1. *DISCIPLINARY COMMITTEE MEMBERSHIP*

21.1.1. The Discipline Committee will report to the VP Operations, the GHC President or other designate.

21.1.2. The Discipline Committee will be made up of a mix of volunteers including members that do not hold GHC Board roles, GHC Directors, GHC Staff and a minimum of one member of the GHC executive (or designate approved by the President).

21.1.3. The committee will be made up of no less than two and no more than five members or other delegates as assigned by the Operations Committee.

21.1.4. As the hockey community is small, from time to time members will be required to recuse themselves due to personal conflicts. In such cases the VP Operations may assign other parties to assist.

21.1.5. The discipline committee members will be held to the highest standards of confidentiality, discretion and lead by example.

21.2. *INTENTIONS*

21.2.1. It is the intention of GHC that each incident will be dealt with in as an objective, fair and consistent manner as possible with appropriate repercussions for the severity of the actions.

21.2.2. The discipline committee will develop a set of consistent thresholds to be utilized in guiding decisions. Acknowledging that all situations are unique, GHC would still like to have some general guidelines for consistent sanctions and restitution.

21.2.3. Part of the strength of any Association is its ability to solve problems and deal with conflict. It is the intent of Girls Hockey Calgary to deal with incidents and conflict in a constructive and respectful manner.

21.2.4. Please always be aware that GHC is a volunteer organization and that coaches, managers and board members are all giving a great deal of time and effort to the organization and the development of the players involved.

21.3. *PROCESS*

- 21.3.1. All discipline issues will go through the VP Operations or President for activation or review. If needed they will engage the Operations Committee or Executive for more information.
- 21.3.2. If the issue requires a review for disciplinary action, the matter will be assigned to a Vice President (or other designate) who will activate the discipline committee.
- 21.3.3. Once the committee is activated, the members will be responsible to investigate (gather information and meet with parties in question) and prepare a written report of their findings including a summary of the investigation and any recommended corrective actions and/or suspensions that may be warranted.
- 21.3.4. To obtain an appropriate enforcement, the Discipline Committee may review such documents as, but not limited to; GHC Hockey Policies & Procedures, Bylaws, Hockey Calgary Regulations, and may take into consideration; any previous disciplinary action or suspensions on file.
- 21.3.5. All discipline committee decisions will be approved by a member of the Operations Committee or GHC Executive prior to becoming final.

NOTE: Please see [Section 24.5](#) for more detail regarding the Discipline Committee Resolution Process.

21.4. *MINOR INFRACTIONS*

- 21.4.1. Minor infractions are single incidents of failing to achieve the expected standards of conduct that generally, do not result in harm to others, GHC or to the sport of female hockey. Examples of minor infractions include, but are not limited to a single incident of:
 - Un-sportsmanlike conduct;
 - Disrespectful comments or behaviour directed towards others; and
 - Non-compliance with the bylaws, policies, procedures, rules, regulations and directives of GHC.
- 21.4.2. All disciplinary situations involving minor infractions will attempt to be dealt with by the appropriate person having authority over the situation and the individual involved (the person in authority may include, but is not restricted to, staff, officials, coaches, organizers, or GHC decision makers).
- 21.4.3. Procedures for dealing with minor infractions will be informal as compared to those for major infractions and will be determined at the discretion of the person responsible for the discipline of such infractions (as noted above in point 21.4.2).
- 21.4.4. This is provided that the alleged party (“Respondent”) being disciplined is told the nature of the infraction and has an opportunity to provide information concerning the incident.
- 21.4.5. All instances of minor infractions that resulted in action taken will be reported to the appropriate Age Group Coordinator or Director of Coaching within 48 hours.
- 21.4.6. Penalties for minor infractions, which may be applied singly or in combination, include the following:
 - Verbal or written warning;
 - Verbal or written apology;
 - Service or other voluntary contribution to GHC or its member teams;
 - Removal of certain privileges of membership for a designated period;
 - Suspension from certain competitions, activities or events; or

- Any other sanction considered appropriate for the offense.

21.4.7. Minor infractions that result in disciplinary procedures will be recorded and maintained by GHC. Repeat minor infractions may result in further such incidents being considered a major infraction.

21.5. MAJOR INFRACTIONS

21.5.1. Major infractions are instances of failing to achieve the expected standards of conduct that result, or have the potential to result, in harm to other persons, to GHC or to the sport of female hockey.

21.5.2. Examples of major infractions include, but are not limited to:

- Repeated Minor Infractions;
- Intentionally damaging GHC property or improperly handling GHC monies;
- Incidents of physical abuse;
- Pranks, jokes or other activities that endanger the safety of others;
- Disregard for the bylaws, policies, rules, regulations and directives of GHC;
- Conduct that intentionally damages the image, credibility or reputation of GHC;
- Bullying, Hazing, threats or any social media threats or misuse;
- Behavior that constitutes harassment, sexual harassment or sexual misconduct; or
- Possession or use of alcohol or illegal narcotics by minors. Or providing alcohol or illegal narcotics to minors.

21.5.3. Major infractions occurring within competition may need to be dealt with immediately, if necessary, by an appropriate person having authority. In such situations, disciplinary sanctions will be suspension or sanctions for the duration of the competition, training, activity or event only. Further sanctions may be applied but only after review of the matter in accordance with the procedures set out in this Policy.

21.5.4. The Discipline Committee may apply the following disciplinary sanctions singly or in combination, for major infractions (*Hockey Alberta Minimum Suspension Guidelines may act as a guide*):

- Verbal or written warning;
- Verbal or written apology;
- Service or other voluntary contribution to GHC or its member teams;
- Removal of certain privileges of membership;
- Suspension from certain GHC teams, events and/or activities
- Suspension from all GHC activities for a designated period of time;
- Expulsion from GHC;
- Other sanctions as may be considered appropriate for the offense.

21.5.5. Unless the Discipline Committee decides otherwise, any disciplinary sanctions will commence immediately.

21.5.6. Failure to comply with a sanction as determined by the Discipline Committee will result in automatic suspension of membership in GHC until such time as compliance occurs.

21.5.7. A written record will be maintained at the GHC office for major infractions that result in a sanction.

21.6. CRIMINAL CONVICTIONS

21.6.1. A Member's conviction for any of the following Criminal Code offenses will be deemed a major infraction under this Policy and will result in expulsion from GHC and/or removal from GHC competitions, programs, activities and events upon the sole discretion of GHC:

- Any sexual offences;
- Any offence of assault; or
- Any offence involving illegal activity.

21.7. CONFIDENTIALITY

- 21.7.1. The discipline and complaints process are confidential involving only the Parties, the Operations Committee and the Discipline Committee. Once initiated and until a decision is released, none of the Parties will disclose confidential information relating to the discipline or complaint to any person not involved in the proceedings.

22. SUSPENSIONS

22.1. GENERAL

- 22.1.1. All members of GHC are to review the Hockey Calgary and other applicable league rules regarding possible suspensions.
- 22.1.2. Suspension of a players', coaches' or parent/guardians' membership privileges will occur when evidence exists that there is consistent or flagrant disregard for the philosophy or standards of GHC, Hockey Calgary, Hockey Alberta or Hockey Canada.
- 22.1.3. GHC reserves the right to impose more than the prescribed (by league, Hockey Calgary or Hockey Alberta) and supplemental suspensions for disreputable conduct if it is deemed necessary.

22.2. BENCHING OF AN ATHLETE MEMBER

- 22.2.1. Head Coaches are permitted to bench an athlete member for misconduct, unsportsmanlike behavior, abuse to any official, unexplained absences or any conduct that is deemed detrimental to the wellbeing of the team and organization.
- 22.2.2. Head Coaches are permitted to bench an athlete member for disciplinary reasons. These infractions include, but are not limited to abusive language, unsportsmanlike conduct, unexplained absence, repeated violation of rules, disrespect of team, teammates, coaches, official, spectators and/or association or any conduct that is deemed detrimental to the wellbeing of the team and organization.
- 22.2.3. Benching may be done for any portion of a game, to a maximum of two periods. Full game suspensions may only be issued as authorized by the Vice President of Operations or other GHC representative.
- 22.2.4. The Head Coach is required to explain to the athlete member why a benching is occurring. If a parent of that athlete member subsequently has a problem with the action of the coach, the parent may request a meeting later (anytime other than one hour before, during or after a game or practice) at the coach's convenience. The Executive Committee recommends that this situation be dealt with by these parties within forty-eight (48) hours following the incident and suggests that the athlete member(s) involved be included in the meeting.

22.3. PLAYER SUSPENSION

- 22.3.1. If the unacceptable behavior does not stop, Head Coaches are to notify the VP of Community, VP of Operations or other designated GHC representative. The GHC Executive will review behaviour brought forward to determine if further investigation is warranted. If further investigation is warranted, the discipline committee will be activated.

22.3.2. The athlete member will be suspended from all team activities until such time that the investigation concludes, and the decision is communicated.

22.4. *COACH SUSPENSION*

22.4.1. Actions by a Coach that would cause him/her to be considered for suspension should be brought to the attention of the Board or Executive, by the Director of Coaches.

22.4.2. The Board or Executive shall initially review the severity of the action(s) brought forward; to determine whether further investigation is warranted. If further investigation is warranted, the discipline committee will be activated.

22.4.3. The Coach may be suspended from all team activities until such time that the investigation concludes, and the decision is communicated.

22.5. *PARENT/GUARDIAN SUSPENSION*

22.5.1. Actions by a Parent/Guardian that would cause either to be considered for suspension should be brought to the attention of the Board or Executive.

22.5.2. The Board or Executive shall initially review the severity of the action(s) brought forward; to determine whether further investigation is warranted. If further investigation is warranted, the discipline committee will be activated.

22.5.3. The Parent/Guardian may be temporarily suspended from attending team activities until such time that the investigation concludes, and the decision is communicated.

23. CONFLICT RESOLUTION

23.1. *GENERAL*

23.1.1. Those who point out and attempt to address problems in a team or in the organization will not be punished. Specifically, players are not made to suffer for the actions of their parent/guardians who may file a report.

23.1.2. It is expected, though, that all problems will be addressed in a constructive manner and always with utmost respect and courtesy. Abuse will not be tolerated or accepted, while constructive contributions will always be appreciated.

23.1.3. Anonymous inquiries or complaints cannot be addressed collaboratively and as such, will not be responded to.

23.1.4. A person ("Complainant") who experiences, witnesses, or has reason to believe that unacceptable conduct has occurred, must first adhere to the "**24 Hour Rule**" and review the Code of Conduct Policy as applicable. Once these have been followed and reviewed, this person may then contact the Team Manager/Coach to try and resolve the situation.

23.2. *INFORMAL RESOLUTION*

23.2.1. If a resolution cannot be solved at the team level, then the Team Manager/Coach is to contact the Age Group Coordinator (AGC) who will then contact the Director of Coaches.

- 23.2.2. The AGC and the Director of Coaches, in a neutral, unbiased capacity; will receive information regarding the incident(s) and where appropriate, assist in the “Informal Resolution” of the matter.
- 23.2.3. The AGC and the Director of Coaches may approach the VP of Community for guidance and support.
- 23.2.4. If there is a conflict of interest with the AGC, Director of Coaches or VP of Community and they are unable to act in this capacity, they must remove themselves, and find a suitable replacement.
- 23.2.5. If an acceptable “Informal Resolution is reached, the Director of Coaches will:
 - 1. Send a written communication to both parties (cc the VP of Community), setting out the understanding/agreement. Receipt of this must be acknowledged by both parties, and
 - 2. Assist in bringing about whatever administrative or other action is needed to implement the resolution.

24. CONFLICT RESOLUTION POLICY

24.1. PURPOSE

- 24.1.1. Some conflicts may require escalation to the level of formal complaint. This measure should be a last resort.
- 24.1.2. If no informal resolution can be achieved or the matter is deemed more urgent or if the informal resolution was breached, then this process is to be followed.

24.2. APPLICATION

- 24.2.1. This Policy only applies to matters that may arise during GHC and its members’ business, activities and events, including but not limited to, competitions, practices, training camps, games, tournaments, travel and any meetings.
- 24.2.2. Matters and complaints arising within the business, activities or events organized by entities other than GHC and its members will be dealt with pursuant to the policies of these other entities unless accepted by GHC at its sole discretion or such matters and complaints adversely affect relationships within GHC’s work and sport environment and is detrimental to the image and reputation of GHC.
- 24.2.3. Complaints relating to evaluations, team formation and team placement must follow the procedure outlined in the GHC Evaluations Policy & Procedures document.

24.3. REPORTING A COMPLAINT

- 24.3.1. Any Member may report to GHC’s head office any complaint of an infraction by a Member.
- 24.3.2. The Incident Report Form (Appendix A) must be used to file a formal complaint.
- 24.3.3. The Incident Report Form must be signed and filed within fourteen (14) days of the alleged incident. Anonymous or third-party complaints will not be accepted.
- 24.3.4. A complainant wishing to file a complaint beyond the fourteen (14) days must provide a written statement giving reasons for an exemption to this limitation. The decision to accept, or not accept, the notice of complaint outside the fourteen (14) day period will be at the sole discretion of the GHC Operations Committee of GHC. This decision may not be appealed.

24.4. RECEIPT OF A COMPLAINT

- 24.4.1. Upon receipt of a complaint, the GHC Office will pass the received complaint to the Vice President Operations and notify the President.
- 24.4.2. The VP Operations will review the complaint and bring it forward to the Operations Committee for review. If it is deemed further investigation is required, the Operations Committee may convene the Discipline Committee ([Section 21.1](#)) to review the case and meet with all parties.
- 24.4.3. Where appropriate the Operations Committee may recommend the complaint be closed without hearing. A complaint may be closed without hearing if the matter is deemed frivolous in nature, without adequate basis to substantiate the claim, or outside of the jurisdiction of this policy. In such cases the party alleging the infraction (“Complainant”) will be notified by the VP Operations that the matter is closed, and this decision may not be appealed.

24.5. DISCIPLINE COMMITTEE RESOLUTION PROCESS

- 24.5.1. After hearing the matter, the Discipline Committee will determine whether an infraction has occurred and if so, what appropriate sanction will be imposed.
- 24.5.2. The Committee’s written decision, with reasons, will be distributed to all parties, and the GHC Operations Committee within seven (7) business days of the conclusion of the hearing.
- 24.5.3. The decision will be considered a matter of public record unless decided otherwise by the Committee.
- 24.5.4. Where the alleged infracting party (“Respondent”) acknowledges the facts of the incident, he or she may waive the hearing, in which case the Committee will determine the appropriate disciplinary sanction.
- 24.5.5. The Committee may hold a hearing for the purpose of determining an appropriate sanction. A hearing may take place in person, via teleconference or by written submission if deemed appropriate by the Committee.
- 24.5.6. The Respondent and Complainant will both be entitled to bring one support person to the discipline committee meeting.
- 24.5.7. If the Respondent chooses not to participate in the hearing, the hearing will proceed in any event.
- 24.5.8. The Complainant must participate in the hearing if requested or the complaint will be considered null and void.
- 24.5.9. Temporary sanctions may be applied at the Committee’s discretion while awaiting hearing.
- 24.5.10. The Discipline Committee may request supporting documents or information.
- 24.5.11. The Discipline Committee may obtain independent advice where necessary.
- 24.5.12. Decisions of the Discipline Committee will be made by majority vote.
- 24.5.13. The VP Operations or committee chair will provide a written report to all relevant parties, GHC President and GHC Office within 7 days of the conclusion.

24.6. SANCTIONS

24.6.1. The Discipline Committee may apply disciplinary sanction as outline in [Sections 21.4](#) and [21.5](#).

24.7. APPEALS

24.7.1. The decision of the Discipline Committee may be appealed in accordance with GHC's Appeal Policy.

24.7.2. Appeals relating to the decision of the Discipline Committee may be allowed on the alleged breach of either:

- Just Cause
 - was a fair and impartial investigation conducted
 - was substantial evidence of wrongdoing discovered
 - did the individual have opportunity to represent themselves
 - were any extenuating circumstances justifiable

- Severity of Punishment
 - did the punishment fit the "crime"
 - could or should a graduated scale of discipline have been followed
 - was the judgement applied on a basis consistent with related incidents

25. APPEALS POLICY

25.1. GENERAL

25.1.1. Any member shall have the right to appeal a decision of the Discipline Committee.

25.1.2. A Notice of Appeal form (Appendix B) must be submitted in writing, within 7 days of receipt of the Discipline Committee's decision(s).

25.2. APPEAL FORMS & FEES

25.2.1. Notice of Appeal forms must be accompanied by a non-refundable cash payment or certified cheque for \$200; payable to Girls Hockey Calgary and submitted to the GHC Office.

25.2.2. The Notice of Appeal form can be found in Appendix B of this document.

25.3. APPEAL COMMITTEE

25.3.1. The GHC President shall chair the Appeal Committee and will appoint a minimum of three (3) GHC Board Directors to hear the appeal ensuring no conflict of interest exists.

25.4. APPEAL TIMELINE

25.4.1. The GHC President shall, within five (5) business days of receipt of the written Appeal Form & the Appeal Fee, arrange a date for the appeal hearing and give notice of the date to the person making the appeal.

- 25.4.2. This date and time may not be rescheduled, unless extenuating circumstances presents and are approved by the President. Failure to attend the Appeal hearing will forfeit the Appeal and the Appeal Fee.
- 25.4.3. Any disciplinary action or suspension initially issued by the Disciplinary Committee will remain in effect until the Appeal process has reached its conclusion.

25.5. APPEAL HEARING

- 25.5.1. The time limit for a presentation of the person making the appeal will be a maximum of 15 minutes.
- 25.5.2. The length of the question period following the presentation will be determined by the Appeals Committee; at its sole discretion.
- 25.5.3. Once the question period is over, the Appeals Committee will meet privately to deliberate on the appeal and make its decision.

25.6. APPEAL DECISION

- 25.6.1. In deciding the appeal, the Appeal Committee may uphold the decision of the Discipline Committee, substitute its decision or modify the Discipline Committee's action.
- 25.6.2. The decisions of the Appeal Committee will be communicated by the President within five (5) business days of the hearing.
- 25.6.3. A copy of the decision will be kept on file.
- 25.6.4. The ruling by the Appeal Committee is final.

26. DRESSING ROOM POLICY

26.1. GENERAL

- 26.1.1. The use of cameras, video equipment, audio equipment, camera phones and other cellular phones are strictly prohibited in the team dressing rooms at any time.
- 26.1.2. Girls Hockey Calgary has established dressing room parameters for the comfort and safety of our female athletes. GHC recognizes that sensitivity and boundaries need to be established to ensure any males accessing the dressing room do so with care and consideration. These guidelines have been established to protect our athletes and coaches, but also allow for team operations (i.e. coaches talk) to take place.
- 26.1.3. Players needing help with their skates should take them into the hall and get a parent/guardian to tie the skates.
- 26.1.4. For further clarification on dressing room supervision, please refer to Hockey Calgary Rules and Regulations #28, Dressing Room Supervision.

26.2. DRESSING ROOM FEMALE

- 26.2.1. All teams are required to have a designated female dressing room supervisor. This can be a designated team role or a female assistant coach/trainer.
- 26.2.2. Players are not to be left alone in the dressing room and must always be supervised. This includes before and after each ice session.
- 26.2.3. It is a requirement of GHC, that during all practice ice sessions and games (including exhibition, league and tournament) that a female is present to assist with any injury or equipment issues that may occur.
- 26.2.4. The dressing room female is not allowed on the team bench or ice during games but should ensure they are accessible to assist or accompany players to the dressing room if requested by the coach.
- 26.2.5. The dressing room female is responsible to ensure:
 - players are behaving in accordance with the GHC Code and Conduct, including zero tolerance for bullying or hazing of any kind
 - no cameras or cell phones are used in the dressing room
 - arena property is being treated with care
 - any adjoining bathrooms or showers are empty and safe for use if needed
 - no males enter the dressing room at any point outside of the designated coaches time (addressed in Section 26.3 below)
- 26.2.6. Any infractions or issues are to be immediately reported to the coach or manager of the team to address. The dressing room female does not have the authority to discipline or suspend players.

26.3. COACH'S TALK

- 26.3.1. Players will need to be dressed 15 minutes prior to the start of the game to allow the Coaching Staff time to prepare the team for the game.
- 26.3.2. Both female and male coaching staff should be present for the pregame talk.
- 26.3.3. If coaches require more or less time, this needs to be communicated at the initial parent meeting and agreed on by the team.
- 26.3.4. Players who arrive late will have to wait until after the coach's talk and the team leaves for the ice before getting dressed.
- 26.3.5. After the game, players are not to begin changing until after the Coaching Staff have finished their post-game talk and left the dressing room.
- 26.3.6. The dressing room female will remain present during the pre and post-game coaches talks.

27. TOURNAMENTS AND OUT-OF TOWN GAMES

27.1. GENERAL

- 27.1.1. Parents traveling out of town with their child on tournaments are solely responsible for the actions of their child. Coaches or other parents must take the responsibility for children whose parents are not present on the trip and children must be advised as to who is responsible for them.

- 27.1.2. GHC and/or Hockey Calgary may refuse a team permission to enter a tournament for financial, tiering or disciplinary reasons.

27.2. TRAVEL PERMITS

- 27.2.1. A travel permit must be obtained to play in any tournament or exhibition games outside Zone 9 (the City of Calgary and the area defined as the Springbank Minor Hockey Association).
- 27.2.2. Teams must apply for said permit online with Hockey Calgary. In submitting the web form, the requestor is certifying that they have the authority to request the permit on behalf of the team indicated.
- 27.2.3. The team's obligation and responsibility to play all league games as scheduled, which fall within the dates of travel, must be fulfilled. Failure to play a game as scheduled by Hockey Calgary will result in the Head Coach of the team being suspended pending a hearing before the Hockey Calgary Special Committee.
- 27.2.4. All Travel Permits will be generated by Hockey Calgary via its web site. The process is as follows:
- 1) Team Official will request the Travel Permit using the Hockey Calgary Web form.
 - 2) A Travel Permit will automatically be returned to the person requesting the travel permit.
 - 3) The Travel Permit will also be automatically forwarded to the GHC President and League Chairperson.
- 27.2.5. Failure to obtain and comply with the conditions described on the Travel Permit may result in future permits being denied to the team requesting the permit and disciplinary action against the Head Coach.
- 27.2.6. Hockey Calgary will not authorize any travel permit for teams that are still involved in play, during Minor Hockey Week, league play, playoffs or provincials.
- 27.2.7. Hockey Calgary will not release a travel permit to any team who is potentially still in playoff positions until Hockey Calgary has verified the completion of play.

28. FUNDRAISING

- 28.1. All teams are responsible for their own fundraising efforts to pay for items such as tournaments, team apparel, additional skill development, extra practice ice time, etc. Team Officials are responsible for working with the athlete member's parents to come to a consensus on a budget amount for fundraising and how the funds are to be spent.

29. SPONSORSHIP

- 29.1. The GHC Board of Directors (in conjunction with any related committee) shall make efforts to procure sponsors for GHC on a year-to-year basis.
- 29.2. All potential sponsors are to be registered and maintained by the GHC Office. A listing of the company's names and contact information along with the GHC Officer assigned, date of presentation and response will be updated by the Office Administrator.

- 29.3. It will be the sole discretion of the GHC Board of Directors to determine if GHC is to enter into an agreement with a business or company. That decision will be based on the values and morals that represent the organization. At no time will GHC enter into an agreement with a supplier that would jeopardize the standing of GHC in the community.
- 29.4. All potential sponsorships must be approved by the GHC Board prior to the acceptance of any funding.

Questions, concerns, or clarifications with regards to these Policies & Procedures can be sent to the GHC Administrator (admin@girlshockeycalgary.com). Your email will be directed to the appropriate member of the Board of Directors.

APPENDIX A

GHC Incident Report

Date and Time of Incident: _____

Location of Incident: _____

Have you addressed the incident with a Coach, Manager or other designated Authority? _____

Individual(s) and/or Team(s) involved in the incident: _____

1) Objective description of the incident (please be concise, accurate and non-judgmental):

2) Names of other individuals who observed the incident:

3) Disciplinary action that was taken (if applicable):

Please attach additional pages if necessary.

Print Name: _____

Primary Phone: _____ Email: _____

Signature of Writer: _____

Date Submitted: _____

