

SECTION 1: INTRODUCTION

1.1 Message from the Chair- Game & Conduct Management

Thank you for agreeing to be part of the Hockey Alberta Team. Hockey Alberta celebrates its 100th anniversary in 2007 and although many aspects of the great game of hockey have changed during the past 100 years, certain important aspects have not changed. The game and the administration of hockey continue to remain all about the participants, ranging from the athletes, their coaching staffs, their parents, and officials, through to the staff of Hockey Alberta, the Board of Directors, and the Zone teams. These people are the backbone of our game and of Hockey Alberta, without whom we, as primarily an organization of volunteers, could not exist, let alone grow as both have done, from their humble beginnings, to where we are now.

Game and Conduct Management should be regarded as the "glue" that holds all of us together. It is all about the management of people. Whether we are dealing with injuries (an unfortunate reality of the game which we are working steadfastly to reduce), hockey related activities, Speak Out, or abuse and harassment, each of you Zone GCM Managers has an integral role to play in applying that "glue". You do so by assisting your local minor hockey associations in providing them with resources, guidelines and explanations, as well as helping them to develop and implement mechanisms for dispute resolution.

At the recent AGM, our members clearly identified from a grassroots level, what they needed and wanted from Hockey Alberta in terms of executive training, delivery of clinics, and the use of technology. Hockey Alberta, through its GCM Committee, will be looking for answers to address these needs and wants, and then at methods to implement the answers to them. This is an exciting time to be part of the Hockey Alberta team as we are poised to begin our second 100 years.

Thanks again for your dedication and commitment to GCM, a very important aspect of the wonderful game of hockey. With your help, our game truly will become the safest and most enjoyable sport for our young athletes.

Frances Zinger, Chair Game and Conduct Management Committee

1.2 Purpose and Acknowledgements

The Hockey Alberta Game & Conduct Management Resource Manual – has been extensively re-designed for our membership with the view of providing a Minor Hockey Association (MHA) a resource manual that clearly highlights the diverse elements that make up the world of Game, Conduct, Safety and Risk Management. Understanding these elements is necessary to the volunteer(s) who must guide the direction of our game in a safe and responsible manner.

This MHA Resource Guide has been developed with a focus on clarity and providing pertinent information and tools to assist the MHA executive. Each section of the guide addresses a specific area of game, conduct, safety and risk management with a description of what the topic entails. Where applicable, specific forms and templates are provided to facilitate in understanding the whole process of what to do and how to do it.

The manual is to be utilized by the MHA Game & Conduct Management Coordinator whose responsibility it is to communicate and monitor the implementation of Hockey Alberta's provincial guidelines and lead local initiatives in the area of Game & Conduct Management.

Hockey Alberta wishes to acknowledge and thank the many individuals who have directly and indirectly contributed to the building of this resource manual. This document is a compilation of many resources developed and/or authored by volunteers, program people and staff of Hockey Alberta, the Hockey Canada and other member branches.

Additionally, Hockey Alberta would like to express our appreciation to the firm of B.F. Lorenzetti, who facilitate the program benefits that come with membership in the Canadian Hockey Association with respect to the National Insurance Program and other Insurance and Liability plans.

Finally, we thank the Hockey Alberta membership for their understanding and their embrace of the concept of making our game a safe and enjoyable experience for all our young athletes.

1.3 Game & Conduct Management (GCM) – An Overview

Game & Conduct Management (GCM) is a functional and administrative concept that touches upon all elements of the game (development, operations, etc...). It has become apparent that a direct link exists between conduct management and risk/safety management, particularly as they relate to RESPECT and ATTITUDE. Hockey Alberta recognized this linkage and acknowledged it by renaming the area of risk and safety management to Game & Conduct Management in which safety and risk management are specific elements. In this proactive approach Hockey Alberta created a provincial GCM committee and assigned a full time staff member to administer the programs and initiatives under the GCM umbrella. With the arrival of the Zone Team structure within Hockey Alberta, Zone GCM Coordinators are now in place to better serve and assist MHA's in the area of Game & Conduct Management.

Hockey Alberta has been and remains to be proactive in many aspects and the area of Game & Conduct Management is no exception. As mentioned there is a structure in place to better serve the MHA in specially dealing with game, conduct, safety and risk management issues that can and do occur within the realm of administering the game of hockey at the local level. The structure is a combination of both human resources and experiences designed to support the handling of day to day situations that arise.

The following is an overview of the components that create the Hockey Alberta support structure in the area of GCM:

GCM committee chairperson – provides direct link to Board of Directors.

GCM Zone Coordinators and other Zone Team members.

Vice Chair and GCM committee – policy recommendation committee.

Canadian Hockey Safety Program (CHSP) and the Speak Out program.

Hockey Alberta qualified Course Conductors to facilitate MHA hosted clinics.

Representation at National Risk/Safety Management Seminars.

Play S.M.A.R.T. Zone Seminars targeted at MHA's.

Minor Hockey Association Resource Manual.

National and Provincial newsletter/bulletin distribution.

Hockey Alberta website: www.hockeyalberta.ca
Committee Member Descriptions

Chairperson

Appointed by the Board of Directors

Must be a member of the elected Board of Directors

Vice Chairperson

Application process open to any elected or service volunteer

Selection made by the Chairperson

Subject to approval of Board of Directors

Coordinators

Application and recruitment process within each specific zone

Appointed by the Zone Director on an annual basis

Appointed Committee Members

Appointed by the President

Expertise in a certain Game & Conduct Management area

SECTION 2: RISK MANAGEMENT

2.1 What is it?

Definition: Risk Management is the process by which an organization identifies, assesses controls and minimizes the risk of bodily injury or financial loss arising from its activities. In organized hockey, Risk Management is the process by which a Branch or Association reviews its activities, programs and operating procedures (including buildings and staff) to identify, understand and insure against the everyday risks confronted in operating an organized hockey program.

Risk Management consists of (4) basic steps, performed in a logical sequence:

STEP 1:

Identify the risks connected with an activity (e.g. game, locker room, arena parking lot, and travel).

Answer the question: What could go wrong?

There are 4 main sources of risk: Facilities, Equipment, Program and People.

STEP 2:

Assess the relative significance of all on-ice and off-ice risks.

If statistics are unavailable, then measuring risk should be done on a scale of low, medium or high based on one's knowledge of the likelihood the risk will occur and the impact it could potentially have.

STEP 3:

Eliminate or minimize identified risks.

There are 4 main strategies used in controlling risks: Retaining, Reducing, Transferring or Avoiding.

STEP 4:

Provide protection against unavoidable risks. This can include insurance coverage.

It is important to remember that unless the first three steps are carried out effectively, insurance or other funds which may be set aside, will be inadequate. They will not be able to contain the claims that would arise from a risk exposure that is uncontrolled and unmanaged.

Three (3) Key areas of Responsibility in terms of Risk Management:

A MHA needs to provide a **safe environment for all of its participants**. Hence, it is key to have policies and procedures in place that facilitate in creating and maintaining safe

programs in safe facilities, that are overseen by qualified, certified and/or trained volunteers or staff.

A MHA also has the responsibility *to make decisions fairly*. Specifically, decisions which will affect their members. This pertains to having and following proper policies and procedures when handling complaints/disputes and when making important decisions.

The third responsibility is to *care and protect its assets and resources*, which would include money, equipment, facilities and intangible property such as data and image.

***Information taken from the handbook: Your Risk Management Program, by the Centre for Sport and Law**

REMEMBER: RISK MANAGEMENT IS YOUR FIRST LINE OF DEFENCE

2.2 The Role of the Minor Hockey Association (MHA)

In many organizations the turn over rate of volunteers may be relatively high and a strategic planning process is limited to the one, two or three year term of the particular executive in office at the time. This causes focus to shift on the immediate problems and actions and often does not allow for either the development or implementation of careful well laid out plans. In a Risk Management context, this short term planning usually leads to crisis management. The crisis management approach tends to deal with problems and concerns as they arise and results in "Band-Aid" solutions. Truly effective Risk Management must be planned over the long term so as to provide the needed foundation and direction for changes in activities, attitudes, objectives and situations.

Administration of the Risk Management program requires the designation of specific responsibilities and authorities and should fall under the umbrella of Game & Conduct Management (GCM). Within each organization there must be one person who will be responsible for certain Game & Conduct Management duties (Risk Management being one duty) and for ensuring member compliance with all procedures. The overall thrust of the administration of GCM is to create and sustain both an interest in and commitment to Game & Conduct Management at every level within the Minor Hockey Association. Clear policies and procedures consistently enforced will aid in this effort.

2.3 Key Elements of a MHA

As an Executive Member of your MHA, your existence is premised on the expectation that critical elements be in place prior to operation as a Minor Hockey Association. These elements include:

By-Laws & Regulations.

Incorporation Under the Alberta Societies Act.

Establish a vision, mission, goals and objectives, and written policies and procedures to administer these elements.

Written job descriptions for all volunteer and paid staff positions.

Provide insurance protection including Directors' and Officers' Insurance and Dishonesty Insurance.

Consistent application of rules and regulations.

Appoint a Game & Conduct Management Coordinator (GCM Coordinator).

Ensure a safe building/playing environment through a strong Risk Management program.

Widest possible circulation of GCM Bulletins and materials.

Adopt the Hockey Alberta Codes of Conduct or develop your own

(see Appendices for the Conduct Management Template).

Adopt a Prevention of Harassment and Abuse Policy.

Develop a Volunteer Screening Program with clearly defined procedures for hiring, training, monitoring and dismissing Volunteers.

2.4 Reducing the Risk to MHA Volunteers

Make certain that all the statutory requirements of being a non-profit organization are met.

Ensure that the organization maintains a safe place and method of work for its volunteers and members. Check for defective furniture or equipment, evaluate activities for hazards or unnecessary risks, and control the behavior of animals and persons who are on the premises. Have a written safety procedure prepared and distribute it to all employees and volunteers.

The voluntary organization should also provide proper training and supervision, and carefully screen potential volunteers to make certain they have the skills and aptitude for the job. A proper training program should include documentation on what steps are taken in the training process. A careful record should be kept on all participants in the training program. This is especially important if the training or orientation process is for a large group rather than just one or two individuals.

Develop and write detailed "job descriptions" for each volunteer position which clearly describe the responsibilities involved and the line of authority. Keep these descriptions on file, and also give each volunteer a copy of their job description.

A good job description for volunteers should incorporate the following elements:

Job or Position title: This should clearly reflect the role the volunteer will play. Under this title should be a description of each of the duties and functions of the volunteer, and any limitations to their duties (for example, a statement that the volunteer will not have the authority to make purchases on behalf of the organization).

Necessary Qualifications: The Minor Hockey Association should state any qualifications that are necessary (pre requisites) for the particular volunteer function. As well, there should be a clear statement of what security checks the volunteer went through (checking with previous employers, driving record check, criminal record check).

Time Commitment: A clear concise statement on what time commitment will be required of the volunteer.

Training and Supervision: There should be a description of exactly what kind of training a volunteer will receive. As well, a volunteer job description should state who would be responsible for supervising the volunteer and also the line of authority above the supervisor.

Ensure that the practices and standards of your association conform to the generally accepted practice of other Minor Hockey Associations.

Investigate the possibility of optional insurance protections (D & O Liability).

Prepare documented loss control activities (preventive measures to avoid insurance claims). There are a number of things an organization can do to undertake proper loss control:

Establish clearly written procedures for promptly investigating and reporting incidents that may lead to future claims. Prepare complete and accurate documentation on any accidents or potential claims that arise. This can also provide valuable evidence if a claim is made against the organization. **Immediately report to Hockey Alberta.**

Have regularly scheduled and well attended board meetings. Minutes of these meetings should accurately reflect decisions and the processes by which these decisions were reached.

Prepare a manual that carefully outlines personnel policies. This should also include any volunteer positions in the organization.

Have access to proper legal counsel.

Take preventive steps to lower the organization's exposure to risk by educating all participants as to their role in safety and GCM and by ongoing monitoring and evaluation of standards, practices and behaviours.

Purchase Directors' and Officers' Liability Insurance.

Implement a GCM Program and appoint a GCM Coordinator who sits on the Executive.

Register all players and team officials with Hockey Alberta to ensure H.C. / H.A. Insurance Programs are available to them.

Provide copies of the Hockey Alberta By-Laws and Regulations and the H.C. Playing Rules to the Executive Members and appropriate team officials.

2.5 Board of Directors' General Information

2.5.1 Before you become a Director:

Be familiar with the organization's Vision, Mission, Core Values, Objectives and Programs.

Gather as much information about the organization as possible - Board of Directors, financial condition, programs and staff.

Know the legal, moral and ethical obligations of the position you will be assuming.

2.5.2 After you become a Director:

Ask for copies of the Bylaws and Regulations. Read them thoroughly and know them well. The By-Laws should outline the procedure for meetings, as well as the powers and responsibilities of board members and officers.

Know your organization's budget, budget process and financial situation. Investigate anything that looks suspicious by asking questions and going over the accounts.

Know who is authorized to sign cheques and in what amount.

Be certain that the organization is fulfilling all aspects of its non-profit and tax exempt status.

Be sure that proper payroll deductions are being made for employee tax, E.I. and C.P.P. premiums, and that these are being forwarded to Canada Revenue Agency. Failure to do this may result in the Directors being personally liable for those amounts.

Be certain that the organization's records are audited annually by a reputable firm of chartered accountants.

Treat the affairs of the organization as you would your own.

Insist on Nominating Committee and Board membership procedures that are written and followed.

Attend all meetings of the board, or as many as possible. In some cases, the By-Laws may declare when a seat on the board of directors is vacant because of non-participation.

Immediately disclose in writing any conflict of interest, no matter how small or indirect, and then abstain from voting on that issue. Make sure that your disclosure and the fact that you abstained from voting are recorded in the minutes.

Review the minutes from every board meeting, particularly for board meetings where you were absent. If they should be corrected, make certain that this is done. If there is wording of a motion that you do not agree with in the minutes, make sure that your dissent is recorded when the minutes from the previous meeting are being adopted.

Insist that you receive copies of all documents and reports prior to board meetings and then read them.

Insist that all committee meetings are reported at Board meetings, either in oral or written form.

Be certain that "policies" are clearly identified and the Board acts on them as a whole rather than acting on them by a small group of individuals.

Monitor the activities of your Executive Committee to insure it does not overstep its authority.

Always make sure you fully understand any issue and its consequences before voting on it.

Vote against any expenditure for which the organization does not have the funds to cover.

When you dissent to a motion, be sure it is recorded in the minutes.

Keep all minutes and other important documents in a file or binder for easy reference.

Insist that the organization has proper legal counsel.

Insist that the board obtain written professional opinions from any specialist on whose advice you are acting - for example, lawyers, engineers and accountants.

Provide adequate supervision of the organization's officers and evaluate their performance regularly. Remember that if you neglect your duties, you may be liable for the wrongful acts of the officers.

Insist on the Board having a policy relative to Board volunteer liability.

Insist the Association purchase Officers' and Directors' Liability Insurance.

Ensure the Association maintains its legal status through the Society's Act by filing annual reports.

Ensure the Association has a GCM Program and appoints a GCM Coordinator.

Insist all members are properly registered with Hockey Alberta to ensure H.C./H.A. Insurance programs are available to them.

Be familiar with the H.C./H.A. Constitution, By-Laws and Regulations and the H.C. Playing Rules as they apply to the conduct of hockey in your Minor Hockey Association.

Be aware of the Hockey Alberta Codes of Conduct and ensure all participants – players, coaches, parents, and officials – are aware of their role and responsibility.

Attend the Prevention of Harassment and Abuse "Speak Out" workshop.

Ensure that all Coaches, Volunteers, Executive Members and Off-Ice Officials who have direct contact with players have completed a Criminal Record check prior to their appointment to any position.

2.6 Duty of Care

In order to be found negligent a person must first have been in circumstances which created a duty of care to ensure the safety of another person(s). The circumstances which can give rise to a duty to act responsibly towards another stem from the presence of certain relationships, for example:

A coach owes a duty to athletes.

A teacher owes a duty to students.

The directors of an organization owe a duty to members.

Program leaders owe a duty to participants.

Other circumstances outside a special relationship can also create this duty – basically, a duty is owed to anyone whom we can reasonably foresee may be affected by our actions.

This rule is often referred to as the "neighbor principle" – when it is clear that our conduct may cause injury to those in close proximity (our neighbors), there is a duty to avoid that conduct. Clearly then, coaches have a duty to act responsibly toward athletes, but they also have a duty to act responsibly towards others involved in the sport activity including parents, volunteers, or other users of the facility or field, and the sport organization for whom they work or volunteer. Even spectators or officials, who lack a clear relationship with a coach, are owed a duty of care when it is reasonable to foresee that they could be affected by a coach's careless actions.

The principle of "duty of care" says that we must not act in ways which will create unreasonable hazards or put others in unreasonable danger.

But, there is no legal obligation to help someone with whom we have no special relationship and to whom we owe no duty.

Negligence refers to only a legal duty, not the moral duty placed on an individual to respond a certain way when others need help.

2.6.1 Common Law Negligence

In general terms, negligence is tested by determining whether the person or persons being sued did or did not behave prudently, given all of the circumstances surrounding the damaging incident. While any and all forms of liability exposure are important, Hockey Canada considers Common Law Negligence to be the most significant liability threat arising from its operations. For purposes of risk and insurance management consideration the exposure can be divided into two further subcategories:

On-Ice

Almost everyone, except beginning players, know that hockey carries an inherent risk of injury. We know, too, that the risk of injury is sharply reduced when the correct rules of play are enforced, and when the game is conscientiously supervised by experienced properly motivated people. When these conditions are present, we are not only promoting the playing of the game at its best, we are also promoting good Risk Management.

Risk Management is first and foremost intended to eliminate avoidable injuries, and to minimize the effect of those that may be unavoidable in the conduct of a body contact sport.

It is also intended to meet an important secondary requirement. If an injury occurs in a game that is being played and managed properly, it is unlikely that any of us can be reasonably accused of having been negligent. Alternatively, if the same injury occurs in a game that has been poorly run, we may be forced into court with very little that we can use by way of defense.

We have said that negligence is measured in a court of law against a standard of "prudent conduct." This is mingled with yet another concept, namely, the "degree of duty" that was owed the person who has become injured.

Young players need to be very closely watched, they cannot be on the ice without supervision; and they must wear the protective gear specified. They are too inexperienced to be considered the authors of their own misfortunes. The younger the players, the greater the degree of duty that we owe them.

Off-Ice

Organizing and conducting league play involves arena operations, fund raising, transportation, meals, accommodation and a myriad of other activities. The promoters, sponsors and organizers must assume the responsibility for dealing with all of these matters "prudently", and with the sense of "duty" that is appropriate to the circumstances. Liability is only avoided by consistently exercising care and common sense. Contract Liability

In the ordinary course of Hockey Canada operations, contract liability exposure chiefly arises from the execution of written agreements for the use of arenas. For a more in depth description reference Section 4.6 Arena Use Agreements.

2.6.3 Statutory Liability

To a major extent, Statutory Liability can be thought of as arising from a law that takes a specialized area of negligence and which then goes on to define both it and the specific penalties that will be applied upon conviction. It may be that Statutory Liability is the sole consequence of a particular act or, alternatively, it may be accompanied by a civil suit brought by a third party seeking damages.

For example, there are provincial statutes dealing with liquor law liability that set out specific regulations for the serving of liquor to the "public". If you are granted a sanction and if these rules are not observed, you are likely to be charged under the appropriate Section of the Act in question, and subject to penalties, including fines and punitive

damages. At the same time, you may be simultaneously liable for third party damages if someone has been injured as a consequence of your having broken the Statutory rules. Your conviction under the Statute will make it more difficult to defend against the civil liability suit that is likely to be brought in parallel.

2.6.4 General Liability Insurance

Legal liability is complex, and the penalties for lack of care and prudence can be very harsh.

Some people turn to insurance for a comprehensive solution believing that once they are insured, all these difficulties become someone else's problem, but the transfer of the problem is, in fact the purpose of buying the insurance in the first place.

Anxiety with regard to legal liability is probably appropriate and certainly understandable; but the attitude towards insurance is not. The financial proceeds from insurance will not restore life to the quadriplegic's limbs.

No liability insurance policy will ever cover against all the different forms of legal liability suits, Common Law, Contract Law or Statutory Law, that may be brought. The coverage has never been, is not now, and probably never will be comprehensive. Finally, the cost of insurance for associations similar to Hockey Canada will directly rise and fall in relationship to the claims that the underwriter is asked to pay.

It is critically important that we all understand the first line of defense against legal liability. It is comprised of at least a basic understanding of what legal liability is, and how it is triggered. It must include a conscientious program of Risk Management that systematically seeks out ways of eliminating avoidable hazards, and is constantly in mind. It promotes prudent conduct, and a proper sense of the "duty" that is owed to everyone involved.

It has already been suggested that the greater part of risk management is nothing more than common sense, we already know a great deal of what we need to know. The vital additional element is to continually apply what we already know.

The second line of defense, positioned a long way back, is legal liability insurance. In essence, the basic insuring agreement says that it will pay on our behalf for all claims that we become legally obligated to pay in consequence of bodily injury, or property damage. It will also pay for something that is called "personal injury", and this includes legal liability for false arrest, libel, slander, defamation of character and similar matters. This type of insuring is broad and serviceable, but it does not cover any and all forms of liability. The terms and conditions of the policy itself govern the coverage and take precedence over this discussion wherever there may be a discrepancy. A copy of the Hockey Canada policy is on file in the Hockey Alberta office.

2.7 Job Description – Local / MHA GCM Coordinator

It is strongly encouraged that each Minor Hockey Association (MHA) appoint an executive member or position as Coordinator – Game & Conduct Management (GCM). The Coordinator, GCM shall be responsible for implementing, administering and

evaluating the Association's game and conduct management initiatives and risk management program. Some of the specific functions of this position are:

To represent the MHA at the Zone Game & Conduct Management Seminars.

To be a liaison between the zone GCM Coordinator and the MHA and from the MHA to the team level.

To become certified in the Canadian Hockey Safety Program (CHSP) and Speak Out Program.

To coordinate the booking of MHA CHSP clinics and Speak Out clinics through the Zone Clinic Coordinator.

Attend MHA CHSP and Speak Out clinics as a liaison between participants and Hockey Alberta course conductors.

Ensure that all MHA teams have at least one CHSP and Speak Out certified person assigned to their team roster as per Hockey Alberta regulations.

Maintain accurate and current MHA records of all CHSP and Speak Out certified people.

To attend MHA executive meetings and advise the executive of all safety and Risk Management concerns within the MHA.

To complete regular arena safety checks on all facilities used by the MHA and liaise with the arena facility manager with respect to the MHA safety issues and injuries which may be caused as a result of a facility hazard/deficiency.

To conduct regular meetings with team safety people.

To act as a Risk Management advisor for MHA tournaments/special events.

To ensure that all teams have adequate supply of and access to injury report forms and Hockey Canada injury report forms.

Establish a protocol for handling all injury report forms – i.e. receiving completed forms back from injured players/parents, ensuring forms are completely and accurately filled out, copy form for MHA file and forward completed form to the Hockey Alberta office in a timely manner.

Establish MHA protocol for response to serious injury and/or death of a member i.e. MHA Coordinator – GCM to be notified immediately, Coordinator to notify Hockey Alberta immediately, ensure serious injury report form is completed and forwarded to Hockey Alberta.

Receive and compile all injury statistics and provide Zone GCM Coordinator with a summary and act upon any alarming trends.

Be responsible for the MHA inventory of first aid kits. Distribute to teams at beginning of season and establish replenishment procedures. If MHA does not supply kits ensure that a well-stocked kit is easily accessible in every MHA facility.

Support the decision-making authority of the team safety people and be prepared to communicate with parents, team officials, or players should there be conflicts of opinion with regard to removal from/return to play.

Investigate all safety concerns reported by a team safety person or other interested party.

Assist all team safety people in establishing an Emergency Action Plan.

Review Special Event Sanction Requests before forwarding to your MHA President for a signature.

Establish a Code of Conduct for the MHA members and establish a grievance and appeal procedure within the MHA to handle complaints/disputes.

Receive all Hockey Alberta Risk Management bulletins and keep safety people current with this information.

Ensure teams have completed their medical history forms prior to their first game of the season.

This job description is a guide and should be adapted to meet the specific needs of your association. The key element is to recognize that a Local GCM Coordinator is essential in running an effective Minor Hockey Association.

2.8 Job Description – Team Safety Person

As a hockey Safety Person, your primary responsibility is to ensure that safety is the first priority at all times during all hockey-related activities, both on and off the ice. You must play a leadership role in enhancing the safety of players and all others involved with amateur hockey.

The following are some responsibilities that the Safety Person should assume:

Implementing an effective Game & Conduct management program with your team that strives to prevent injuries and accidents before they happen.

Taking on a proactive role in identifying and minimizing or eliminating risks during all activities and if ever in doubt, erring on the side of caution.

Promoting and reflecting the values of Fair Play and instilling these values in all participants and others involved in amateur hockey.

Ensuring that all players are provided with meaningful opportunities and enjoyable experiences free from physical and/or emotional maltreatment.

Conducting regular checks of player's equipment to ensure proper fit, protective quality and maintenance and advising players and parents regarding the purchase of protective equipment.

Promoting proper conditioning and warm-up techniques as effective methods of injury prevention.

Maintaining accurate medical history files on all players and bringing these to all games and practices.

Maintaining a Player Injury Report Log.

Maintaining a fully stocked First Aid Kit and bringing it to all games and practices.

Implementing an effective Emergency Action Plan with your team and practicing it regularly to ensure all involved understand their roles.

Recognizing life-threatening and significant injuries.

Managing minor injuries according to basic injury management principles and referring players to medical professionals when necessary.

Recognizing injuries that require a player to be removed from action, referring players to medical professionals and coordinating return to play.

Promoting a healthy lifestyle with all hockey participants by being a good role model while educating participants regarding hygiene, performance-enhancing substances, drug and alcohol abuse, nutrition and hydration.

Facilitating communication with players, coaches, physicians, therapists, paramedical personnel, parents, officials and other volunteers regarding safety, injury prevention and player's health status.

Acting as a Safety Person for both your team and your opponents if only one Safety Person is present.

SECTION 3: SAFETY MANAGEMENT

3.1 On-ice Safety

3.1.1 Considerations:

Before and during your event, it is the organizing committee's responsibility to monitor the playing area for any potential safety hazards. All involved with the on-ice portion of your event should identify, and minimize or eliminate all risks and strive to make the playing area as safe as possible. The following are guidelines to help you monitor on-ice safety hazards with your event.

Ensure that players are wearing proper **full** protective equipment, including CSA approved helmet, facemask, BNQ certified throat protector and gloves in minor and female hockey, for **all games and practices**. It is strongly recommended that all coaches wear helmets when running on-ice practice sessions, and that coaches are fully aware and careful when participating on the ice.

Players should prepare for practices and games with proper stretching and warm-up routines, and encourage players to stretch following on-ice sessions.

Never allow players, coaches and other personnel to go onto the ice until the ice resurfacing machine is completely off the ice surface and its rink gates are securely closed.

During ice sessions, ensure that all activities are appropriate for the age and skill level of the players participating, and utilize proper teaching progressions, especially when teaching potentially dangerous skills like body checking.

A strong message must be delivered to all participants that checking from behind will not be tolerated.

During ice sessions, ensure that coaches and assistants have 100% control over all activities at all times, and that players are supervised at all times: there must be at least one coach on the ice at all times with the players.

During practices, enforce all rules that apply during games and establish consistent team rules for dangerous behavior like stick work and checking from behind. Also ensure that all gates are properly closed.

During practices/events, ensure that periodic rest periods are included where players drink sufficient amounts of cold water: tired, dehydrated players are more susceptible to injury.

During games, encourage officials to strictly and consistently enforce all rules regardless of the score and time of game, and work with coaches, officials and administrators in your league to ensure all rules are enforced consistently.

Be aware of all special illnesses (e.g. asthma, allergies) and previous injuries of participants, and never take a chance with any potential illnesses or injuries.

During games, remind players, coaches and other team personnel in the bench area to always be aware of the action on the ice, following the play in order to be prepared for the puck or other objects that may suddenly enter the bench area.

During on-ice sessions or games, anyone going onto the ice surface in street shoes (running shoes recommended) to attend to an injured player should walk carefully, exercise caution and use a player or official for support where possible.

During Opening, Closing or any on-ice ceremonies, ensure that a proper "T" carpet is in position for dignitaries or other participants to walk on the ice surface: the carpet must have proper rubber backing which grips the ice, must reach completely from ice surface entrance to the area of focus, and must rest flat on the ice, free from bumps and debris. All players on the ice during ceremonies must wear full protective equipment including helmets and facemasks.

Emphasize that anybody entering the ice surface, including dignitaries, singers and photographers, must exercise caution and walk only on the carpet provided: no-one should ever walk on the bare ice surface in street shoes. Guides should be provided for any dignitaries or others requiring assistance.

During Opening and Closing Ceremonies, ensure that all participating teams, bands or members of special skating displays are aware of risks such as carpets, tables and other participants on the ice surface, and that no-one enters the ice surface until the ice resurfacing machine is completely off the ice.

Ensure that no one who is under the influence of drugs or alcohol, participates in any on or off-ice activities.

All team pictures should be taken off of the ice surface, and photographers should never go onto the ice surface in street shoes to take pictures unless a proper rubber-backed carpet is in place.

Ice Conditions

The ice surface should be clear of any debris at all times. Check the ice for any bare spots or ruts. Clarify arena policy on the timing and frequency of ice cleaning.

Breakaway Nets

Hockey Canada strongly recommends the use of breakaway type of nets for teams at all levels. There are a number of different types of anchoring mechanisms, all of which can significantly reduce the potential for accidents. In discussion with facility managers, you are encouraged to point out that conversion to breakaway type nets may reduce the arena's potential for liability in the event of an accident resulting in personal injury. If the arena management is unwilling to make this investment, it is important that when Novice or Atom Teams are playing that no conventional anchors be used, thereby leaving the net free to move if a young player runs up against it.

Boards

Boards should be smooth all the way around the arena with no edges sticking out or splintering which could cause injuries. You should also check to see that no nail or screw heads have worked loose and are sticking out from the boards. The boards should be painted white on a regular basis. The boards should be covered with a plastic facing.

Lighting

Arena lighting should be consistent across the entire playing surface, with no dark spots. Lights should be at the same full level during both practices and games.

Benches

Ideally benches should be long enough to seat 14 dressed players at one time. Check to ensure there is no debris on the floor, such as tape, which could catch on a player's skate and cause an accident.

Gates

The gates to both the players' benches and the penalty boxes should always open inward, operate smoothly and have a secure fastening device. **All gates should be securely closed during all game and practice sessions.**

Glass enclosures

Wherever possible, glass enclosures should run down both sides of the ice as well as behind the nets in order to provide maximum protection for spectators. There should be glass enclosures at the back of the players' benches if spectators are seated behind the players. The glass should be of a sufficient height to protect spectators in the lower stand. Maximum use of glass enclosures also reduces the arena operator's potential liability.

Safety Nets

Safety nets are recommended at the end of the arena and should be considered at the side of the arena to protect spectators. These nets may be connected to the ceiling of the building and extend 0.3 m (1') beyond (below) the top of the glass to the top of the arena or be of a reasonable height.

These nets should be made from a white or black, force resistant, reinforced nylon netting or equivalent, measuring both 70 mm (1 ¾") square mesh. Grommets should be placed every 18" so that connecting ropes may be attached.

Air quality

The key issue here is carbon monoxide generated by Zamboni type ice cleaning machines. This odourless gas, if generated in sufficient quantities by an improperly tuned machine, even a propane-fuelled machine, may result in dizziness, nausea and headaches from carbon monoxide poisoning. Check to find out if the ice-cleaning machine at your arena receives regular tune-ups and to ensure that exhaust fans are turned on when the machine is operating as well as for a period of time thereafter. It is also wise to make sure the arena can provide a supply of fresh air to replace the stale air being exhausted by the fans.

Penalty Boxes

Doors should open and close securely. If there is one box for both teams, it should be divided in such a way that physical contact is impossible. Ideally, the penalty box should be on the opposite side of the ice from the team benches, but if this is physically impossible; the penalty box must be 20 feet away from the team benches.

Note: for more specific information go to www.hockeyalberta.ca and then link to the Hockey Canada website.

3.1.3 Emergency Planning and First-aid

It is important for all people involved with your event to do everything possible to prevent accidents and injuries before they happen. However, while everyone must play a proactive role to identify and eliminate or minimize risks, everybody must also be prepared to react in the event of a serious injury. The following are some guidelines to help you implement effective Emergency Planning and First Aid at your event.

Recruit only reliable, responsible doctors, dentists, physiotherapists, St. John's Ambulance attendants, or other medical professionals such as a certified athletic therapist as medical support staff for your event.

Ensure that an accurate injury report log is maintained during the event.

Ensure that each team has an Emergency Action Plan (EAP) in place and that someone familiar with your arena and community assists the Call Person and Control Person on each team with directing emergency personnel to the arena and ice surface. Ensure that medical support staff, who will be at the arena at all times, review each team's Emergency Action Plan with team personnel. If your event does not involve individual teams, you should implement an EAP for your event.

Ensure that every team knows the location of telephones, First Aid Kits and stations, stretchers and Fire Exits within the arena facility.

Provide each team with an emergency telephone directory including numbers for the doctor and dentist on call, the physiotherapist or certified athletic therapist, any emergency numbers (911 if applicable), including ambulance service, police, fire department and any other important numbers.

3.1.4 Emergency Action Plan (EAP)

With any involvement in physical activities an encounter with potential serious injury is a possibility. Time becomes of critical importance with a severe injury and whether an injured player will recover completely and properly depends not only on the nature of the injury but the emergency care and treatment the player receives.

Recognizing this, it is essential to establish a plan for emergency procedures. The EAP is a standardized response designed to deal with any emergency in an organized and efficient manner.

The action plan must be pre-determined. Discuss who will be responsible for each part of the plan before the event and before each game. It is a good idea to practice the plan so everyone involved is comfortable with his or her roles and responsibilities.

Team hockey safety people and rink personnel should be prepared for any emergency situation and it is recommended that these people receive as much First Aid training as possible. Teams should have a qualified trainer or someone on the bench qualified in First Aid procedures. It is recommended that medically trained personnel be available to assist in the proper care of an injured player especially in the older age groups where injuries may be more common and more serious.

In order to be completely prepared for any injury that may occur, we strongly suggest that Minor Hockey Associations use Emergency Action Plan Posters (you can obtain one from the Hockey Alberta website under the insurance section). These posters are to be filled out and distributed as follows:

One (1) to each minor hockey team within your association.

One (1) hung on the wall by each phone in the facility.

One (1) hung on the wall by or inside each dressing room.

The following is an outline of each person's role in the EAP: Person in Charge

This would normally be the Safety Person, or the individual with the most specialized training in injury care. The duties of the Person in Charge include:

Initially take control and assess the situation when coming into contact with the injured player.

Instruct the player to stay still.

Instruct bystanders to leave the injured player alone.

Do not move the athlete and leave all equipment in place.

Evaluate the injury and situation. This may include anything from an unconscious player to a sprained finger. Once you have determined the severity of the injury, decide whether or not an ambulance or medical care is required.

If you are certain that an ambulance is not necessary, then decide on what action is to be taken to remove the player from the ice surface.

If an ambulance is required, notify your Call Person, give a brief explanation of the injury, and tell them to call for an ambulance.

Once the call has been placed, observe the player carefully for any change in condition and try to calm and reassure the player until medical professionals arrive.

STAY CALM. Keep an even tone in your voice.

Make a note of the time at which the injury occurred and keep track in writing of all pertinent facts regarding the accident, including time of occurrence (e.g. time of ambulance arrival, etc.).

Never make direct contact with an injured player's blood products or bodily fluids. Always wear waterproof, latex rubber gloves.

Call Person

The Call Person is responsible for making the telephone call when emergency help is required. The Call Person should ideally be someone who is at all games and practices but is not responsible for the bench area, and watches games and practices from the stands. The Call Person's responsibilities include:

Knowing the location of all emergency telephones or pay phones, in every facility in which your team plays.

Having a list of all telephone numbers in every city or town in which your team plays (**AND KNOWING IF 911 IS AVAILABLE IN THE AREA**). The Call Person should have a list of these emergency numbers on a wallet sized card in their possession at all times, or can use the Safety person's list from the First Aid Kit. These emergency numbers include Ambulance, Fire Department, Police, Hospital and General Emergency. The Call Person should always have quarters in their possession in case only a pay phone is available.

Having a diagram displaying specific directions of the best route to the arena facility and ice surface in which you are playing.

Communicating with the Person in Charge to determine whether or not emergency help is necessary. When placing the call for emergency assistance:

Speak clearly and calmly at all times.

State to the dispatcher that it is a medical emergency.

Give the location of the arena facility (State name of arena and address).

State what type of emergency it is and give the dispatcher a brief explanation of the injury (e.g. is the player conscious? Is the player bleeding? Is the player breathing normally?).

Give the dispatcher the telephone number from which you are placing the call in the event that they must call back for more information. Have someone wait by the phone.

Give the dispatcher the best route into the arena facility and to the ice surface.

Ask for the estimated time of arrival for the ambulance.

Always remain on the line until you are certain the dispatcher is finished asking questions and that your call has been transferred.

Report back to the Person in Charge to confirm that the call for emergency help has been placed, and give them the estimated time of arrival for emergency assistance. Control Person

The Control Person is responsible for controlling the crowd and other participants to ensure that the EAP is executed effectively. The Control Person's responsibilities include:

Ensuring that teammates, other participants and spectators are not in the way of the Person in Charge and the injured player.

Discussing the EAP with opponents, officials and arena staff.

Ensuring a proper room is available to attend to the injured player if requested by the Person in Charge or emergency personnel.

Ensuring that the route for the ambulance crew to the ice surface is clear and available.

Seeking highly trained medical personnel in the arena facility if the Person in Charge believes the injury is serious and cannot wait for emergency assistance to arrive. This can be accomplished by using the loud speaker or having arena staff ask throughout the facility.

3.2 Off-ice Safety

3.2.1 Considerations:

As a member of the Organizing Committee, many of your responsibilities are off-ice activities. Here are some guidelines to help you implement an effective risk management program to enhance off-ice safety:

Do not sign any rink rental agreement or other contract that transfers liability for the actions of individuals who are not under your control, direction or supervision. If you are concerned about the contents of the contract, the Hockey Alberta Office will provide you with information about how the contract can be reviewed by Hockey Canada's insurer. **Please see Section 4.6 for further information and appendix 1 for an acceptable Arena Use Agreement.**

Work closely with arena management and staff to ensure that:

Dressing rooms are free from debris, cleaned regularly, properly lit and checked for any electrical or fire hazards.

All teams and officials know the location of Fire Exits and First Aid Kits within the arena facility, and that all Fire Exits are accessible.

The bench and penalty box areas are free from tape or other debris that may become fastened to or damage skate blades.

Solid, rubber padding or other non-slip surface is available for participants and officials to walk on from dressing room area to the ice surface, and hallways are properly lit and free from electrical and fire hazards.

Concessions are free from electrical and fire hazards, and that any volunteers are trained in the operation of all appliances and equipment, and are aware of all hazards within the concession area.

Walkways and parking lots leading to arena entrances are free from snow, ice, water or debris and any hazards are clearly marked.

Any banners are securely and safely fastened and that all safety precautions are taken in the hanging of any banners or signs.

All wet floors and spills are attended to quickly to help make sure no one slips on any wet surfaces.

Ensure there are game announcements and signage pertaining to the dangers of pucks leaving the ice surface.

Players must be supervised at all times, including in the dressing room and while proceeding to the ice surface.

Ensure that only qualified personnel work with television equipment and that cables and wires are positioned so they do not pose a danger to anybody.

Ensure that all press areas are free from dangers such as fire hazards or wet floors, and if there is a suspended press box in the arena facility, caution media members and others using it about the dangers of dropping debris onto the crowd below.

When organizing banquets, team meals or other events where food and drinks will be served, ensure that you utilize a reliable, responsible catering company, that all food is prepared properly, and all health standards have been observed. Also be aware of special diets and food allergies of any participants.

Ensure that all potential billets are carefully screened (using the 10 Step process outlined in Section 7), and that only responsible, reliable billets, who meet the standards outlined by Hockey Canada., are chosen. Inform billets of any special needs of the players they will be billeting, including illnesses, medication and dosage guidelines and any special dietary requirements.

Monitor weather and road conditions during all events and keep all drivers informed; do not take any chances with unsafe road conditions. Those involved with transporting teams, organizers, officials and other participants must never consume alcohol before operating a motor vehicle, and no one involved in the tournament should ever have alcohol in their possession while traveling in a motor vehicle. Select only reliable, responsible adults to transport participants during the event and to drive any courtesy automobiles.

Recruit only reliable, responsible adults to work as arena security personnel and ensure that fan and gate control are part of security personnel responsibilities. Security personnel should make spectator safety their first priority at all times.

Make every effort to ensure that off-ice officials make safety the first priority at all times and that penalty box attendants exercise caution when dealing with players.

Recruit only reliable, responsible adults to act as team hosts and liaisons, and insist that hosts and liaisons make safety the first priority in all activities with visiting teams.

3.2.2 Inspection:

Officials Box

The box for the game time-keeper, penalty time keeper and official score keeper must be protected by glass.

Evacuation Procedure

All arenas should have an established evacuation procedure in the event of a fire, gas leak or other problem. You should have a copy of this policy and make sure that the arena staff is also aware of the policy and how to assist in evacuating the facility. Someone should be assigned the responsibility of communicating the procedure to all players on every team.

Emergency Exits

Emergency exits should be checked to make sure that they are operational, clearly marked and that the pathway to the exits is clear of any obstacles.

Emergency Medical Facilities

Many arenas have a First Aid Room that contains emergency first aid supplies and equipment such as stretchers and/or backboards. Arrangements should be made to ensure that the room is accessible during both practices and games.

Telephone

In the event of an emergency, rapid access to a telephone can be of critical importance. Coin telephones can be rendered inoperative by vandalism, so if there is a telephone located in an office, it is important the rink staff have access to that office so the telephone can be used in the event of emergency.

Heating System

If the facility has a heating facility, it should be checked regularly to ensure it is operating effectively and, especially in the use of natural gas systems, that there are no leaks.

Alarm System

The operator of the facility should be able to demonstrate to your satisfaction that there is an operational alarm system for use in the event of fire or other emergency and that it is tested on a regular basis. All participants should be made aware of the sound made by the alarm (bell, buzzer, etc.) and what to do if it should go off.

Other Danger Areas

Walkways and stairways should be properly marked and lighted. Handrails and railings should be well anchored. Zamboni access routes should be clearly marked. Facilities for the handicapped, if available, should be clearly indicated.

3.2.3 Transportation

Transporting players is a daily chore for parents, team officials, team managers and coaches involved in amateur hockey. While safety is always important, it takes on special significance when out of town travel is involved. The following key points should always be kept in mind.

It is mandatory that any vehicle associated with a team outing, game, practice or tournament, whether in-town or out-of-town, must have third party liability insurance of at least \$1,000,000. If a rental vehicle, such as a van or bus, is involved, make sure that the vehicle is covered for the number of people who will be making the trip. Buses should have insurance coverage for all passengers.

Any vehicle used regularly for transporting players, such as a team bus or van, should be safety certified on an annual basis, preferably in the fall, at the beginning of the hockey season. The driver's license of all volunteer drivers should also be reviewed each year to ensure that they are licensed for the class of vehicle to be driven.

Each team or club should establish a policy for players who are of legal driving age in regard to their driving themselves and/or other team members to games, practices or out of town tournaments. Once the policy is established, it should be clearly communicated and no exceptions should be made.

School buses have emergency exits at the very rear. For this reason, player equipment should not be stowed at the rear, blocking the exit. The middle section of the bus should be used as equipment seats.

Hockey is traditionally a winter sport and for this reason tournaments are at the mercy of Mother Nature. For out of town trips, plan ahead. Review the route and check the weather reports before leaving. Wherever possible stick to main highways, which are better maintained during inclement weather, even if it means slightly greater mileage.

Don't let pride cause an accident. It is better to default on a game than involve players in a serious accident.

It goes without saying (but it needs to be repeated anyway) that alcoholic beverages should be prohibited during meal stops on out-of-town trips for both passengers and drivers.

Parents and/or volunteers who use their private vehicles to transport players to functions and who have their mileage reimbursed must notify their auto insurers to make certain they have proper coverage.

3.2.4 Hotel Accommodation

I) Before the trip

Do careful research in selecting the proper hotel for your team. Don't let price be your only consideration. Find out through your travel agent (or the local minor hockey association in the host community) about the neighborhood in which the hotel is located, its proximity to the arena, other facilities and its reputation.

In making your reservations, request that all rooms are on the same floor and, if the group is small, that the rooms are close to the fire exits. If you have chosen a high-rise in a major city, request rooms below the 8th floor (this is generally the height limit for fire department ladder trucks). Request a non-smoking floor, as the greatest cause of hotel fires are mattress fires caused by guests who fall asleep while smoking. As well, you should try to select a hotel that is equipped with a modern sprinkler system.

Designate the individuals who will implement the EAP and the person who will be responsible in the event of an emergency.

Provide each player with a copy of the "Procedure for Surviving a Hotel Fire". Review the points contained in the procedure with the players and make sure they understand what they should do when they smell smoke or the hotel fire alarm sounds. Ensure that all team members leave the hotel during any fire alarm and proceed to the pre-determined meeting location.

II) On arrival at the hotel

Once again review the emergency procedures with all players. Familiarize them with the location of the emergency exits on the floor and the specific procedures for the hotel, which are posted on the back of the door in every hotel room.

Emphasize that the elevators are never to be used in the event of a hotel fire.

Implement a "buddy system" so that everyone can be accounted for in the event of an emergency.

The emergency crew should designate a meeting area outside the hotel should an evacuation be necessary. This location should be pointed out to all players

SECTION 4: INSURANCE

National Insurance Program

Hockey Canada has constructed a National Insurance Program to provide financial resources to help deal with the cost of risks which confront organized hockey. The information outlined within this insurance section is secondary to that which is contained in the actual policy wordings of the Hockey Canada master policy.

4.1.1 Who is Eligible/Covered?

Hockey Canada and each of the Branches of which Hockey Canada is comprised is specifically named as an insured, as well as all sub-associations, leagues and teams which form a part of Hockey Canada.

It includes any officer, director, employee, coach, volunteer worker, instructor, referee, safety person, or member of a committee **while acting within the scope of his/her duties.**

It includes members of teams, leagues, Branch teams, zone teams, national teams, or international teams **provided all are registered with or affiliated with Hockey Canada.**

It includes any sponsor of any team of Hockey Canada but only with respect to his, her or their liability as such, and it includes any owner of any insured team.

Note: A "volunteer" is a non-paid person donating his or her time and who is assigned specific duties and for whom a premium has been paid.

The premium will have been submitted by the local MHA, team or league on behalf of all its members. It includes a formula that incorporates the "volunteer" member fee into the overall fee paid on behalf of its player participants.

Each Hockey Alberta member for whom a premium has been paid is entitled to the following coverage under the Hockey Canada National Insurance program:

Comprehensive General Liability

Accidental Death and Dismemberment

Major Medical and Dental

Directors' and Officers' Insurance (D&O)

For more detailed information on this member benefit and its coverage refer to the Hockey Canada **"Safety Requires Teamwork"** booklet. The valuable resource guide is printed annually by the Hockey Canada and distributed through Hockey Alberta, free of charge to all members.

4.1.2 When Are You Covered?

During a Hockey Alberta **SANCTIONED** event (league games, tournaments, practices, training camps, and sanctioned fund-raisers) involving and/or **WHEN PLAYING OTHER**

MEMBER (HOCKEY CANADA/OTHER BRANCH) TEAMS ONLY.

During transportation directly to and from the arena or venue for the above **sanctioned** events.

While billeted or at a hotel during the above **sanctioned** events.

How to access the National Insurance Program

A Canadian Hockey Injury Report form must be completed for each/every **serious** accident, injury or death that occurs to a Hockey Alberta member during any Hockey Alberta sanctioned event.

These forms are available in the CHSP manual, the Hockey Alberta office, the Hockey Alberta Website and should also be in supply with your local MHA or team. A copy can also be found in Appendix 2 of this guide.

The team and/or local MHA GCM Coordinator must ensure that these reports are completely and accurately filled in and submitted to the Hockey Alberta office within 90 days.

Immediate and accurate reporting assures everyone that members receive the benefits to which they may be entitled. **With serious injury and/or death it is imperative that the Hockey Alberta office be notified immediately.** A subsequent call should also be made to the Hockey Alberta President or acting designate.

SECURE a Canadian Hockey Injury Report Form from your team or Minor Hockey Association, or the Hockey Alberta website.

COMPLETE the form in its entirety. Have your team official complete the team section and your Doctor/Dentist complete the back of the form.

SUBMIT the fully completed form to your Branch office along with any receipts or invoices within 90 days of the date of accident.

NOTE:

Only Accident Report Forms received in the Branch office within 90 days of the date of accident will be accepted.

Forms must be completed in their entirety or they will be returned.

Only original receipts and/or invoices are acceptable.

Hockey Canada is strictly a supplemental insurer. If you have access to any other insurance, you must pursue it through them first. Hockey Canada shall cover those costs not covered by your primary insurance to our policy limits.

4.3 Injury Report Form (see Appendix 2)

4.4 Optional Insurance Programs (see Appendix 3 for application form)

4.4.1 Directors' and Officers' Liability (D &O Liability)

Directors' and Officers' Liability relates to the legal obligation to manage the affairs of the association with honesty, loyalty, care, skill, in good faith and with due diligence. The directors and officers of an organization are those considered the most responsible and therefore the most potentially liable for any wrongdoing or harm that comes about in that organization's activities. **As a director you may be personally liable for such things as:**

Employee discrimination

Wrongful dismissal

Activities of volunteers and/or employees

Enforcement of Association or government regulations

Providing advice to members

Unpaid wages

Uncollected withholding taxes

This member benefit is designed to protect your association executive and directors against claims for damages and/or liability while carrying out association business and acting within the scope of their designated responsibilities as outlined in each association's constitution, bylaws, and regulations as they currently exist and are registered with the Societies Act for the current operating year.

4.4.2 Weekly Indemnity Insurance Program

This benefit, also known as the Income Replacement Program, is designed specifically for team officials and on-ice officials to provide an income supplement to help compensate for wage loss due to injuries sustained while participating in games, practices, and related activities sanctioned by Hockey Alberta.

You are eligible to participate in this Plan if you are a Coach, Assistant Coach, Accredited Trainer or Referee of Hockey Canada.

Indemnity is paid for disability caused by or resulting from an injury to you for which medical treatment is rendered, prescribed or recommended. Indemnity for disability is paid from the first day following the waiting period and is subject to the applicable Maximum Period Payable. A waiting period will neither begin nor continue, nor will indemnity be paid for any period of disability during which you were not under the regular care and attendance of a physician.

Please contact Hockey Alberta for further information.

4.4.3 Other Optional Programs

Property Insurance

Provides coverage against "All Risks" of direct physical damage to the Minor Hockey Association's property. This would include office furniture, equipment, sound equipment, video equipment or any other property belonging to the Association/Team/League. Also included, is coverage for equipment etc. that has been temporarily removed from the arena/office by a responsible person of the Association/Team/League to work on Association/Team/League business.

Dishonesty Insurance

Provides coverage for Associations/Teams/Leagues who may fall victim to their funds being stolen by an employee or volunteer, who is part of the organization and who may have access to the Organization's funds. It covers the Association/Team/League against the fraudulent use of funds by a member of the Organization.

Money & Securities (Broad Form)

Associations/Teams/Leagues have access to moneys collected from members or through fundraising events. This money can be insured against a hold-up or a break-in at the home of the custodian. This coverage can be very important, as it is not always possible to make bank deposits immediately following a fundraiser and such a loss could have a serious effect on the Organization's operations. This form would also provide coverage against money & securities on a 24-hour basis against the perils of theft, burglary, hold-up and fire.

Electronic Data Processing

This coverage applies to your computer, software and data and includes the extra expenses to re-constitute lost information as a result of a covered loss. The coverage has been extended to cover the equipment while temporarily removed from the arena/office by a responsible person of the Association/Team/League to work on the Organization's business.

Legal Expense Insurance

Provides your Association/Team/League financial assistance to find an amicable or judicial solution to legal dispute. Covers only legal/judicial fees not damages. Also provides unlimited telephone legal assistance.

4.5.1 Procedure for Obtaining a Certificate **The following information is required to pursue a certificate of insurance:**

Approval, in writing, from acting President of the local Minor Hockey Association.

Approval from Hockey Alberta GCM committee.

Name and address of premises you will be occupying.

Type of event being conducted on those premises. Date of event.

Copy of contract you are being requested to sign for use of that facility.

Amount of liability insurance coverage that is being requested by the facility owner.

Only after these steps are completed Hockey Alberta will send this request to B.F. Lorenzetti to request a form/certificate of insurance.

4.5.2 Certificate of Insurance Form (see Appendix 4) 4.6 Arena Use Agreement

4.6.1 General Information

When you enter into agreements utilizing various recreation facilities – public and private – for programming we enter into the field of contract liability.

When reviewing, renewing or negotiating your ice user/arena contracts with your local municipality or private facility owner make sure that you read and understand the contract. Know what you are signing and what you are signing responsibility for. Hockey Alberta has had a long standing approach to the belief that our members accept responsibility for their conduct within the confines of recreation facilities we have agreed to rent as we deliver our programs each season. The basic Hockey Alberta stance on this issue is that we will accept responsibility for those situations that we can control but we will not be held responsible for those situations/conditions that are beyond our control.

Most often, arenas are municipally owned, and municipalities are increasingly insisting that Hockey Canada "hold them harmless" for any liability arising from the use of the arena, and to either indemnify them for, or pay on their behalf any and all liability claims that may directly or indirectly arise in consequence of our activities. These undertakings are frequently embodied in the language of the contracts that we sign. It typically has the effect of making us contractually responsible for the acts of arena employees or sub-contractors who are not under our control, direction or supervision.

Facility contracts may contain wording which attempts to offload all responsibility when anything goes wrong, on you the user. Such things as defective arena equipment, carelessness/negligence of arena staff, and the actions of other ice users in the community are beyond your control and therefore you must not be held responsible. Bulletins have been issued annually that instruct members to carefully scrutinize the language in arena contracts that bind associations, teams and leagues to the terms therein. Look carefully at the wording of your contract and specifically for such phrases as "save and hold harmless", "responsible for any damage", and "we (facility) will not be held responsible for...".

None of us like signing this type of contract; but we are usually in a poor bargaining position. We must either sign the contract, or lose the use of the arena facility. While it is clearly unreasonable for a contract to make us responsible for the acts of persons not under our control, it may nonetheless be enforced in a court of law, especially when the two contracting parties involved are considered to be of equal "weight" in terms of knowledge and resourcefulness.

You can provide an addendum to your contract that states that you will accept the terms therein however you note in writing that you are signing for only those matters over which you have control.

There are some arguments that may help Hockey Canada when liability should more properly fall to the owner of the arena. In general, it is not quite as easy as the contract may make it appear for the arena's owners to escape the consequences of their negligence; and may be particularly difficult for them to escape from "gross" negligence. This is especially true when the liability generating condition is under their exclusive control, when they are fully aware of a defect that has injury causing potential and when they have failed to take the proper steps to correct it.

It is reasonable to conclude that Hockey Canada and the owner of the arena have joint responsibility. Ideally, Hockey Canada and the owner will develop an operational partnership that will provide a safe environment within which hockey can be played. The "environment" can be considered as consisting of two main segments: the playing area, and the public area.

The playing area is obviously concerned with such issues as ice condition, lighting, the location and the physical design of the penalty bench, condition and composition of boards and related factors. It will take into account new technology.

For example, it is now possible to install magnetic net fastening devices rather than fixed anchors. Given that the magnetic installations have a significant potential for the reduction of injury, such equipment is not merely possible, but is now necessary if we are to:

Eliminate avoidable injury.

Successfully defend against liability for net related injury in the future.

The public area is concerned with the safety in the balance of the arena and the external areas surrounding the arena. It includes such obvious items as: adequate spectators screen protection, emergency exits, floor maintenance and condition (especially around snack bar concessions) and overall operations.

The difficult choice facing you in signing a contract is not likely to be an adequate legal defense against the use of an arena that is clearly defective from a safety point of view. When defects exist they should be clearly and formally identified, and Hockey Canada or its branches must take such action as may be practical and possible to work with the arena owner on a corrective program.

In situations where the owner will not cooperate, you should ensure that the list of defects is lodged with the owner, and regularly updated as conditions wither, improve or remain unchanged. The owner must be regularly informed of Hockey Canada's concerns and of our willingness to contribute, to the best of our ability, to the accident prevention partnership.

Finally, if Hockey Canada believes that a specific defect or the total number of defects is such as to make it imprudent to use an arena for a particular purpose (league play, for example, versus practice only), the arena should not then be used for that purpose until such time as the hazard or hazards of concern have been eliminated, or at least minimized.

Hockey Canada's potential contract liability exposure is not, of course exclusively concerned with the use of arenas. A form of contract liability may or may not exist whenever we hire or rent buses, banquet halls, or set out or accept certain terms from any of the many who provide us with supplies or services.

The principle that governs all of these contractual relationships is straightforward, we must do everything possible to resist taking on, by contract, liability that more properly belongs to others. We should review all contracts carefully with this danger in mind.

We do not seek to victimize others by unreasonably passing on our own proper common law liability via a contract, but equally, we are not prepared to become victims when others seek to pass it on to us.

Arena Use Agreement Template and Letter

Please see Appendix 1 for the Hockey Alberta approved Arena Use Agreement. Hockey Alberta strongly encourages all MHA's to use or follow this agreement as a guideline when signing any agreement in terms of renting a facility.

SECTION 6: PROGRAMS

Speak Out... Act Now!

6.1.1 Background

In January 1997, the CHA was required to confront the issue of sexual abuse in the game of hockey after the Graham James – Sheldon Kennedy revelations.

After looking at all the possibilities, the Board of Directors formed a committee that was required to have a program established by September 1997.

The committee met for the first time in Vancouver, B.C. on February 27, 1997.

The hockey people quickly discovered that although we may have known something about hockey, we did not know a thing about abuse and harassment. They also discovered that there were many places in the physical premises where hockey was played where abuse and harassment could take place, and we were very poorly prepared to deal with these issues.

The committee was convinced that if hockey was ever going to address these issues properly, it was the entire spectrum of abuse and harassment that was going to have to be confronted.

The committee conducted a session with parents from the Ottawa District Hockey Association and discovered that:

In May 1997, a presentation on findings of the committee was made to the Board of Directors, which included recommendations for action.

Recommendations, which included the projected budget of \$1,000,000.00 for three years, were passed unanimously.

As a result of these initiatives, the CHA was retained by Sport Canada to produce a guide to understanding harassment and abuse in the sport and volunteer sector, which ultimately became Speak Out ... Act Now!

General Information

This program is a positive, preventative, pro-active seminar designed to increase awareness and provide education for our adult volunteers on the larger societal issue of safeguarding the physical, emotional, and moral well being of our children.

Certification can be attained by completing a four hour clinic/presentation designed to bring awareness to the Speak-Out initiative, or do a combined certification with NCCP level 1/Speak-Out in a day long clinic (9.5 hrs total).

The Hockey Alberta and Hockey Canada statements with respect to this program are as follows:

Hockey Canada Requirement: All coaches must have certification in the Canadian Hockey Speak Out Program. It was moved and carried at the 2000 Hockey Canada AGM "that the date for mandatory retraining for coaches on Speak Out be moved from December 31, 2001 to September 1, 2002 (an extension to the 2001 date which was already an extension to the original mandate).

Hockey Alberta Requirement: All Hockey Alberta Teams must have one (1) person registered to their team that has completed the Canadian Hockey Speak Out Program and be on the bench at all games. Teams must have a registered, eligible Speak Out certified person. Teams failing to adhere to this regulation may jeopardize their eligibility for Provincial, Regional, and National Playoffs.

It is the responsibility of the local MHA to host these seminars for their members. Seminars are booked through your Zone Clinic Coordinator and presented by trained Hockey Alberta Course Conductors.

The complete "Speak Out – Act Now" Guide to Preventing and Responding to Abuse and Harassment for Sport Clubs and Associations is available for viewing/downloading from the internet at www.harassmentinsport.com. The Child, Youth and Family Enhancement Act (Alberta) is also available on this website, a copy of the Child, Youth and Family Enhancement Act (Alberta) is enclosed (see appendix 6).

For procedures on how to deal with harassment issues within your association please refer to your "Speak Out... Act Now! Guide.

Program Objectives

The ultimate goal of this program is to educate and inform all coaches and volunteers as to how to protect themselves against possible allegations and the participants from all forms of abuse and neglect, whether emotional, physical or sexual.

It is an educational program to impact on the attitudes, skills and knowledge of the coach/instructor that will result in a safe, sportsmanship environment for all participants.

To provide coaches and volunteers with the tools to identify, define and differentiate between abuse and harassment.

To understand and apply prevention strategies, response skills and to demo.

6.2 Canadian Hockey Safety Program

General Information

The Hockey Canada Safety Program is a development initiative of Hockey Canada and is a volunteer hockey program. The emphasis of this program is on injury prevention and safety through risk management and education. It is the goal of this program and the members of the Hockey Canada Safety Program committee that hockey be made as safe and enjoyable as possible. This will be accomplished by providing Safety people with the risk management, safety tools and information to allow them to implement effective injury prevention and risk management programs where safety is the first priority

at all times. This will be accomplished by every team having a qualified Safety Person on the bench at all times who will be focused on the safety and well being of the players.

The program is available to any person who is interested in being a Safety Person on their team. The eight hour program is a simple approach to safety and injury prevention.

The Safety Program is designed to play an important role in improving the quality of play for all hockey participants. The program is an integral component in maintaining hockey as a safe and enjoyable activity for all concerned while stressing safety as the number one priority.

The Safety Person and team official must play a leadership role in implementing effective risk management programs with their teams, enhancing the safety of players and all involved in amateur hockey. Hockey Alberta Requirements (as per Hockey Alberta Bylaws and Regulations)

All teams registered with Hockey Alberta, must have one (1) person registered to their team that has completed the Hockey Canada Safety Program (HCSP) and be at all games.

6.2.3 Program Overview

The ultimate goal of the program is to have safety persons, coaches, and managers implement injury prevention and safety through risk management and education. This will be accomplished by providing the Safety Person(s) with risk management, safety tools and information to allow them to implement effective injury prevention and risk management programs where safety is the first priority at all the levels. This will be accomplished by every team having qualified Safety Person at every game who is focused on the safety and well being of the players

Who Should Attend?

This program is targeted at volunteers who find themselves in the role of a Safety Person. It may be one of the following:

Coach

Assistant Coach

Parent who helps out

Team Manager

Drivers for out of town games

Certification Requirements

Certification is based on 100% attendance and successful completion of an exam. There is no equivalency for this course.

All Hockey Alberta teams must have one (1) person registered to their team that has completed the Hockey Canada Safety Program and be at all games. Teams failing to adhere to this regulation may jeopardize their eligibility for Provincial, Regional, and National Playoffs.

The qualification for this program is valid for a period of three (3) hockey seasons from the date of the clinic attended to August 01 of the third hockey season.

Re-Qualification

Re-qualification is based on 100% attendance and successful completion of an exam. Re-qualification is valid for a period of three (3) hockey seasons. It does not require a new manual. (Participant must review manual prior to course and bring their manual to the course.) It is a half-day program, which can be completed at any certification program throughout the nine (9) zones.

Play S.M.A.R.T. – Shaping Minds, Attitudes & Respect Together

Background

Play SMART was developed by Hockey Alberta's GCM committee as an initiative that would provide a vehicle for all programs/services in relation to Conduct Management. Specifically addressing the behaviours, attitudes and relationships that have become a negative influence on the game of hockey.

The intent of Play SMART is to ensure that the environment in which all Hockey Alberta activities take place is as positive as possible for everyone. Included are the five main participant groups identified as major **PARTNERS in the game**:

Players

Parents/spectators

Team officials

On-ice officials

Sport administrators

Membership is a PRIVILEGE not a right and with that membership comes inherent responsibilities and obligations to protect the sport and most importantly the growth and development of our children.

All PARTNERS involved in the game of hockey must be aware of and accountable for their own actions, attitudes and behaviours. Hence, all partners need to make a personal commitment to the ideals of Fairplay. It is these ideals of RESPECT, INTEGRITY, SAFETY and the following principles of Fairplay that Play SMART was developed.

Respect for the game and its rules.

Respect for the opposition.

Respect for officials and their decisions.

Respect for participation for all.

Maintain your self-control at all times.

The sport of hockey is a competitive sport and Play SMART encourages that competitiveness within Hockey Alberta sanctioned events, as long as the rules of the game are not being compromised, there is respect for your opposition, officials and their decisions and everyone maintains their self control at all times.

Objectives

To facilitate in the ability of local MHA's in addressing issues arising from the interaction between the PARTNERS at any Hockey Alberta sanctioned event in any arena or community venue.

To foster and enhance mutual respect, understanding and the principles of good sportsmanship and Fair Play amongst all PARTNERS.

To promote safety, respect, enjoyment, and good competition at all Hockey Alberta events.

To educate all PARTNERS about and strive to eliminate behaviors and actions which detract from the safe and sportsmanlike environment in which all Hockey Alberta events take place.

Zero tolerance of any form of abuse and/or harassment during all Hockey Alberta events.

Specific Initiatives

The following is a list of the main Play SMART initiatives that have been developed and/or adopted by Hockey Alberta to facilitate in establishing awareness, education and accountability in the area of Conduct Management.

A/ Conduct Management Template (see Appendix 7)

This template document provides a local MHA with a step-by-step process in developing their own Conduct Management program, in order to better handle unacceptable conduct within their own association. The template covers the following areas:

- MHA philosophy and program name
- Objectives of the program
- Defining unacceptable conduct

- Complaint handling Procedure
- Implementation trigger
- Reporting process
- Reporters
- Enforcement
- Appeal process
- Implementation
- Incorporation into MHA bylaws
- Introduction to membership
- Other notifications and partnerships
- Codes of Conduct

B/ Parent Education – Chevy Safe & Fun

Parent Seminar: This is a MHA seminar package available to any Hockey Alberta member associations that would like to put on a seminar for the parents within their association. The information is geared towards the parents of players aged 5-8, but can be used for all parents. This package includes a video, parent manuals and PowerPoint presentation and information to put on the clinic within their association.

1 Day Camps: These camps are designed to educate the parents on the game of hockey and their role within it, as well as other development programs and the structure of Hockey Alberta and Hockey Canada. These camps also have an on-ice component for kids aged 5-6 and are geared towards fun games. While the kids are on the ice the parents are in the classroom participating in the parent seminar, which is instructed by Hockey Alberta certified course conductors.

C/ Zone Seminars

The Play SMART Zone Seminars are designed to provide MHA's with specific information in relation to the area of GCM. These are 3-4 hour weeknight seminars organized by your Zone GCM Coordinator and the focus of each seminar is unique to each zone, as the goal is to bring the information requested by the MHA's within the zone. Topics may include: insurance, risk management, special event sanctioning, screening, conduct management, complaint handling and/or parent education.

D/ Others

Legacy of Respect Newsletter: developed and circulated 2-3 times per year by Hockey Alberta, this newsletter highlights current GCM issues.

Concussion Cards: distributed yearly via all development clinics. This card is designed to fit into a team's first aid kit and highlights key information pertaining to concussions and returning to play.

Team Assessment Sheet (see Appendix 8): This sheet can be utilized by a MHA during a tournament or selected games. Parents and/or fans complete a form, which serves as a reminder of what is acceptable behaviour by all partners in the game. This form then is returned to the MHA representative and can be used as the MHA deems necessary and communicates to the partners.

GCM Resource Manual: This manual is targeted at local GCM coordinators and MHA's in assisting them in further developing their GCM program

SECTION 7: ABUSE & HARASSMENT POLICIES & PROCEDURES

7.1 Instruction to Membership

Hockey Alberta has adopted a policy and procedures on unacceptable conduct for use within the Branch. A copy of the policy and procedures is contained in this guide. Hockey Alberta will apply these policies specifically to the volunteers, staff and programs directly controlled by Hockey Alberta

It is **REQUIRED** that each Minor Hockey Association and each team above minor hockey implement a similar policy and forward a copy to their Zone GCM coordinator for his/her perusal. Associations may adapt the Hockey Alberta policy to meet their specific needs.

The following will be the course of action for each Minor Hockey Association, each Zone, and each team above minor hockey to follow should any incidents covered under the descriptions of harassment and / or abuse occurs within the confines of their authority:

Hockey Canada/Hockey Alberta Playing Rules - Local Association / Zone team.

Harassment and Verbal Abuse - Local Association / Zone team.

Hazing – local Association / Zone team

Neglect -Local Police / Child Protection Agency.

Physical Abuse - Local Police / Child Protection Agency.

Chronic Emotional Abuse- Local Police / Child Protection Agency.

Sexual Abuse - Local Police / Child Protection Agency.

In the case of neglect or physical abuse by an association member the local police or child protection agency may opt to turn the matter back to the association or Hockey Alberta for appropriate action.

It is expected that every member will take action to prevent any type of harassment and /or abuse within the confines of the organization.

7.2 Hockey Alberta Policy on Unacceptable Conduct

7.2.1 Policy Direction – Conduct Management

Values – Hockey Alberta is committed to providing a comfortable, sports and work environment based on fundamental values, equality, trust and mutual respect leading to positive social and physical development of all participants.

Conduct – Hockey Alberta is committed to ensuring and emphasizing respectful behavior and conduct both on and off the ice, which emulates these values. It will work to completely eliminate any disrespectful conduct and discriminatory practices including abuse, neglect and harassment from all the elements of the GAME.

Awareness, Education and Procedures – Hockey Alberta will promote awareness and understanding of unacceptable conduct. It will engage educational mechanisms to include training and clinics for its members on matters of conduct and behaviour particularly relating to Canadian Hockey's "Speak Out" Program. It will put in place procedures for receiving and acting upon incidents of unacceptable conduct. Application and Scope

Matters of abuse, neglect and harassment are specific areas of unacceptable conduct and behaviour, however, such unacceptable conduct and behaviour is not limited to only those areas and any reference to harassment herein and should be interpreted broadly to include the general subject area of unacceptable behaviour and conduct.

This policy direction applies to all categories of members as well as to all individuals participating in activities of or employed by Hockey Alberta including, but not limited to, players, officers, convenors, committee members, team managers, trainers, administrators, employees and volunteers.

This policy applies to unacceptable conduct and behaviour, which may occur during the course of Hockey Alberta business, activities and events, including, but not limited to administration of the game competition, team practices, training camps, exhibitions, meetings and travel associated with these activities.

Note: "Child" is defined in subsection 1(1)(d) Child, Youth and Family Enhancement Act as a person under the age of 18 years.

Matters of Unacceptable Conduct and Behaviour

I) Abuse and Neglect

When any person has reasonable grounds, in the course of Hockey Alberta business, activities or events that a child is being abused or neglected, he or she shall report this belief to the child protection authorities and/or Police. Hockey Alberta's General Manager should also be advised of the intent to report.

Hockey Alberta shall take no further action until such time as the authorities and/or Police have concluded their investigation, unless there is cause for an immediate suspension on an interim basis to protect the child from further harm.

The matter shall then be dealt with as a disciplinary matter pursuant to this policy, and the report of the investigation carried out by authorities may be utilized as required by Hockey Alberta.

II) Harassment

Harassment is a form of discrimination. Harassment is prohibited by human rights legislation. In its most extreme forms, harassment can be an offence under the Criminal Code of Canada.

Harassment is defined as conduct, which is disrespectful, insulting, intimidating, humiliating, offensive or physically harmful. Types of behaviour which constitute harassment include, but are not limited to:

Unwelcome jokes, innuendo or teasing about a person's looks, body, attire, age, race, religion, sex or sexual orientation.

Condescending, patronizing, threatening or punishing actions which undermine self-esteem or diminish performance.

Practical jokes that cause awkwardness or embarrassment endanger a person's safety or negatively affect performance.

Unwanted or unnecessary physical contact including touching, patting or pinching.

Any form of hazing.

Any form of physical assault or abuse.

Any sexual offense.

Behaviours such as those described above which are not directed towards individuals or groups but which have the effect of creating a negative, hostile or uncomfortable environment.

7.2.4 Process and Procedures (Complaints Reporting, Investigation, Hearing and Disposition)

I) Confidentiality

Hockey Alberta recognizes the sensitive and serious nature of harassment and will strive to keep all matters relating to a complaint confidential. However, if required by law to disclose information, Hockey Alberta will do so. This shall not preclude publication of the final outcome of any matter, where a sanction imposed under this policy includes publication.

II) Reporting

A person who experiences, witnesses, or has reason to believe that harassment has occurred is encouraged to make it known that the behaviour is unwelcome, offensive and contrary to the values of Hockey Alberta and this policy.

If confronting the harasser is not possible, or if after confronting the harassment continues, the matter should be reported to an official of Hockey Alberta. For the purposes of this policy, an "official" is the Hockey Alberta General Manager.

Once an incident is reported, the role of the official is to serve in a neutral, unbiased capacity in receiving the report of the incident, advising the parents/guardians of the incident (if the person who has experienced the harassment is a minor), and assisting through mediation in an informal resolution of the complaint, where this is appropriate.

If through mediation an informal resolution of the complaint is not appropriate or possible, the person who has experienced or witnessed the harassment, or who believes the harassment has occurred may make a formal written complaint to the Hockey Alberta General Manager. The General Manager will then proceed with the complaint.

III) Reporting—a Member (MHA, Club Teams of Junior, Senior and Female)

Upon receiving any complaint involving a member or members of a local minor hockey association, club team or Organization which is a member of Hockey Alberta, the General Manager may direct that the complaint be handled by the local organization in accordance with its own procedures, or in accordance with procedures which Hockey Alberta may direct. If referred, Hockey Alberta shall monitor the complaint to ensure that it is handled in an appropriate and timely manner. Hockey Alberta will refer all complaints to the applicable local minor hockey association, club team or Organization for information.

Written Complaint and Investigation

When the General Manager receives a formal written complaint he or she in consultation with professionals will determine the nature of the complaint. If the complaint is deemed minor in nature, it may be referred to the local organization or an informal resolution may be attempted through mediation if agreed upon by the complainant. If the complaint is deemed major in nature the General Manager shall appoint an individual to conduct an investigation of the complaint or refer the complaint to the local organization. For serious matters, the investigator should be experienced in harassment matters and investigation techniques, and may be an outside professional.

The investigator shall carry out the investigation in a timely manner and at the conclusion of the investigation shall submit a written report to the General Manager.

Within fourteen days of receiving the written report of the investigator, the General Manager shall decide if the complaint should be dealt with directly or without a hearing, in which case he or she shall direct the appropriate response and the matter shall then be concluded, provided the person complained of is fully informed and is given an opportunity to respond to the complaint.

V) Immediate Response

This policy shall not prevent a person in authority from taking immediate, informal, corrective and appropriate disciplinary action in response to behaviour that, in his or her view, constitutes a minor instance of harassment.

Harassment complaints arising during competitions may be dealt with immediately, if necessary, by a Hockey Alberta representative in a position of authority, provided the individual being disciplined is told the nature of the infraction and has an opportunity to provide information concerning the incident. In such situations, sanctions shall be for the duration of the competition only. Further sanctions may be applied but only after review of the matter in accordance with this policy.

In the event that an alleged offense is so serious so as to possibly jeopardize the safety of others, the Hockey Alberta representative may immediately remove the alleged offender from Hockey Alberta activities, pending an investigation of the complaint in accordance with this policy.

VI) Hearing

If the General Manager decides that the complaint shall be dealt with by means of a hearing, the President shall appoint three individuals to serve as a Panel, and shall appoint one of these persons to serve as the Chairperson of the Panel.

The Panel shall govern the hearing by such procedures as it may decide, provided that:

The Complainant and Respondent shall be given written notice (by courier registered mail) of the day, time and place of the hearing.

All parties shall receive a copy of the Investigator's report.

Both the Complainant and Respondent shall be present at the hearing.

The Panel may request that witness to the incident be present or submit written evidence which is certified by a notary of public.

If at any point in the proceedings, the Complainant becomes reluctant to continue, it shall be at the sole discretion of the Chairperson of the Panel to continue the review of the complaint in accordance with this policy.

After reviewing and deciding the harassment matter, the Panel shall present its findings in a written report to the General Manager with a copy provided to both the Complainant and the Respondent. This report shall contain:

A summary of the relevant facts.

A determination as to whether the acts complained of constitute harassment as defined in the policy.

Disciplinary action to be taken, if the acts constitute harassment.

Measures to remedy or mitigate the harm or loss suffered by the Complainant, if the acts constitute harassment.

VII) Sanctions

When directing appropriate disciplinary sanction, the Panel shall consider factors such as:

The nature and severity of the harassment.

Whether the harassment involved any physical contact.

Whether the harassment was an isolated incident or part of an ongoing pattern.

The nature of the relationship between the complainant and harasser.

The age of the complainant.

Whether the harasser had been involved in previous harassment incidents.

Whether the harasser admitted responsibility and expressed a willingness to change.

Whether the harasser retaliated against the complainer.

In directing disciplinary actions, the Panel may consider the following options, singly or in combination, depending on the nature and severity of the harassment:

Verbal apology.

Written apology.

Letter of reprimand from Hockey Alberta.

A fine or levy.

Referral to counseling.

Removal of certain privileges of membership or employment.

Temporary suspension with or without pay.

Termination of employment or contract.

Suspension of membership.

Expulsion from membership.

Publication of the details of the sanction.

Any other sanction or disciplinary suspensions which the Panel may deem appropriate.

Failure to comply with a sanction as determined by the Panel shall result in automatic suspension of membership in Hockey Alberta or in organizations affiliated with Hockey Alberta, until such time as the sanction is fulfilled.

Notwithstanding the procedures set out in this policy, any individual participating in Hockey Alberta business, activities or events who is convicted of a criminal offense involving sexual exploitation, invitation to sexual touching, sexual interference, or sexual assault, shall face automatic suspension from participating in any activities of Hockey Alberta for a period of time corresponding to the length of the criminal sentence imposed by the court, and may face further disciplinary action by Hockey Alberta in accordance with this policy.

Appeal Procedure

Both the Complainant and Respondent shall have the right to appeal the decision and sanctions of the Panel, in accordance with Hockey Alberta Appeal Policy and Procedures.

7.3 Harassment and Abuse – Differences and Similarities

	Abuse	Harassment
Types	Emotional, physical, sexual, lack of care	Emotional, physical, sexual; may be motivated by racial or other forms of prejudice
Victim	Any person under the age of majority as determined by the Provincial Child Protection Acts, may be male or female	Person of any age; may be male or female
Offender	Any person who has power or authority over victim and/or breeches trust; may be male or female	May be peer or person with power or authority over adult victim; may be male or female
Investigation	External to the organization, referred to child welfare or police who may in some instances refer back to organization	Most often internal unless referred to police in cases of suspected physical or sexual assault or criminal harassment (stalking)
Follow-up Actions	Determined by Provincial Child Protection Acts and Criminal Code; civil suits may also occur	Determined by organizations harassment policies, Criminal Code, labour tribunals, civil action and/or Provincial Human Rights Tribunals; may be used concurrently or alone
Philosophy	The victim is not to blame; offenders are responsible for their behavior	The victim is not to blame; offenders are responsible for their behavior

7.4 Creating a Policy

Policies provide a road map for the organization and its members. The value and importance of good policies for an organization or club cannot be over-emphasized. Apart from providing continuity to the activities of the organization over time as personnel come and go they also ensure that matters are dealt with in a consistent fashion.

Most organizations already have policies such as selection of coaches and athletes for competition, sanctioning and running tournaments, and appeals of decisions. **A harassment policy and an abuse policy are simply additions to the policy foundation already in place in most organizations.**

7.4.1 Developing an Harassment and Abuse Policy

The reasons behind the creation, implementing and monitoring of policies to deal with harassment are many and include:

A strong policy raises awareness and sends a message to the members that harassment and abuse will not be tolerated.

Providing a mechanism to deal with harassment and abuse issues quickly, effectively, and responsibly.

Helps maintain a healthy, safe, environment

There are two policy approaches when developing policies about harassment and abuse:

Integrate harassment and abuse into existing codes of conduct and discipline policies.

Have a separate, stand-alone harassment and abuse policy.

Regardless of the approach chosen there are five key areas that must be covered:

A statement of purpose, scope and application of the policy.

A statement of standard of behavior which is expected, and of the behaviors which are not acceptable.

A description of the procedures for reviewing complaints in the event the standards of behavior described in point two above are breached, and these procedures must:

- satisfy legal requirements of procedural fairness
- address how an organization will respond to a complaint
- show how information about a complaint will be gathered
- inform how a hearing will occur and how a decision will be made

A guideline for imposing disciplinary sanctions in the event there is a finding of harassment or abuse against an individual.

An appeal mechanism to provide recourse to an individual who is not satisfied with the outcome of the dispute.

Note: If developing a stand-alone harassment and abuse policy, all five of these elements must be included in it.

If the approach is to integrate harassment and abuse into a code of conduct and discipline policy, then the harassment and abuse wording must be integrated into two separate policies:

a code of conduct (1 and 2 above)

a discipline procedure (3,4,5, above)

7.4.2 Key Principles Required in a Policy

The policy must be:

- fair to all parties involved.
- must be (relatively) easy to understand.
- must be easy to implement.
- must meet your legal obligations.

Advantages of a well written policy:

- A well written policy will act as an organizations best friend by:ensuring that individuals respect the process because it is viewed as objective, fair, and effective.

ensuring that individuals are dealt with fairly and responsibly.

simplifying an already complicated process by clearly outlining how the issue will be dealt with.

protecting your organization by clearly outlining what is not acceptable behavior.

Note: For more information on building a policy within your association refer to the Speak Out...Act Now manual. This can be found at www.harassmentinsport.com

7.5 Screening

7.5.1 Introduction to Screening

Screening is a poorly misunderstood and often misused term in many organizations, especially those organizations that are predominately volunteer-driven. It is particularly important in organizations that use large numbers of parent volunteers, and those that work with children. The sport community, especially hockey fits this description.

Although Hockey Alberta accepts the responsibility of protecting its young people within programs, the need to screen each employee and volunteer can be over whelming. Enacting a good screening policy takes time and resources – both scarce commodities

in the volunteer world. The goal of screening is not to have prize-winning policies, perfect procedures, and impeccable record keeping. The goal is safe programs, safe participants, safe staff, and a safe community.

By taking the approach of associating the actual screening tasks with the level of risk inherent in each person's position, the burden of intensively screening each individual is reduced. However, it is important to realize that there is no such thing as no risk.

Risk Management is based on "best judgement" but the world can surprise us. Even the most apparently "safe" position (an usher at a hockey rink) can present a risk. It must be clearly understood that, if and when a problem occurs, the organization may be held legally responsible.

Each organization is unique, and each personnel position is different. A screening policy that reflects these differences will do the best job of protecting children, youth and other vulnerable people involved in a program.

Therefore, the following document summarizes what is screening and why we should screen and the steps involved in a thorough screening process.

What is Screening?

Screening is designed to create and maintain a safe environment. It is a process to identify any activity of a volunteer, which, by virtue of the responsibilities of the position, could harm children, youth or other vulnerable persons. The screening process also ensures the most appropriate match is made between volunteer and task. Screening involves recruiting, selecting and managing volunteers.

The potential consequences of inappropriate or inadequate screening protocol include:

Abuse, violence, sexual harassment towards clients, children, staff, or volunteers by paid or unpaid personnel.

Fraud, theft of agency or client resources.

Negative public relations resulting in a loss of public trust.

Allegations of discrimination or negligent hiring.

Personal or organizational liability and the potential for ruinous law suits.

Why Screen?

The answer is simple. We want to do a better job of assigning volunteers and protecting them and program participants. All organizations providing programs to vulnerable people, whether run by staff or volunteers, have a responsibility to appropriately screen volunteers. This responsibility is moral, legal and spiritual; it is not only the right thing to do but it is legally required under the "duty of care" concept.

"Duty of Care" (see 2.6) is the legal principle identifying the obligation of individuals and organizations to take reasonable measure to care for and protect their participants.

Groups need to understand that Canadian courts will uphold their responsibility with regard to screening in the context of their "Duty of Care".

Parameters of Screening

There are three (3) parameters that describe important limitations of screening that one ought to keep in mind at all times.

No Guarantees: There is no screening device in the world that comes with a guarantee. Ill suited or ill-intentioned individuals can slip through the most intensive screening protocol, and this must be recognized as a critical point.

No Absolutes: There are no absolutes in screening. Each screening protocol must be custom-tailored to the specific demands of each position in each setting. No two screening programs will look exactly alike. Nor should they. There are no definition rules to guide selection decisions. Even the most experienced, skilled, and knowledgeable administrator will need to exercise good judgement about accepting or not accepting specific candidates. Nonetheless using the appropriate combination of screening mechanisms available, the process can be highly effective in both lessening the likelihood of harm and decreasing organizational liability in the event that a "bad apple" does slip through.

Initial Screening is Never Enough: Screening does not begin with the application process and end when the candidate is hired.

Lorraine Street, author of The Screening Handbook, makes the point this way:

"Screening continues throughout the length of an individual's work with an organization; it takes somewhat different forms after hiring but it does and should continue" (1996: 1.3).

Ten Elements of Screening

Before You Hire

1. Risk Assessment / Job Design

By clearly identifying, defining and controlling the risk in positions, organizations can take the first step in establishing a policy on screening. Each position has a specific set of conditions and responsibilities and with these come specific risks.

To reduce the risk factor:

First and most important learn to think about risk; accept the fact that children can be unsafe in your organization.

Group the positions in your organization by risk:

Low risk: fund-raisers, ticket sellers, field maintenance, scheduling.

Medium risk: personnel who are never alone with children.

High risk: personnel who have opportunities to be alone with children and youth and personnel who have power over young athletes' sport career.

Set the screening standard based on the risk factor; for low risk everyone should complete an application form and periodically meet with their supervisor; for high risk, the 10 steps of screening should be followed.

Actively work to reduce risk in specific jobs.

Design jobs where people work in pairs.

Introduce an initial mentor phase where an experienced person works with a new one.

Set guidelines about dressing room behaviour, road trips, etc., build these into the job descriptions.

Relationship of Position Requirements to Screening Tasks

Elements of Position	Position Description	Application	Interview	Reference Checks	Police Records Check	Orientation/ Training	Supervision Evaluation
Unsupervised Contact with Athletes	3	3	3	3	3	3	3
Access to Confidential Athlete Information	3	3	3	3	2	2	1
Transportation of Athletes	3	3	3	3	3	2	2
Handling Organization's or Individual's Funds	3	3	3	3	3	1	1
Contact with Athlete in Off-site Situations	3	3	3	3	3	2	2

(road trips, parties, etc.)							
Involves Visits to Athletes' Homes	3	3	3	3	2	2	2
Supervised Athlete Contact in Groups, Public Setting	3	3	3	2	2	2	1
No One-on-One Athlete Contact	3	3	2	1	1	1	1
Physical Contact between an Adult and Athlete is Routine	3	3	3	3	3	3	3
Ability to Make Decisions about Athlete's Career	3	3	3	3	3	3	3
1	Least Important	Legend: The higher the number the more important the element in the screening process of this kind of position					
2	Important						
3	Very Important						

2. Job Description

A job description is a powerful and necessary tool. It is used to define a position and to set ground rules for personnel – both paid and unpaid. Although it may be difficult to

define the work of some people, it is imperative to be able to describe the position, and to define the risk in it. Job descriptions do not need to be lengthy, but they need to set clear guidelines. They not only protect personnel by formalizing their roles, but also send a clear message to any potential abuser that your organization is serious about providing safety for both their athletes and personnel.

3. Recruitment Process

Recruitment of volunteers is usually less formal than the hiring of employees. In fact, volunteer recruitment is often haphazard, as sport organizations and clubs encourage parents to move from watching their children participate to helping out on the field, bench, gym, or pool deck.

The more informal volunteer recruitment is, the less comfortable recruiters are in applying formal steps. One of the ways to move from an informal to a formal recruitment process, is to post notices or send home requests for volunteers with young athletes. Job descriptions and application forms should be available.

Be careful in achieving a balance between formalizing the recruitment process and appearing desperate for volunteers. The worst recruitment notice – in terms of child safety and the integrity of the program – is something like ‘Help! We’re desperate! Come and volunteer!’ This opens the organization to potential abusers.

The Hiring Process

4. Application Form (see Appendix 9 for sample)

An application form is the first actual screening tool that the volunteer will encounter. It will collect basic information – name, address, and experience – accompanying forms request that the organization have permission to do reference checks and police record checks (if necessary). The reasons for asking for references and the conditions for a police check should be noted on those forms.

Like the use of a job description, asking both volunteers and staff to complete an application form, signals the seriousness of your organization’s commitment to screening, and provides a paper trail that will protect both personnel and the organization.

5. Interviews (see Appendix 10 for sample questions)

Interviews are an extremely important way to make the selection process more professional and less open to inappropriate decisions. The interview provides not only an opportunity to talk to the potential volunteer about their background, skills, interests, and availability, but also to explore any doubts the organization may have about the suitability of the candidate. Determining ‘the right fit’ does not need to be long or difficult.

It is recommended that two people conduct the interview.

Explain the process to the applicant.

Establish a safe environment for the applicant.

Describe the job specifically, using the job description.

Document the applicant's responses to the questions and file.

Look for attitudes towards children and sport that do not fit with those of the organization.

6. Reference Checks (see appendix 11)

A reference check may be the most effective screening step during the hiring process. References will confirm the background and skills of the person, and they provide an outside opinion on the suitability of the person for the available job.

Explain the job description clearly to the person giving the reference. Ask about the applicant's skills and suitability for the tasks as defined.

Identify the level of trust that will potentially be developed with children within the position.

Do not ask leading questions.

Leave space in the call for an open comment.

Ask the applicant to supply at least two references who are familiar with the applicant's work with children. Seek permission to contact previous or current employers. Whenever possible get the name of someone who is familiar with the applicant's work with children.

CHECK THE REFERENCES

7. Criminal Record Checks (CRC) (see Appendix 12 for sample form)

Criminal Record Checks are probably the most misunderstood element of screening. Too many people believe that doing a CRC means that the person has been screened. Nothing could be further from the truth. A positive Criminal Record Check tells one thing – the individual has been convicted of a crime.

It is important to know if someone has been convicted of an abuse or harassment offence. Unfortunately, many abusers and sex offenders have never been convicted. Furthermore despite the excellent RCMP data system – The Canadian Police Information Centre (CPIC) – there are inherent problems with any 'list':

Convictions as a young offender are not accessible through the CRC.

It is only good up to the checking day; a recent conviction may not show.

There are lags in sending records from one country to another.

The individual may be using an alias so only fingerprint checks will ensure they are clear.

Checking lists becomes too easy; organizations may believe that they have done enough; a false sense of security may be created.

The individual may have obtained a pardon and therefore is no longer on the list.

Notwithstanding the built in limitation of CRC's they do serve a purpose, particularly in the case of high risk positions, where the organization is committed to a full and complete screening process. A CRC will also signal, in a very public way, that the organization is concerned about the safety of their young athletes. **The following steps should be taken to carry out Criminal Records Checks:**

The job application form should state that the employee or volunteer would be asked to provide a CRC; the applicant should confirm their acceptance of this.

Use a release form, which states the agreement of the volunteer or employee to a CRC. The results can be handled in one of two ways:

The organization can ask the applicant to give permission to the police to release the result directly to the organization (it will only state whether there is a record).

The organization can ask the applicant to take the form to the police, have the results released to them directly and bring it back to the organization. This option puts more control into the hands of the individual and allows him or her to make the decision whether or not to share the results.

A written policy should be in place that all-current and prospective employees and volunteers are familiar with that defines organizational policy on hiring individuals with criminal records. The policy may state that all persons with a record will need to be assessed by a panel to assess risk to children and youth or it may say that no-one with a record of any kind will be accepted for medium or high risk positions. Most important is that the policy be consistently practiced and that there be no 'behind the doors' decision making.

No law in Canada precludes an employer (or organization) from asking a prospective employee (or volunteer) whether he or she has a criminal record – even where that record is unrelated to the work to be performed. However, both provincial and federal human rights legislation prohibits employers from dismissing, refusing to hire or otherwise penalizing a person simply because he or she has been convicted of a criminal offence which is not connected with the employment (or volunteer work).

A number of police forces and municipalities now charge a fee for doing record checks. The organization will need a policy on whether these costs will be borne by the volunteer, the staff, the organization or dependent on the position etc.

Managing the Volunteer

8. Orientation and Training

Orientation and training are an important part of the screening process. Screening continues through the early period of personnel's involvement and should be ongoing

throughout the whole engagement. Ongoing vigilance on behalf of children and youth is a must – the responsibility does not end once volunteer or the person is in place.

An employee or volunteer should be considered 'on probation,' at least until the training period is complete. This three to six months of probation allows the organization and individual to change their minds.

During the orientation and training period, an organization should achieve:

Knowledge of the employee's or volunteer's approaches, values and style. Role playing may be used to explore some of these issues.

Transition of their policies to the individual's role within the sport community. The policies need to be clearly understood by new personnel, especially in areas that relate to children, e.g. dressing rooms, road trips, etc.

Development of personnel skills in areas where each individual will be working.

The final decision of whether the person is appropriate or not.

Although training of personnel may tax resources, the benefits are informed staff and volunteers, better job performance, increased job satisfaction, safe environments and the opportunity to continue with the screening process.

9. Supervision / Evaluation

The amount of supervision and evaluation needed will depend on the level of risk in the position, but all personnel need to be periodically observed and given feedback.

Feedback on job performance should occur at least once a year and probably two or three times in the first year. In order to give feedback, someone in the organization needs to be responsible to guide the employee or volunteer, teach them how to do the job and periodically review their performance. By instituting a formal supervision and evaluation process, the employee or volunteer is observed 'on the job' and their work is monitored over time. This is an important part of screening. If supervision and evaluation is a new approach, there may be some resistance but proper communication can break down this resistance. The purpose of an evaluation is to:

Ensure a standard level of practice.

Improve the experiences of volunteers, staff and athletes in the programs.

Enrich individuals' experiences of their jobs.

Protect all participants – personnel and athletes.

All supervision and evaluation processes should use the job description as a reference point. During the evaluation interview:

Go through the job description point by point.

Ask personnel to comment on how they think they are doing in each area, how they enjoy their work.

Give feedback on their performance in each area.

Keep comments positive but do not shrink from stating any concerns.

Document the evaluation.

Have the document signed by both personnel and evaluator.

File the document.

There is nothing more difficult than deciding to let someone go. By using a formal evaluation process and referring to the job description, the difficult decisions do not become personal. Any cause for concern requires immediate action and dismissal with cause is appropriate under Canadian employment laws.

Remember it is perfectly acceptable to 'let go' a volunteer or staff person, during or after a probationary period (refer to all relevant employment laws when dealing with paid staff or volunteers). Trust your observations and make decisions accordingly, keeping the following in mind:

During orientation and training inform all personnel of the length of the probationary period.

At the completion of probation, or if a decision has been made to "let someone go", conduct a personal interview.

Whenever possible, give the reasons for terminating the person's involvement.

Unless there is clear and irrefutable proof that the person intends to harm children or youth, it is unwise to state this possibility for reasons of liability.

10. Participant or Client Follow Up (see Appendix 13)

One of the most valuable sources of information about the nature of relationships between personnel and children or youth is young people themselves. Through education programs on abuse and harassment and healthy relationships, children and youth have the opportunities to talk about their experiences, their feelings about the way they are treated and their reactions to the people around them. Listen!

Conclusion

Although screening may be costly and time consuming, organizations must address this issue. Any organization that works with children and youth, or other vulnerable people, must take on this responsibility.

SECTION 8: GUIDES/TEMPLATES

Societies Act (more information found at www.gov.ab.ca/gs)

8.1.1 What is a society?

Societies are formed by five or more people who share a common recreational, cultural, scientific, or charitable interest. A society may not incorporate primarily to carry on a trade or business. A religious society is a group such as the congregation of a church or a religious denomination.

8.1.2 Why would you incorporate a society?

Although a society does not need to incorporate, there are several advantages to formally incorporating the society. One advantage is that a member of a society may not be held responsible for the debts of the society. A society may own property and may enter into contracts itself, as opposed to its individual members entering into the contract. The public's perception of a society is one having a more permanent status than an unincorporated group. An incorporated society may be eligible for government grants and to become a registered charity with Revenue Canada.

Please note that the set of standard objectives included in the 'Application to Form a Society' meets current Societies Act requirements for society incorporation in Alberta. Use them if they meet your organization's needs.

However, if your organization intends to register as a charity, these objectives may not meet the requirements of Canada Customs and Revenue Agency (Revenue Canada).

Prior to submitting information to Canada Customs and Revenue Agency, you should determine what they consider to be charitable purposes and ensure your objectives meet their criteria.

The Societies Act regulates societies incorporated in Alberta. A group is not required to incorporate under the Societies Act. The decision to incorporate is made by each group.

8.1.3 How is a society formed?

To form a society, you must provide a society name, describe the objectives or the purposes for which it was incorporated, provide the bylaws, and give an address for the society. The following information is provided to assist you in this process.

8.1.4 Society Names

The first step in incorporating a society is to choose a name. Your society's name must not be the same, or similar to, any other society or corporation's name. A society name is made up of three parts, or elements, all of which must be present in the name but not in any particular order. An example of a society name is the "John Smith White Water Rafting Memorial Foundation".

The "distinctive element" is a unique word or location that makes the society's name different from others. In our example, "John Smith White Water Rafting Memorial

Foundation", the distinctive element is "John Smith". This part should set your name apart from other names, making it distinctive and easy to remember.

The "descriptive element" describes what the society is or does. In our example, the descriptive element would be "White Water Rafting Memorial".

The "legal element" must be one of the following words:

Society

Association

Club

Fellowship

Guild

Foundation

Institute

League

Committee

Council

Board

Centre

Bureau

In our example, the legal element is "Foundation".

Once you have decided on your name, you will have to obtain a NUANS Report. This report will be used to decide whether your group can use the name you have chosen. If you choose to have a name that is similar to another name, you will need to obtain written permission from the other group to use the similar name.

Society Structure

The second step in forming a society is to complete an application form, which includes the objects or purposes for which the society was incorporated. In our example, the objects may include the raising of funds to build a memorial or to set up an educational fund on the dangers of white water rafting.

The third step is to complete a set of bylaws. These bylaws set out the way the society is organized and the rules surrounding all of its activities. Your society bylaws must include,

for example, how new members join, and what their rights and responsibilities include. Other bylaws must set out how the membership will be notified for meetings, how directors may be appointed and removed, etc.

For the convenience of the society's founding subscribers, Corporate Registry can provide a standard set of documents, including both the application and bylaws. The society may choose to use the standard documents or may create its own application and bylaws. Both documents must meet The Societies Act requirements. If they meet the society's own requirements for objects and/or bylaws, they may be used in the incorporation process. Both documents may be amended after incorporation.

The fourth step is to set out the complete address of the society.

Something to consider...

Occasionally, society members disagree on how to handle internal matters. Corporate Registry does not supervise the conduct of societies, nor does it provide a counseling service on matters other than forms and the documents filed with them. Societies must be prepared to resolve their own internal disputes.

To ensure that internal disputes are handled fairly, Corporate Registry recommends including a bylaw outlining an arbitration procedure. See "General Information" and "Section 22 of the Societies Act" for further information.

8.1.7 Where do I send the documents to incorporate a society?

Submit the completed forms, together with the NUANS report and the incorporation fee, to the Corporate Registry office. Corporate Registry personnel examine all society incorporation submissions and, if the requirements are met, will issue a Certificate of Incorporation under the Societies Act.

Bylaw Template

Please note that is template is a work in progress and the following is draft copy of the work done to date. This template will be updated and any feedback in regards to the document can be passed onto to your Zone team members.

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DEFINITIONS AND INTERPRETATION

In the interpretation of these Bylaws, except where excluded by the context:

"Act" means the Societies Act of Alberta, R.S.A. 1980, c S-18 as amended from time to time;

"Annual General Meeting" means the General Meeting held annually in accordance with the provisions of the Act;

"Association" shall mean "MHA Name";

"By-Laws" means the by-laws of the Association, as amended from time to time;

"CHA" means the Canadian Hockey Association who represents the governing body of amateur hockey in Canada and is a member of the International Ice Hockey Federation;

"Chairman" means the President, or in his absence, the Vice-President, shall chair every General Meeting;

"Constitution" means the constitution of the Association as amended from time to time;

"Director(s)" means a person that has been elected or appointed as a director of the Association;

"Discipline Committee" means a committee formed by the Board of Directors to rule on Disciplinary Matters consisting of a minimum of three (3) Directors or duly appointed Members who are not in a conflict of interest in relation to the Disciplinary Matters considered;

"General Meeting" means a meeting of the Members;

"Hockey Alberta" means the Alberta Amateur Hockey Association and represents the supreme authority concerning Amateur hockey in the Province of Alberta, subject only to the right of appeal to the CHA;

"Honorary Member" means a person that has been appointed a Member pursuant to By-Law 5.2;

"Initiation Program" means the Canadian Hockey Association Initiation Program Curriculum of Initiation hockey (under the age of seven (7) years old);

"Member" means a person or legal entity that has been admitted as a member of the Association;

"Ordinary Resolution" means a resolution passed at a General Meeting or Director's meeting by a vote of not less than 50% of those persons present in person plus one (1);

"President" shall mean the President of the Association;

"Register of Members" means the register of all persons that are Members of the Association from time to time containing the address and occupation of each Member, so far as can be ascertained;

"Regulations" means those regulations of the Association for the administration and advancement of hockey;

"Secretary" means the Secretary of the Association;

"Special General Meeting" means all General Meetings other than Annual General Meetings shall be called Special General Meetings. The Directors may, whenever they think fit, convene a Special General Meeting. Ten (10) Members by notice in writing to the President may direct the Directors to convene a Special General Meeting;

"Special Resolution" shall have the meaning as defined in the Act and shall further constitute;

a resolution passed,

at a general meeting of which is not less than Ten (10) days notice specifying the intention to propose the resolution has been duly given; and

by the vote of not less than 75% of those Members of the Association who are present and entitled to vote at such meeting;

a resolution proposed and passed as a Special Resolution at the general meeting of which less than Ten (10) days notice has been given, if all the Members of the Association entitled to attend and vote at such meeting so agree, or

a resolution consented to in writing by all of the Members of the Association who would have been entitled at a general meeting to vote on the resolution in person.

The headings herein are given for convenience only, and shall not affect the interpretation of these Bylaws.

These Bylaws shall be interpreted in a large and liberal sense so as to give effect thereto wherever possible.

In all the Bylaws, the singular shall include the plural and the plural the singular, the word "person" shall include corporations, societies and partnerships and the masculine shall include the feminine. Wherever reference is made to the Societies Act or a section thereof, such reference shall be extend and apply to any amendment to that Act or section, as the cast may be.

OBJECTIVES

Hockey Alberta

All Members shall commit to obey and abide by the Constitution, objectives, Bylaws and Regulations of the Hockey Canada and Hockey Alberta and any amendments thereto and shall agree to be bound by said Bylaws, Regulations and Rules of the Hockey Canada and Hockey Alberta and that the Bylaws, Regulations and Rules are to be interpreted by the Board of Hockey Alberta;

All Members agree that Hockey Alberta be the sole and final interpreter of the Bylaws, Regulations and Rules, and the application of the same, subject only to the rights of appeal as provided for by the bylaws of the CHA.

Association

All Members shall commit to obey and abide by the Constitution, objectives, Bylaws and Regulations of the Association and any amendments thereto and shall agree to be bound by said Bylaws, Regulations and Rules of the Association and that the Bylaws, Regulations and Rules are to be interpreted by the Board;

All Members agree that the Association shall be the sole and final interpreter of the Bylaws, Regulations and Rules of the Association, and the application of the same, subject only to the rights of appeal as provided for by the bylaws of the Association.

Non-Profit Organization

The Association is constituted as and shall be operated exclusively as a non-profit organization, no part of the income of which is payable to, or is otherwise available for, the personal benefit of any past or present member.

MEMBERSHIP

Association Membership

All the subscribers to the Application for Incorporation of the Association shall, upon registration of the said Application, be Members of the Association and shall be entered in the Registrar of Members accordingly. Additional Members of the Association to a maximum at any time of Fifty (50) may be admitted to Membership in the Association upon such terms and conditions as may be prescribed from time to time by the Directors.

Honorary Members

The Directors may from time to time appoint Honorary Members of the Association;

(a) An Honorary Member shall be a Member for a term of one year and may be re-appointed from year to year by the Directors; an

(b) An Honorary Member is not entitled to vote at, but is entitled to notice of, meetings of the Members.

Retirement or Expulsion of Members

(a) Any Member who shall desire to retire shall signify such desire in writing to the Secretary and thereupon his/her name shall be removed from the Registrar of Members and he/she shall be deemed to have retired.

(b) The Directors, by two-thirds (2/3) majority vote, may expel any person as a Member.

Rights of Members

All Members shall be entitled to such information and advice with record to the affairs of the Association as the Association or any of its officers may be able to supply;

(b) No right or privilege of any Members shall be in any way transferable or transmissible, but all such rights and privileges shall cease upon the Member ceasing to be such, whether by death, retirement or otherwise; and

(c) All Members in good standing and present in person shall have one (1) vote at General Meetings.

Powers of Members

The Members may by Special Resolution rescind, alter, add to or vary the Bylaws.

Membership Fees

Membership fees, dues, and player registration fees shall be determined by the Board of Directors, from time to time, but in any event prior to of each year.

BOUNDARIES

The Boundaries of the Association are established as:

"North Boundary" - _____

"South Boundary" - _____

"East Boundary" - _____

"West Boundary" - _____

Boundaries may only be altered, amended or added to by Special Resolution of the Members of the Association and in alliance and by mutual consent with neighboring associations and based on the boundary principles as approved by Hockey Alberta. No

rescission or alteration of or addition to the Boundaries shall take effect until it has been approved by Hockey Alberta.

REGISTERED OFFICE

The Registered Office of the Association may be established or changed from time to time by Ordinary Resolution of the Directors.

GENERAL MEETINGS

General Meetings

At least ten (10) days before every General Meeting, notice thereof specifying the place, the day and the hour of the meeting and, in the case of special business, the general nature of such business, shall be given to the Members in the manner hereinafter mentioned. The accidental omission to give such notice to or the non-receipt of such notice by any Member shall not invalidate the proceedings at any General Meeting.

If within half an hour from the time appointed for the meeting a quorum is not present, the meeting shall stand adjourned to the same day in the following week at the same time and place, and if at such adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting, the Members present shall be a quorum

If neither the Chairman nor the Vice-Chairman be present at the time of holding a General Meeting, or if they be not present within half an hour from the time appointed for the meeting, the Members present shall choose one of their number to be Chairman of such meeting.

The Chairman may, with the consent of the meeting, adjourn any General Meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business unfinished at the meeting from which the adjournment took place.

At every General Meeting every question shall be decided in the first instance by a show of hands, unless before or upon the declaration of the result of the show of hands, a poll be demanded by at least two (2) Members personally present. A declaration by the Chairman that a resolution has been carried or carried by a particular majority, or lost, shall be conclusive evidence thereof, without proof of the number or proportion of the votes recorded in favor or against any such resolution. If a poll be demanded in the manner above mentioned, it shall be taken at such time and place and in such manner as the Chairman may direct, and the result of such poll shall be deemed to be the resolution of the General Meeting at which the poll was demanded. A demand for a poll may be withdrawn.

Every Member shall have one vote and all votes shall be given personally. In the case of an equality of votes at any General Meeting, whether upon a show of hands or at a poll, the Chairman shall be entitled to a second or casting vote. In case of any dispute as to the admission or rejection of any vote, the Chairman shall determine the same, and such determination made in good faith shall be final and conclusive. All Members present at meetings shall be entitled to vote unless the Member has a conflict of interest.

Quorum

At any General Meeting a quorum shall consist of one-half of the Members present in person.

Annual General Meetings

The first Annual General Meeting shall be held within such period as the Directors shall determine in accord with the most convenient date for closing the Association's financial year, but in any event shall be held within the period of sixteen (16) months from the date on which the Association is entitled to operate, and subject to the provisions of the applicable statutes and these Bylaws.

At the first Annual General Meeting, all of the Directors however appointed or elected shall retire from office. A retiring Director shall retain office until the dissolution of the meeting at which his successor is elected. A retiring Director shall be eligible for re-election.

Subsequent Annual General Meetings of the Society shall be held once in each calendar year and not more than sixteen (16) months after the holding of the last Annual General Meeting. The Annual General Meeting shall be held in Alberta at such time and place as the Directors shall appoint.

The Association shall in addition to any other items of business, conduct the following business;

the Directors shall lay before the Association a balance sheet and an income and expenditure statement and the auditor's report made up and submitted in accordance with the provisions of the Societies Act.

present the report of the Directors;

elect a new Board of Directors;

the Association at the Annual General Meeting shall appoint the auditor or auditors to hold office until the next Annual General Meeting and his/her on their appointment, remuneration, rights and duties shall be regulated by the Societies Act;

where appointed, fix the remuneration for the auditors.

Proceedings of General Meetings

The order of business to be transacted at an Annual General Meeting shall be as follows;

Call to order by Chairman;

Calling of the Roll;

Proof of Notice of Meeting;

Reading and Approval of unapproved minutes;

Reports of Officers;

President's Report

Financial Report;

Reports of Committees;

Election of Directors;

Unfinished Business;

New Business; and

Adjournment;

Special General Meeting

Shall have that meaning as defined in Bylaw 1 Definitions and Interpretation

Notices

Any notices or documents may be served by the Association upon any Member either personally or by sending it through the post in a pre-paid envelope or wrapper to such Member at his registered address.

Any notice if served by post shall be deemed to be served on the second day following that upon which the letter, envelope or wrapper containing the same is posted, in the absence of proof of earlier receipt, and in provided such service it shall be sufficient to prove that the envelope or wrapper containing the notice was properly addressed and posted and that the postage was pre-paid.

AMENDMENTS TO BYLAWS, CONSTITUTION AND REGULATIONS

Bylaws

These Bylaws shall be construed with reference to the provisions of the Societies Act, of the Province of Alberta and terms used in these Bylaws shall be taken as having the same respective meanings as they have when used in that Act. Notwithstanding anything else herein contained, these Bylaws shall be read subject to the restrictions upon their scope and effect contained in the Societies Act and other applicable statutes and rules of law and equity, and any provisions herein repugnant to such restrictions shall, wherever possible, be severed from these Bylaws, in order that the rest may stand.

The Bylaws of the Association shall not be altered, amended or added to except by Special Resolution of the Members of the Association and no rescission or alteration of or addition to the Bylaws takes effect until it has been registered by the Registrar, as defined in the Societies Act.

Constitution

The Constitution of the Association shall not be altered, amended or added to except by Special Resolution of the Members of the Association.

Regulations

The Regulations of the Association may be altered, amended or added to at any regularly scheduled Board Meeting or at Special General Meetings as required by the Association from time to time.

DIRECTORS

Duties and Responsibilities

Directors shall be elected by the Members at the Annual General Meeting for a term of one (1) year. The number of Directors may be prescribed or changed from time to time by Ordinary Resolution, whether previous notice thereof has been given or not, but notwithstanding anything contained in these Bylaws, the number of Directors shall never be less than or more than

A Director shall be a Member of the Association. A Director shall not receive remuneration for so acting.

The Directors shall have power to appoint any other person to be a Director to fill a vacancy occurring other than one transpiring as the result of the expiration of a Directors' term of office, but so that the total number of Directors shall not at any time exceed the number prescribed by the Bylaws as may be amended from time to time; any Directors so appointed shall only hold office until the next following Annual General Meeting and then shall be eligible for re-election. The continuing Directors may act notwithstanding any vacancy in their body.

A nomination committee consisting of Past President, President and Vice-President shall be formed to consider names and possible candidates for office and to prepare a list to be voted on at the Annual General Meeting. The list of positions for nominations for the Executive is Past President-ex officio, President, Vice-President, Secretary and Treasurer.

The Members at Special General Meeting may by Special Resolution remove any Director before the expiration of his/her term of office, and may by Ordinary Resolution appoint another person in his/her stead. The person so appointed shall hold office during such time only as the Director in whose place he/she is appointed would have held the same if he had not been removed.

At the General Meeting at which any Directors retire in manner aforesaid, the Members shall fill the vacated offices by electing new Directors.

A Director may retire from his office upon giving one month's notice in writing of his intention so to do and such resignation shall take effect upon the expiration of such notice; PROVIDED that the Directors may accept such resignation prior to the expiration of such notice and in such event the resignation shall take effect upon such acceptance by the Directors.

The continuing Directors may act notwithstanding any vacancy in their body, so long as there remains a quorum of the Board of Directors qualified to act.

The office of a Director shall be vacated:

(a) if he is found to be a lunatic or become of unsound mind;

if by notice in writing he resigns his office;

if he be convicted of an indictable offence;

if he is removed from office by the Members in a Special General Meeting specially called for the purpose;

if he becomes bankrupt or makes an authorized assignment or suspends payment, or compounds with his creditors.

Powers of Directors

The Directors shall control and manage all the affairs and property of the Association and may exercise all such powers of the Association and do on behalf of the Association all such acts as may be exercised and done by the Association, and as are not by these presents required to be exercised or done by the Association in General Meeting. Notwithstanding the foregoing provisions of these Bylaws, the Association in General Meeting may by Ordinary Resolution:

do anything which the Directors may do;

ratify anything which purports to have been done as an act of the Directors;

govern or restrict the manner in which the Directors are to exercise their powers, so long as this is not done retroactively. None of the powers granted by this Bylaw shall be read as being limited or restricted by any special power given by any other Bylaw.

The Directors may exercise all or any of the powers of the Association to borrow or raise money from whatever person and in whatever manner they see fit. The Directors shall have the power to sell, dispose of, mortgage or charge the entire undertaking and property of the Association or any part thereof, for such consideration as they may think fit.

The Directors may engage all such agents and servants as they consider necessary and shall regulate their duties and fix their salaries.

Board Meetings

The Directors may meet together for the dispatch of business, adjourn and otherwise regulate their meetings as they shall think fit. For the transaction of business, a meeting of _____ (_____) Directors or more shall constitute a quorum. Questions arising at any meeting shall be decided by a majority of votes. In the case of an equality of votes the Chairman of the meeting shall be entitled to a second or casting vote.

A meeting of the Directors for the time being at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions by or under these Bylaws for the time being vested in or exercisable by the Directors.

Meetings of the Directors shall be summoned by the Secretary at the request of the Chairman, and failing him, at the request of the Vice-chairman, or any two Directors. A meeting of the Directors may be held at any time the Directors may deem necessary and expedient, and may be summoned on twenty-four (24) hours' notice verbally or in writing and by means of telephone or telecopier (fax) or any other means of communication.

Meetings of the Directors shall be held in Alberta, or with the consent of a majority of the Directors, at any other place.

All acts done by any meeting of the Directors or by any persons acting as Directors shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such Directors or persons acting as aforesaid, or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified to be a Director.

A resolution signed by all of the Directors as such shall be as valid and effectual as if it had been passed at a meeting of the Directors duly called and constituted, and shall be entered in the Minute Book of the Association accordingly, and shall be held to relate back to any date therein stated to be the date thereof.

Indemnity and Protection of Directors

Each and every Director shall be deemed to have assumed office on the express condition that every Directors, his heirs, executors, administrators and estate and effects respectively shall at all times be indemnified and saved harmless out of the funds of the Association against all costs, charges and expenses whatsoever, which such Director sustains or incurs in any action or proceeding which is brought or prosecuted against him in respect of any act or matter done or permitted by him in the execution of the duties of his office and also costs, charges and expenses which he may sustain or incur in relation to the affairs of the Association except such costs, charges and expenses as are occasioned by his own fraud, dishonesty, willful neglect or default.

No Director of the Association shall be liable for the acts, receipts, neglects or defaults of any other Director, officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Association through the insufficiency or deficiency of title to any property acquired by order of the Directors for or on behalf of the Association for the insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the Association shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency, or wrongful act of any person, firm or corporation with whom any monies, securities or effects shall be lodge or deposited or for any loss occasioned by an oversight or error in judgment on his part or for any other loss, damage or misfortune which may happen in the exercise or his respective duties or trust or in relation thereto unless the same shall happen by his own or through his own willful act or default. Directors may rely upon the accuracy of any statement or report prepared by the Association's auditors and shall not be responsible or held liable for any loss or damage resulting from acting upon such statement or report.

All resolutions and proceedings of all General Meetings and all meetings of the Directors; and any such Minutes as aforesaid if purporting to be signed by the Chairman of the meeting at which such appointments were made or such Directors were present, or such resolutions were passed or proceedings had, as the case may be, or by the Chairman of the next succeeding General Meeting or meeting of the Directors, as the case may be shall be sufficient evidence without any further proof of the facts therein stated.

Officers

The Officers of the Association shall consist of a President, a Past President, a Vice-President, a Secretary, A Registrar, a Treasurer, and such other Officers as the Directors may from time to time elect. Every Officer shall be elected by the Directors and shall hold office during the period of his tenure of office as a Director or such shorter period as the Directors may determine. Every Officer shall have powers as the Directors shall determine.

Honorary President

The Directors may from time to time appoint an Honorary President of the Association with such powers and duties as the Directors shall determine. The duration of the appointment shall be for such period as the Directors may determine and may be terminated by the Directors at an ordinary meeting upon majority vote.

An Honorary President need not be a Member of the Association.

An Officer shall not receive remuneration for so acting.

THE SEAL

The Association shall have a corporate seal of such design as may be approved by the Directors. The Directors shall provide for the safe custody of the seal, which shall be used by the authority of the Directors, who may make such regulations with regard to the affixing thereof as they may deem necessary. In default of such regulations, the seal may be validly used only if its use is authenticated by the signature of two (2) or more Directors of the Association.

BOOKS OF THE ASSOCIATION

The Directors shall cause Minutes to be made in books provide for that purpose of:

all appointments of officers made by the Directors;

the names of the Directors present at every meeting of the Directors; and

the Secretary shall keep or cause to be kept a book or books wherein shall be recorded:

(a) a copy of the Bylaws and of any amendments thereto;

(b) the Register of Members;

the names, addresses and occupations of all persons who are or have been Directors, with the several dates at which each became or ceased to be such Director.

The books, accounts, and records of the Association shall be open to inspection by any Members at all reasonable times upon receipt by the Association of a written request.

ACCOUNTS

The Directors shall cause true accounts to be kept of:

all sums of money received and expended by the Association and the matters in respect of which such receipts and expenditures take place;

all sales and purchases of goods by the Association; an

the assets and liabilities of the Association

A copy of every balance sheet (including every document required by law to be annexed thereto) which is to be laid before the Association in General Meeting, together with a copy of the auditors' report, shall not be less than ten (10) days before the date of the meeting be sent to every Member of the Association, PROVIDED THAT this Bylaw shall not require a copy of any document to be sent to any person of whose address the Association is not aware.

AUDIT

Once at least in every year the accounts of the Association shall be examined and the correctness of the income and expenditure statement and balance sheet ascertained by one or more auditors.

Within 30 days of the holding of the Annual General Meeting, the Association shall file within the Alberta Registrar of Corporations, a statement in the form of a balance sheet containing general particulars of its liabilities and assets, and a statement of its income and expenditures, if audited, signed by the auditor or auditors of the Association, or, if there is no auditor or auditors, signed by two Directors.

Unless otherwise determined by the Board of Directors, the fiscal year of the Association shall terminate on the _____ day of _____ each year.

DISCIPLINARY MATTERS

A Member may be disciplined for a transgression of the Rules.

The Board of Directors may, for each Disciplinary matter, appoint a Discipline Committee as defined in Bylaw 1, to consider transgression(s), implement sanctions or measures, if found necessary, and prepare a written decision, in any event. The written decision shall include the alleged Rule transgressed, the evidence considered and the decision made by the Discipline Committee.

Unless mandatory discipline sanctions are prescribed in the Rules, all disciplinary sanctions shall be at the sole discretion of the Discipline Committee.

Where mandatory disciplinary sanction is prescribed by the Rules, the Discipline Committee shall enforce and implement such mandatory disciplinary sanctions.

Where mandatory disciplinary sanction is not prescribed by the Rules, an interested Member with direct knowledge of the subject transgression may make a written submission to the Discipline Committee. Any resulting disciplinary sanction shall be implemented by the Discipline Committee at their sole discretion.

All members, shall cooperate with the Discipline Committee in any disciplinary investigations.

The Discipline Committee shall exercise reasonable discretion (where discretion is vested in it by the Rules) in relation to each transgression and shall take such disciplinary sanctions or measures as are required in the circumstances, including the sanctions of suspension or expulsion of a Member.

Any decision of the Discipline Committee shall be a decision of the Association for the purposes of the Appeal to the Hockey Alberta Appeals Officer.

Any member who is subject to a decision of the Discipline Committee, may appeal that decision, within the time prescribed by the Bylaws and Regulations of Hockey Alberta, to the Hockey Alberta Appeals Officer.

Any disciplinary sanctions taken by an entity outside the Association arising from inter-league play shall be enforced, where possible, by the Association and any appeals shall be in accordance with that entity's constitution, bylaws, rules and regulations.

GRIEVANCES

Any member who has been affected by any action or omission of the Association or any Member acting on behalf of the Association, other than Disciplinary Matters, may file a written grievance with the Board of Directors within fourteen (14) days of the Member's reasonable knowledge of the act or omission.

The Board of Directors shall consider the written grievance and render a written decision about the grievance within fourteen (14) days of receipt of the written grievance. The written decision shall include a copy of the written grievance, what evidence was considered, and the ultimate decision.

All determinations under this Bylaw made by the Board of Directors shall be determined in accordance with the Rules. The Board of Directors shall use reasonable discretion in relation to considering each grievance.

Any decision of the Board of Directors under this Bylaw shall be a decision of the Association for the purposes of Appeal to the Hockey Alberta Appeals Officer.

Any member who is subject to a decision under this Bylaw of the Board of Directors, may appeal that decision, within the time prescribed by the Bylaws and Regulations of Hockey Alberta, to the Hockey Alberta Appeals Officer.

GENERAL

The Association adopts the Hockey Canada "Initiation Program" and that the pre-novice hockey (under the age of 7 years old) be called "Initiation".

All on ice personnel in the divisions of novice and below, successfully complete the "Initiation Program Instructors" course as required by the CHA.

We the undersigned, hereby declare that we desire to form a society under the Societies Act, R.S.A. 2000, c.s-14. and that:

1. The name of the society is: _____

2. The objects of the society are:

(a) To provide a minor hockey program in and about the of Alberta;

(b) To foster good sportsmanship in the sport of hockey;

(c) To establish, organize and maintain a development program for the sport of hockey, athletes, coaches, officials and others involved in minor hockey;

(d) To be a member of the Alberta Amateur Hockey Association and abide by the Bylaws, Rules and Regulations of the Alberta Amateur Hockey Association.

DATED this _____ day of _____ 20

NAME (SIGNATURE) PLEASE PRINT NAME BELOW SIGNATURE COMPLETE ADDRESS

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

NAME (WITNESS) COMPLETE ADDRESS

_____	_____
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SECTION 9: BULLETINS/NEWSLETTERS

Bulletins

This manual has been updated in a format that will allow it to be a working document for all associations. This section will contain two distinct types of bulletins issued by Hockey Alberta to its members.

The first section contains "policy statements" and/or recommendations that are issued as a result of discussion and voting at Hockey Canada's Annual and Semi-annual general meetings. These are normally issued as a "one time" statement and do not subsequently appear in any rulebook, etc. For that reason this will be your resource in locating that information for future reference.

The second group are bulletins that are issued on an annual basis at different times throughout the season and are generated to inform, remind, or direct the membership on a variety of issues. These bulletins will be mailed out each season and will be titled Information Bulletin and numbered so as to be easily identifiable and this section should be updated as these bulletins come in.

Hockey Canada's Risk Management Bulletins/Policy Statements

Helmet Recommendation - Hockey Canada AGM 2001

It is RECOMMENDED that all on-ice participants which would include coaches and assistants wear a CSA properly fastened helmet for all sanctioned on-ice sessions. In all clinics, including National, Branch and association sanctioned, clinic participants MUST wear a CSA approved properly fastened helmet for all on-ice sessions.

Co-Ed Dressing Room Policy – Hockey Canada AGM 2000

From the Atom and down mixed genders may change in the same room at the same time with the presence of two adults. Players Pee-wee and higher may not change in the same room at the same time and it is the responsibility of the coach to ensure all are involved in both the pre-game and post game activities.

Hockey Alberta and Hockey Canada Information Bulletins

As you receive Information Bulletins from Hockey Alberta or the Hockey Canada log them here and enclose them in this section for future reference.

Bulletin Number	Date Issued	Topic of Bulletin
02/21		Protective Equipment – Ear guards
02/01		License for 50/50 Fundraisers

Newsletters

This section is to file the newsletters you receive from Hockey Alberta and the Canadian Hockey Association, respectively the Legacy of Respect newsletter and the Speak Out newsletter.

Past copies are enclosed for your information and distribution to your membership.