



CALGARY ROYALS ATHLETIC ASSOCIATION

POLICIES AND PROCEDURES

MANUAL

Mission Statement: *Promote and encourage the development of players and coaches in a safe respectful environment, through skill development and education with positive attitudes towards sportsmanship and citizenship.*

August, 2025

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POLICIES AND PROCEDURES MANUAL

I. OFFICERS, DIRECTORS, AND ASSOCIATION COMMITTEE DUTIES

The Calgary Royals Athletic Association (herein referred to as the CRAA) relies on its officers and directors to maintain and enforce policies and procedures that are in the best interest of the CRAA.

The current directors and officers of the CRAA are identified on the website under the Contacts/Info tab - see “Executive & Directors” section. The following is a list of roles and responsibilities for officers and directors. Note that directors may be assigned to more than one role but only to one (1) officer position.

A) Officers and Directors Duties:

1. **President** - Key Responsibilities include but are not limited to:

- a) Serves as the Chief Executive Officer and holds overall accountability for the management and affairs of the CRAA. Chairs (or delegates a chair) all official meetings of the CRAA members and of the CRAA Board of Directors (“Board”).
- b) Assigns responsibilities to directors and standing committees.
- c) Establishes sub-committees when/where required for specific tasks.
- d) Represents CRAA in consultations and meetings with other hockey associations. Verifies compliance with Hockey Calgary, Hockey Alberta and Hockey Canada rules and regulations. Represents the CRAA at meetings of the Hockey Calgary Elite Council (the organization responsible for elite hockey in Calgary).
- e) Authorizes travel permits and player release forms when required.
- f) Verifies that all documentation related to their role is up-to-date, accurate, and accessible to CRAA members. Approves CRAA expenses and payments.
- g) Provides oversight of the coach selection committee and ongoing evaluation of coaching staff and player assessments.
- h) Undertakes additional responsibilities as determined by the Board.

2. **Vice President – Hockey Operations**– Key Responsibilities include but are not limited to:

- a) Directs the Hockey Operations Committee as required.
- b) Provides oversight for all Team and Division Directors. Accountable for coach selection committee and ongoing evaluation of Manages the coach selection process and evaluates coaching staff performance.

- c) Oversees annual tryouts, player selection and team formation.
- d) Represents the CRAA at Hockey Calgary Elite Council meetings when required.
- e) Administers CRAA's hockey programs and policies.
- f) Approves hockey operations expenses and payments, as well as approves the President's personal expenses as required.
- g) Interacts with other associations with regards to hockey policies and procedures.
- h) Monitors team development and performance. Monitors team development and performance. *Shares duties with other Vice Presidents as delegated by the President.*

3. Vice President – Administration – Key Responsibilities include but are not limited to:

- a) Leads the development, review, and implementation of CRAA administrative policies and procedures to ensure operational consistency and regulatory compliance.
- b) Manages CRAA contracts and ensures policy adherence in partnership with the VP On-Ice and the President. Approves CRAA expenses in collaboration with the Treasurer and President. Reviews compliance and provides recommendations with the CRAA bylaws. Assists with planning and logistics for CRAA-hosted events such as AGMs, information sessions, awards nights, and parent meetings.

4. Treasurer - Key Responsibilities include, but are not limited to:

- a) Provides oversight for all financial activities of CRAA and its teams. Manages CRAA financial administration, reporting, deposits, and disbursements. Maintains secure and organized financial records in accordance with CRAA policies and regulatory requirements.
- b) Manages CRAA financial administration, reporting, deposits, and disbursements. Processes expenses with approval from the VP Administration or the President. Administers the financial assistance program in collaboration with the Administrator. Coordinates the investments of the CRAA in conjunction with the Vice President of Administration and the President. (See Investment Committee – I. B. 2.)
- c) Assists with annual budget development and forecasting in partnership with the Executive.
- d) Collaborates with the contracted bookkeeper to ensure timely and accurate financial operations. Prepares and presents financial updates to the Board and membership, including budget-to-actual comparisons and year-end financial summaries.
- e) Additional duties outlined in I.A.4.
- f) May delegate duties to a Team Treasurer if available.

5. Secretary - Key Responsibilities include, but are not limited to

- a) Coordinates and issues notices for CRAA Board, executive, and committee meetings, whether in-person or virtual, as required. Accurately records and distributes meeting minutes for all CRAA Board, executive, and other relevant meetings. Ensures the secure storage and organization of CRAA administrative records, contracts, permits, and association correspondence.
- b) Assists the Administrator with planning and logistics for CRAA events and initiatives, as needed. Undertakes additional duties or special assignments as directed by the Executive.

6. Past President - Key Responsibilities include:

- a) Assists current President with duties as assigned by the President and mentors the Board and the Executive Committee.
- b) Non-voting member.

7. Team Director – Key Responsibilities include but are not limited to:

- a) Act as the primary liaison between the team and the CRAA Board, ensuring operations align with CRAA policies, procedures, and the Code of Conduct.
- b) Serve as a participating member of the Hockey Operations Committee and attend required Board and Hockey Operations meetings on a regular basis.
- c) Provide oversight of team matters, including evaluations, drafts, player acceleration, and releases, ensuring full understanding of related processes and protocols.
- d) Mediate conflicts between coaches, players, and/or parents, escalating issues to the Vice President or President as required.
- e) Prepare and present monthly team reports to the Hockey Operations Committee and provide ongoing updates to the Vice President on team performance, issues, and successes.
- f) Address coaching concerns promptly (e.g., player utilization, affiliate player participation) and liaise with the Coach or Coach Mentor when necessary.
- g) Attend games regularly to maintain visibility, monitor team operations, and support CRAA presence at events.
- h) Step 2 in the parent protest process; ensure step 1 is completed with the team manager unless there is a conflict or perceived conflict.
- i) Avoid relationships with coaches, managers, players, or parents that could create a conflict of interest.
- j) Secure another Director to cover duties when unavailable; extended absences during peak periods should be avoided.
- k) Recognized as an “Other Hockey Calgary Official” under Regulation 19(b) of the Hockey Calgary Rules and Regulations.

8. Bingo / Casino Director - Key Responsibilities include but are not limited to:

- a) Oversees bingos are organized at designated sites throughout the year.
- b) Oversees designated personnel for bingos - including arranging for an association chairperson who will then oversee parent chairpersons, team bingo coordinators, and the hires list.
- c) Ensures volunteer lists for each event are sent to the event chairperson.
- d) Manages bingo and casino credits with the association Bingo Chairperson.
- e) Attends bingo association meetings as required.
- f) Assists with the organization of casino events and ensures the association chair:
 - o Manages volunteers.
 - o Hires and works with a Casino Advisor.
 - o Completes and submits AGLC forms with the CRAA Treasurer.

9. Tournament, Scholarship, Gala Director – Key Responsibilities include but are not limited to:

The Awards & Scholarship Director is responsible for leading the recognition and scholarship efforts of the CRAA. This role ensures that outstanding contributions by players, volunteers, and community members are celebrated, and that eligible players are supported through CRAA-administered **scholarships**.

- a) Leads the planning, coordination, and administration of CRAA’s awards and scholarship programs.
- b) Establishes and chairs a Scholarship Sub-Committee to oversee the nomination, evaluation, and selection process for annual scholarship recipients. Develops clear criteria, timelines, and communication processes for scholarship applications in alignment with CRAA values and budget guidelines. Collaborates with the Treasurer and Administrator to verify eligibility and facilitate timely disbursement of scholarship funds.
- c) Coordinates the planning and execution of CRAA’s annual year-end awards event, including the development of award categories, coordination with teams, and preparation of presentation materials. Undertakes additional responsibilities or special projects as requested by the Executive Committee.

10. Director, Coach Liaison, Discipline & Legal Director - Key Responsibilities include but are not limited to:

- a) Collaborates with the Vice President, Operations and Manager of Hockey Operations on coach-related matters.
- b) Supports implementation and enforcement of the Coach’s Code of Conduct.
- c) Assists in defining coaching responsibilities and facilitates mid-season

- evaluations.
- d) Ensures all coaches meet certification and screening requirements (e.g., Development 1, HP1, Safety, Respect in Sport Activity Leader, Police Checks).
 - e) Addresses and resolves parent concerns related to coaching and team environment.
 - f) Provides guidance on player development pathways and progressions.
 - g) Advises the Executive Committee on legal matters impacting CRAA operations.
 - h) Ensures organizational compliance with applicable laws, regulations, and policies.
 - i) Reviews, drafts, and advises on contracts, agreements, and other legal documents.
 - j) Oversees the CRAA disciplinary process for players, parents, and spectators.
 - k) Investigates misconduct complaints in collaboration with the Executive and Directors.
 - l) Recommends disciplinary actions in alignment with CRAA policies and applicable regulations, ensuring fairness and consistency.

11. Director of Sponsorship & Marketing - Key Responsibilities include but are not limited to:

- a) Develops and executes CRAA's annual sponsorship and marketing strategy.
- b) Secures and manages sponsor relationships; ensures fulfillment of sponsorship agreements.
- c) Oversees branding and promotional efforts across all communications and materials.
- d) Manages CRAA's social media presence and digital marketing content.
- e) Promotes CRAA events, programs, and fundraising initiatives.
- f) Provides regular updates to the Board and attends monthly meetings.
- g) Performs other related duties as assigned.

12. Director at Large - Key Responsibilities include but are not limited to:

- a) Supports the overall governance and strategic direction of the CRAA.
- b) Participates actively in board discussions, decision-making, and committee work as needed.
- c) Assists with special projects, events, or initiatives based on organizational priorities.
- d) Serves as a liaison between the membership and the Board, bringing forward feedback or concerns.
- e) Promotes CRAA programs, values, and initiatives within the community.
- f) Attends monthly board meetings and contributes to operational planning

and oversight.

- g) Performs other duties as assigned by the President or Executive Committee.

B. Association Committees and Duties

1. Executive Committee – Officers of the Association *(Comprised of the President, Vice President of Hockey Operations, Vice President Administration, Treasurer, and Secretary)*

Key Responsibilities Include:

- a) Serves as the senior leadership group responsible for the overall governance and operational oversight of the CRAA.
- b) Carries out the duties of Officers as outlined in the CRAA Bylaws and the Policies and Procedures Manual.
- c) Leads the preparation and ongoing management of the Association's annual budget and financial matters.
- d) Meets regularly to assess and support all areas of Hockey Operations and organizational performance.
- e) Exercises authority on matters delegated by the Board or as required between regular Board meetings.
- f) Provides strategic direction and guidance to all CRAA programs, ensuring alignment with the Association's mission and values.

2. Royals Investment Management Committee

The Royals Investment Management Committee is responsible for overseeing the management of the Royals Investment Portfolio in alignment with the Investment Policy Statement (IPS). The committee is composed of three to five members, including the Treasurer and one other executive team member, who serve as signatories on the portfolio.

Key responsibilities include:

- a) Managing the portfolio within the parameters of the IPS and ensuring compliance with approved investment guidelines.
- b) Reviewing the IPS annually, or as required by changes in funding needs, and presenting recommendations to the executive team for discussion and Board approval.
- c) Monitoring portfolio performance and including results in the Treasurer's monthly report.
- d) Appointing and annually renewing the engagement of an independent Investment Advisor, or as necessary due to changes in circumstances.
- e) Authorizing changes to investment allocations of up to 25% of the portfolio's market value, in accordance with the IPS.
- f) Seeking executive team confirmation for allocation changes exceeding 25%.
- g) Obtaining Board approval for deposits or withdrawals through the annual budget process or a specific Board resolution.

3. Ad Hoc Committees – created by the President as needed (*Comprised of the President, or designate who shall be chair, and a minimum of 3 members of the Board - which may include the Ombudsman*) Examples include, but are not limited to:

- a) Hockey Operations Committee
- b) Coach Selection Committee
- c) Discipline Committee
- d) Policies & Procedures
- e) Alumni Committee

C. Meeting Duties

1. Board Meetings

- a) Monthly, or as deemed necessary.
- b) Only Board members and Board authorized guests are entitled to attend Board meetings.

2. Annual General Meeting of the Members of the Association

- a) Held annually.
- b) Agenda and protocols as set out in the Bylaws of the Association.

II. Administration

1. CRAA Administrator – Duties include:

- a)** Serves as the primary administrative contact for the CRAA and reports to the President.
- b)** Provides support and guidance to the President, Vice Presidents, and board portfolios as needed.
- c)** Oversees day-to-day administration, including registration, evaluations, communications, and team support.
- d)** Coordinates with Hockey Calgary, Hockey Alberta, and external leagues as required.
- e)** Manages team registration, affiliations, and membership communications.
- f)** Supports Hockey Operations, contractors, and team managers with administrative needs.
- g)** Works with the Treasurer to process contractor payments and CRAA expenses.
- h)** Works with the Manager, Finance on setting payment plans for fees and collection of outstanding fees and reporting.
- i)** Oversees CRAA website updates and manages all incoming communication (mail, email, phone).
- j)** Coordinates facilities, meetings, coach applications, and contracts.
- k)** Assists with CRAA tournaments, events, and equipment logistics in collaboration with the Equipment Manager.
- l)** Maintains the CRAA office and provides additional support as required.

2. Manager, Hockey Operations – Duties include:

- a) The Manager of Hockey Operations provides leadership and oversight of CRAA’s coach and player development programs. Focused primarily on U13AAA, U15AA, and U16AA levels, the role supports tryouts, skill development, and coaching excellence across the association. Reports to the Vice President, Operations.
- b) Leads tryouts and team selection for U13AA, U15AA, and U16AA; supports additional levels as needed.
- c) Develops and implements drafting policies, evaluation tools, and annual development plans.
- d) Provides coaching support, resources, and feedback; attends practices/games weekly.
- e) Oversees player development, including report cards, interviews, and maintaining a player database.
- f) Supports technical program adoption (e.g., Hudl, InStat) and goalie development initiatives.
- g) Delivers monthly on-ice skills sessions and reinforces the CRAA “Gold Standard.”
- h) Participates in coach selection, Spring ID programs, and key tournaments.
- i) Submits monthly reports and attends board meetings.
- j) Performs additional duties as assigned.

III. ADMINISTRATIVE POLICIES

1. Financial Assistance

The CRAA will match any amounts granted for financial assistance under the Hockey Calgary Financial Aid Program and will consider additional individual assistance where necessary. CRAA members and teams can choose to contribute to the fund. Financial assistance amounts granted through both the Hockey Calgary, Hockey Canada and the Calgary Royals Financial Assistance Fund can only be used towards CRAA registration fees.

2. Registration - Conditioning Camps, Tryouts, Team Registration

Fees are reviewed and set annually by the Board, and are posted on the CRAA website:www.calgaryroyals.ca

- a) Conditioning Camp and Tryout registrations open on the same day. Fees must be paid using the methods outlined by the Board and posted on the CRAA website. Registration is not considered complete until payment is received in full. Players with incomplete registrations will not be permitted on the ice.

The registration deadline for Conditioning Camp is set by the CRAA. Conditioning

Camp fees become non-refundable within one week of the camp start date. The only exception applies to players who become sick or injured *prior* to participating in camp; in such cases, a valid doctor's note is required. Approved refunds may be subject to a \$50 administration fee.

- b) The registration deadline for Tryouts is determined by the CRAA for each season. All prospective CRAA players must register and pay the tryout fee, including those pursuing Junior A opportunities. Tryout fees are non-refundable, except in cases where a player does **not** participate in tryouts **and** does **not** return to play on a CRAA team for that season.
- c) Once accepted to participate on a team for the current season, a player's family accepts responsibility to pay all team registration fees for that season in full as per the mandatory waiver checked off during tryout registration. If that family indicates that they are not willing to pay the fees, it must be stated within two days of team announcement so that the roster spot may be filled with another player.

In the event a player is injured at any point during the season, fees are non-refundable as team costs are fully allocated among all rostered players. If a player is injured within the first month of the season and is unable to participate for the remainder of the season, the Executive Committee will review the case and determine the appropriate course of action. One month after the team has been finalized, no refunds will be granted.

All requests must be submitted in writing to the Association's Registrar within 30 days of the injury and include a physician's note confirming the player is unable to participate for the rest of the season. The Association reserves the right to amend this policy to meet operational or financial requirements.

- d) All CRAA player Team Registration fees will be posted and presented to parents once teams are formed in the fall, and are due in full by December 31st of the current playing season - unless alternate arrangements have been made with the CRAA Administrator. The approved schedule of payments will be posted and communicated out to the teams, and all payments will be made online through the approved registration system unless otherwise determined in conjunction with the Administrator. Fee options will be as set out in the registration system. Please note: Players will not be allowed to participate in practices and/or games if fees are not considered to be up to date as determined and at the discretion of the CRAA.
- e) Any outstanding amounts owed to the CRAA must be paid in full before the player will be allowed to step on tryout ice for the following season.

3. CRAA Fundraising Policies (Bingo/Blueline/Raffles)

All members on U13–U18 teams are required to participate in all CRAA fundraisers. Additional CRAA fundraisers may be established from time to time and will be communicated to the membership. Teams may undertake their own fundraising activities at any time, provided they have met the fundraising requirements set by the Association. Any team activities prior to meeting these requirements must receive Board approval.

The CRAA does not allow teams to raise funds by selling advertising on equipment worn in games unless approval from the board has been otherwise granted. Please note that advertising on any other team apparel must be approved by the Board. It is recommended that sponsors be encouraged to advertise in the Blueline Magazine versus on the apparel.

Any member who fails to meet their fundraising obligations will be contacted as their player may then be suspended from practicing or playing any games until the matter is resolved by the Executive.

4. Credits – Bingo and Casino

A credit system is currently in place for casino and bingo shifts worked over and above the required team bingo shifts. These credits are not applied to the required team allotted bingo shifts. All casino/bingo credits may be used towards payment of player team registration costs. Families that do not return to the CRAA the following year may have them transferred to the feeder association, donate these credits to the CRAA Scholarship Fund, the CRAA Financial Assistance Fund, or to another player within the CRAA organization. These credits expire one year from the time they are earned.

It is the responsibility of the Association's Bingo/Casino Director to provide members with the number of credits they have available for use towards team registration fees and forward this information to the CRAA Treasurer and Administrator.

If there are not enough volunteers for a casino it will be mandated that each team must provide the number that is required to fulfill the casino commitment.

5. Equipment Policies

a) Game Jerseys

- The Equipment Manager will distribute the game jerseys to each team's coach or manager at the beginning of the season. Game jerseys must be washed and returned to the team's manager who will give back to the Equipment Manager by no later than April 15th, or on a day specified by

the Equipment Manager. Game jerseys are supplied within (2) jersey bags and should be transported as such.

- It is the responsibility of the CRAA teams to manage each set of game jerseys as one unit, usually undertaken by the manager, coach, and/or delegated to a responsible parent(s). Players will not be given jerseys to transport individually.
- Game jerseys shall not be worn for practice.
- Game jerseys that are not returned back to the CRAA will be subject to a charge as determined by the current executive and will be charged to the player's account.
- No alternate or third jerseys may be used without Board permission. Should permission be granted by the Board, the team requesting a third jersey will be responsible for the full cost of the third jersey. This jersey may be retained by the players of that team.

b) Coats

All players may purchase an approved Royals coat, and all coats must be acquired through the current CRAA vendor. Coat fees are not included in the registration fees. Any new coat selection must be approved by the President.

c) Socks, Shells, Dryland Gear

All players will be supplied with one set of home and away game socks, one CRAA game pant shell and one set of CRAA dryland gear (one t-shirt and one pair of shorts). Should additional socks, shells or dryland gear be needed, it becomes at the expense of the player.

d) CRAA Apparel

The CRAA will arrange with a vendor for the sale of track suits, hats, hoodies, and other clothing and accessories, which may vary from season to season. Notification regarding the purchase of these articles will be made on the CRAA website: www.calgaryroyals.ca. All CRAA apparel must be approved by the President.

The vendor, upon request from a team, must in all cases of new apparel, clear the introduction of such apparel through the President. These items are not included in team registration costs.

The CRAA will provide all new board members with an approved CRAA jacket by request. Fittings for jackets are done in the early part of the season, and board members are eligible for a new jacket once every 3 seasons.

e) Coach's Equipment and Apparel

The CRAA will provide helmets, gloves, coaching bags and tracksuits to all new coaches. Replacement items will be supplied to returning coaches at the Equipment Manager's discretion. All other apparel (i.e.: approved coat) for the coach will be paid for by the team as a team expense as long as the parents have been consulted and have approved.

f) Name Bars

All team name bars will be consistent and the same for all categories. The CRAA will make no exceptions. Each team manager is responsible for ensuring their players' name bars are on the game jerseys prior to their first league game if possible, and/or by mid October by contacting the approved vendor.

g) Cresting

The CRAA logo or name will not be placed on anything without Board approval – and only Board approved vendors are authorized to do so.

h) CRAA Colours

The Calgary Royals Athletic Association colors are Blue, White, and Gold. All players shall wear CRAA Board approved coloured helmets and gloves.

6. Scholarships and Scholarship Fund

a) Operation of the Fund: The CRAA Treasurer shall maintain a separate, interest earning account, for the Scholarship Fund; the money should not be used for any purpose other than funding association scholarships.

b) Scholarship Awards Credentials: Scholarships will be awarded to those successful candidates based on a set criterion as determined by the Scholarship Committee. A board member who has a family member who has submitted an application shall not participate in the judging process. Scholarships are dedicated to the memories of many past members.

c) Award Application and Conditions: The Awards Director will issue a yearly call for applications and the deadline will be at their discretion. The scholarships will be financed through the Scholarship Fund.

To be eligible:

- Applicants must be in Grade 11 or higher.
- Players must be registered with a CRAA team in the current year and who have previously participated as a player for a minimum of two years with the CRAA.
- Players are planning on continuing at a recognized post secondary educational institution or are currently enrolled part-time or full-time at a recognized post secondary educational institution.

- Players who have participated for a minimum of three years with the CRAA, but are not currently registered with the CRAA, are also eligible to apply if such application is made no later than one year following the last year registered with the CRAA.
- CRAA Scholarships may be held concurrently with other scholarships from leagues.
- No individual is eligible for more than one CRAA scholarship.

Scholarship Awards must be utilized before the player turns 23 years of age by submitting a request in writing to the Administrator or Awards Director, along with a current address and proof of post secondary enrollment. The Scholarship awards will be announced at the annual association Awards event.

7. Personal Information and Privacy Matters

The CRAA collects and uses personal information solely for purposes that are necessary, legitimate, and aligned with its regular operations as a hockey organization.

Members with questions or concerns regarding the use of their personal information are encouraged to contact the CRAA Administrator and Vice President of Administration. Inquiries should be submitted in writing, ideally at the beginning of each hockey season and prior to the disclosure of any sensitive information.

The Vice President will review all privacy-related requests and will make reasonable accommodations, provided such requests do not compromise the CRAA's ability to fulfill its operational responsibilities.

8. Notices

The primary method of providing CRAA members with notices and information is via the CRAA website and/or emails. Members are encouraged to visit the CRAA website frequently in order to be aware of important notices and information. For greater certainty, this policy applies to all notices including, without limitation: meeting notices (such as the CRAA's Annual General Meeting and any special meetings), notices of upcoming events and notices concerning changes or updates to the CRAA's policies and procedures.

IV. ASSOCIATION HOCKEY OPERATIONS POLICIES

1. Player Registration Policy

In order to register and/or play for a CRAA team, a player must reside with the player's parents or legal guardian within the boundaries of the CRAA. For purposes of this policy, a player will be considered to "reside" at the location which is the player's ordinary place of residence, as determined by the feeder association and Hockey Calgary guidelines and rules.

This boundary policy does not apply to Junior B teams as registration may be approved by the Vice President of Hockey Operations On Ice in conjunction with Hockey Calgary.

2. Player Age Policies

- **U13 Registrants:** U13 aged players shall only be permitted to register or tryout in the U13 division.
- **U15 Registrants:** U15 aged players shall only be permitted to register and tryout in the U15 division.
- **U18 Registrants:**
 - U18 aged players shall be permitted to register or tryout in the U18 division.
 - 15-year-old players who do not make the U18AAA draft may be returned to U17 AAA tryouts.
 - 15-year-old players who do not make the U17AAA draft may be returned to U18AA tryouts.
 - 15-year-old players who do not make the U18AA draft may be returned to U16 AA tryouts.
 - 15-year-old players who do not make the U16AA draft may be returned to their home association.
 - 16-year-old players who do not make the U18AAA draft may be returned to U17 AAA tryouts.
 - 16-year-old players who do not make the U17AAA draft may be returned to U18 AA tryouts.
 - 16-year-old players who do not make the U18AA draft may be returned to their home association.
 - 17-year-old players who do not make the U18AAA draft may be returned to U18 AA tryouts.
 - 17-year-old players who do not make the U18AA draft may be returned to their home association.
 - 17-year-old players may choose to continue with tryouts in the U21 Division
- **U21 Registrants:** U21 aged players shall be permitted to register and tryout

in the Junior B division. Each Junior B team is permitted to carry three 17-year-old players and up to four 21-year-old players.

3. Tryouts

Please refer to Appendix A. The tryout process is an evolving process that may be revamped from year to year as changes occur on the Hockey Calgary and Hockey Alberta levels.

4. Team Registration Policy

All Hockey Teams are required to have their players and team bench officials registered on Hockey Canada's Registration System prior to their first League Game under accordance of rules as per Hockey Calgary, Hockey Alberta, and Hockey Canada. The head coach of each team is responsible for the accuracy of the team roster and for having a copy accessible when required. If a Coach plays a player, including affiliates, not officially approved or registered with their team, they will be deemed to have used an ineligible player and will be subject to sanctions from Hockey Calgary/Hockey Alberta.

All teams must register their list of affiliated players with the Administrator on the dates determined for the playing season.

5. Team Roster Policy

The optimum number of CRAA players to be registered to a team on Hockey Canada's Registration system will follow all regulations as determined by Hockey Calgary, Hockey Alberta and Hockey Canada.

All coaches must comply with the designated roster maximum and minimum limits where applicable.

All rosters from U13AAA through U18AAA will be selected without imposing a minimum or maximum quota for first-year, second-year, or third-year players. Team composition will be based solely on player ability, commitment, and overall fit within the program, ensuring the strongest possible roster for each age group

6. Player Affiliation Policy

The player affiliation process will be followed as outlined in Appendix D.

7. Fair Play Principles

The CRAA supports Hockey Calgary's Fair Play Codes; please refer to the Royals Gold Standard in Appendix H.

8. Transportation Policy

The CRAA requires all teams travelling as a team for more than 50km from Association home arena for league and playoff games are to use acceptable and

approved transportation (as opposed to transportation provided by persons such as CRAA volunteers and other non-professional transportation service providers). For all team travel over 50km from Association home arena, players are not permitted to drive themselves or ride with drivers under the age of 25. If the team is using a bus for transportation, the expectation is that all players will use this as the mode of transportation. Parents are permitted to transport their own child(ren) provided they notify and receive permission from the Head Coach and Team Manager in advance. This is to ensure player safety, maintain accountability, and support consistent team travel protocols.

The CRAA provides the selected bus service for the year, and pays all transportation costs for league and playoff games, however individual teams are required to fund other travel costs (i.e., tournaments or exhibition games) from their own sources of funds. The teams must utilize the association contracted bus provider.

9. Travel Permits/ Tournaments/ Exhibition Games

Teams are responsible for obtaining travel permits before travelling to or participating in any games where a travel permit is required, and these are applied for and obtained through the Hockey Calgary website: www.hockeycalgary.ca under their team accounts. Any teams with families concerned about not being able to meet tournament expenses should be directed back to the Administrator.

Teams may not change their league schedule to attend tournaments without first obtaining permission from the Vice President(s) of Hockey Operations and the team's respective league (AEHL/Hockey Calgary), as well as notifying the association ice scheduler.

Teams should not exceed 2 tournaments per season to be in line with scheduling window allowances as per the League and/or Hockey Calgary.

a) Tournaments for U13

Should be a neighbouring province. U13 players should be given every opportunity to develop locally, due to their ages, school demands, and parents' finances. These parents are new to the CRAA program and should be given clear direction and the opportunity to participate and understand the reasons for team activities. Parent group must be 100% in favour (one vote per family) of the tournament

b) Tournaments for U15

Should be a Western Canadian focus. U15 players should be given every opportunity to develop locally, due to their ages, school demands, and parents' finances. Some of these parents are new to the CRAA program and should be given clear direction and the opportunity to participate and understand the reasons for team activities. Parent group must be 90% (18

of 20 votes) in favour (one vote per family) of the tournament.

c) Tournaments for U16/ U17/ U18

Should be a Western Canadian focus with allowance for US travel based on a sound proposal submitted to a Division Director (and the President for proposed US travel) at least 1 month in advance of the tournament. The proposal must highlight a need for travel outside of Canada. Parent group must be 80% (16 of 20 votes) in favour (one vote per family) of the tournament.

d) Tournaments for U21

To be considered on an individual basis should it arise.

e) Tournament Proposal (Eastern Canada or Out of Country)

Must include the following criteria, which may be used as guidelines:

- Coaching staff that will be representing CRAA.
- Reasons for travel outside of Western Canada.
- Parents should be consulted if there is sufficient time prior to booking atournament; reasons for lack of consultation will be outlined.
- Parent group must be 100% in favour (one vote per family) of the tournament, and this should be provided in writing through the proper process to the Director at least two months prior to the tournament start date.
- Canvas of parents and their concerns, needs, and whether they want to beinvolved in the funding and planning.
- How many parents will be in attendance?
- Budget must be approved by the Executive of the Board.
- Solid fundraising approach and percentage of tournament costs.
- Highlight reasons for missing school or other academic activities.
- In the event of cancellation for any reason, parental personal refunds (flights/hotel, etc.) are the responsibility of each family and not the CRAA.
- Travel – transportation and outline including:
 - Accommodation and room sharing
 - Goals and Objectives of the trip – build hockey skills, development and experiential learning
 - Itinerary with a focus on learning and development
 - Planned meals and other activities
 - Tournament history relative to teams and level of play
 - Teams that will be involved in the tournament and their record – wins/losses
 - Age groups involved in the tournament

- Minimum number of games
- Length of games and start times

f) Exhibition Games

Exhibition games are generally allowed although coaches should notify the League Governor prior to participating in exhibition games. Any changes to scheduling of practices should be in conjunction with the ice scheduler.

10. Suspensions

Suspensions may be handed out from the board level of the CRAA, or from Hockey Calgary or League officials. Suspensions and appeals are handled in accordance and must comply with the Suspension Guidelines set out Hockey Calgary, Hockey Alberta, and Hockey Canada's By-laws and Playing Rules.

11. Medical/First Aid: Support and Injuries

Please obtain an injury report from team staff. The responsibility to rehabilitate from any injury is on the player's family. From the team's perspective, injuries are primarily the responsibility of the team Trainer/Athletic Therapist. The Coaches must defer to both the Trainer/Athletic Therapist and the player in determining when the player can return from injury and the rehabilitation process. It is highly recommended that the player seeks professional advice for rehabilitation from serious injuries. It is also required that the player seek advice from a Medical Doctor for rehabilitating any injury - and this will be considered by the Trainer/Athletic Therapist when determining whether the player is healthy enough to return to playing hockey.

- a) In order to promote the prevention and treatment of injuries, the CRAA will provide a qualified Trainer/Athletic Therapist for each of its member teams for all league and playoff games. The team will arrange for Trainers/Athletic Therapists to be present at all approved tournament and exhibition games. If there is any problem with scheduling the Trainer/Athletic Therapist, the team should contact the Administrator.
- b) Due to significant concerns with regards to concussions, the CRAA will provide a benchmark assessment for each player U15 – U18 to allow for determination of a potential concussion and a program for return to play. This cost is included in registration fees. Players may not return to play until they are medically cleared.
- c) Trainers/Athletic Therapists for exhibition games or out of town tournaments are additional costs and are a team's responsibility.
- d) First-aid supplies are provided for each team.

- e) Each player is required to complete a standardized medical information sheet to be supplied by the team Trainer/Athletic Therapist.

12. Team Bank Accounts

The Manager, Finance, who reports to the CRAA Treasurer annually sets up the team accounts. Each team will appoint a Team Treasurer that is added to the accounts with signing authority,

A team bank reconciliation should be submitted three times throughout the season to the Manager, Finance, to ensure proper use of the account. Manager, Finance will bring forward any concerns to the CRAA Treasurer A final report MUST be submitted at the end of the season to obtain sign off on parent refunds from the CRAA Treasurer. The Team Treasurer MUST distribute the team budget by November 15th to all parents and team officials for approval from the parent group.

Subsequently, the Team Treasurer must provide a regular accounting of team funds and reconciliations to the team/parents and a year end statement of team funds with the parent refunds. **The account must show a zero balance by the 15th of June following the hockey season.**

Funds raised by the team are to be used only for team expenses such as tournament and exhibition expenses, or team building. Any refunds to parents cannot exceed the team allotted amount for each player as determined each year by the executive. All team bank accounts will be set-up at the CRAA's bank of choice as approved by the Executive.

13. Coach Selection and Restrictions Policy

Unless otherwise approved by the CRAA Executive, no head coach or assistant coach may be a family member of a current CRAA player on the same team. Exceptions may be made if the individual is coaching a different team or age division within the CRAA, subject to Executive review and approval.

“Family member”: shall mean any person who is a child, sibling, parent, cousin, niece, nephew, aunt or uncle

Coaches are encouraged to select their own non-parent managers, but if required the CRAA Administrator will assist with finding a manager. Vulnerable Sector Search Clearances are required to be current for all team staff.

14. Directors Restriction Policy

Except in emergency situations, directors or officers of the CRAA are not to serve as on-ice officials at any hockey games involving the CRAA.

15. Coach Certifications

Coaches for all teams must meet the certification standards established by Hockey Canada, Hockey Alberta, and Hockey Calgary.

16. End of Season

Teams are required to end their playing season by April 1st of each year unless participating in provincials, attending a tournament or other hockey event approved by the CRAA President. Teams are considered to disband after their last team non-hockey event such as a year-end party, and all such events should occur prior to April 30th of each year. Any team events (hockey related or not), which occur after April 1st, should be designed so as not to interfere with personal quests such as Prospects Cup or Alberta Cup tryouts.

17. Vulnerable Sector Search Requirements

The CRAA is required to obtain police information and vulnerability checks on all volunteers who interact with children under the under the age of majority. Any person refusing a police information check will not be allowed to volunteer for the CRAA. Vulnerable Sector Search Clearances need to be submitted to the Administrator.

V. CODE OF CONDUCT POLICY

This Code of Conduct identifies specific standards of conduct that is always expected of all members (members include players, coaches, staff, parents, directors, trainers, and volunteers). However, whether specified below or not, any conduct that violates the principles of safety, fairness and respect will be deemed to be part of this Code and therefore subject to disciplinary action.

- a) Conduct, which is in accordance with Hockey Calgary's "Fair Play" principles, is the minimum level of acceptable behavior for all members of the CRAA.
- b) Members shall adhere to rules governing CRAA events, functions, and activities, and to rules governing any competitions in which the member participates on behalf of the CRAA.
- c) Members shall refrain from comments or behaviors (regardless of in person or online) which are disrespectful, abusive, racist, or sexist whether towards members or non- member fans, parents, game officials, coaches, staff or players.
 - *Please be advised that any Calgary Royals Board Member has the ability to impose or strengthen a suspension as per Hockey Calgary Regulations*
 - *League Chairs/Coordinators*

*A League Chair/Coordinator **or other Hockey Calgary official** may deal with anyone associated with a Hockey Calgary registered team who, in their opinion, is guilty of conduct unbecoming the game of hockey. They may suspend a team, team official, player, or spectator for **up to five games**. Any suspension that might warrant longer duration will be referred to the Disciplinary Committee for judgment.*

A Category Governor, League Chair, or other Hockey Calgary official has the authority during a game or other activity under the auspices of Hockey Calgary to ask any participant or spectator to leave or not to enter an arena if in their sole opinion the participant or spectator is exhibiting behavior deemed to be unbecoming or detrimental to the game of hockey. Any individual asked to leave an arena for any reason may also face further sanctions or suspension from viewing future games or other Hockey Calgary activities.

Therefore:

- a) Any player who receives a misconduct penalty for disrespecting an official, coach or another player may face additional suspension from the association.*
- b) CRAA Directors are considered to be an “other Hockey Calgary official”.*
- c) Coaches or managers are responsible to see that this is enforced and must advise the VP of Hockey Operations as to the player committing the infraction.*
- d) Members shall not engage in any harassment or abuse.*
- e) Members shall avoid behavior that brings the CRAA or the sport of hockey into disrepute.*
- f) Players are prohibited from being involved with and/or consuming the items listed below (unless of the age of majority and use is outside of any CRAA function or activity). Failure to comply will result in disciplinary action to follow:*
 - Alcohol or marijuana
 - Tobacco (any tobacco products including snuff and chew)
 - Vaping products
 - Illicit/illegal drugs and/or by-products
 - Possession of a valid prescription for medical cannabis or other prescription medications does not permit a player to be impaired while participating in any CRAA-sanctioned activity or event.
 - Prescription medication, including medical cannabis, must be used responsibly and in accordance with the prescribed dosage. Excessive use that endangers the individual or others is not permitted at any CRAA function.
 - The use or smoking of medical cannabis is not permitted at CRAA

events or within any facility used for CRAA activities, in accordance with local laws and facility regulations.

- A valid prescription does not excuse unapproved absences, late arrivals, or a failure to meet team expectations. Players are expected to fulfill their commitments as agreed upon with their team and coaches.
- g) Players are prohibited from partaking in all illegal activities, including theft and property damage to property of others or arena facilities. Following a hearing, a player may be suspended whether convicted or not.
- h) No player, team official, coach, board member, parent or any other member shall engage in or condone any form of hazing, which is an abusive, humiliating, or degrading initiation rite in which a player is forced to participate in order to be accepted. Hazing is against Hockey Canada's Regulation R4. Initiations are simply not allowed in the CRAA organization, and all players are to be treated equally. There will be no "rookies or veterans" – just players.
- i) Any actual or threatened legal action against the CRAA, or any of its officers or directors, is prohibited and shall result in an immediate suspension of the player from his team until the matter is resolved by a discipline committee which is to be initiated by the President and should include the Vice President of Operations.

Players who have questions or concerns about substance use, dependency, or related issues are strongly encouraged to seek support. The CRAA is committed to fostering a safe and healthy environment for all its members, and we recognize the importance of early intervention and access to help. Players can confidentially speak with their team manager or any CRAA board member to receive guidance and information on appropriate community services, support programs, or professional resources. Whether it's for themselves or someone they're concerned about, players will be treated with respect and discretion throughout the process.

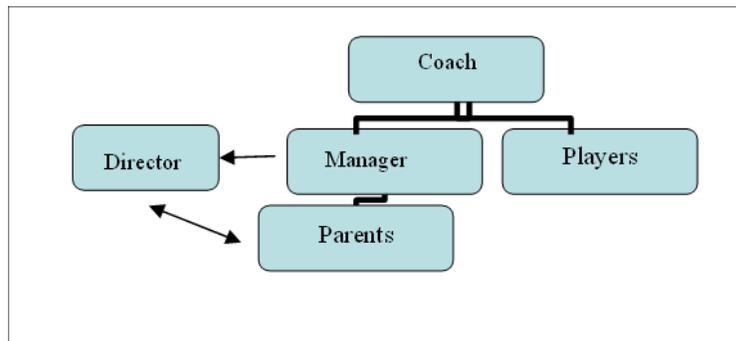
Failure to comply with this Code of Conduct may lead to disciplinary action in accordance with the Association's Discipline Policy, and those rules set forth by Hockey Calgary, Hockey Alberta, and Hockey Canada.

VI. PROCEDURE FOR HANDLING PARENTAL CONCERNS AT THE TEAM LEVEL

In keeping with the CRAA's philosophy of addressing each problem as soon as possible when it occurs, and to reach a positive solution to the problem before it becomes serious, the procedure below is to be followed regarding concerns at the team level.

This process ensures concerns are managed consistently, fairly, and in

accordance with CRAA policies. Failure to follow this process may result in disciplinary action, up to and including suspension, as determined by the Board.



- a) At the beginning of the season, a meeting of the coaches and manager with the parents of each team will be held, at which time parents are encouraged to ask any questions they may have. From this point on, the relationship between a player and the player's coach is the responsibility of those two individuals and they need to try to work out problems, which may arise between them. Therefore, any problems should first be addressed with the coach by the player and not with the parent.
- b) If a parent should have a concern with respect to their child (whether it is regarding a coaching problem or otherwise) which cannot be resolved as in (a) above, or the coach does not feel that the process in (a) above is appropriate in the circumstances and so advises the parent. The parent should wait 24 hours. The parent is then to request a meeting with the manager, who will first address the matter. If unable to be resolved, then the manager will request a meeting with the coach, to be attended by the manager, the parent and, if necessary, the player involved.
- c) If the problem remains unresolved, the coach or parent shall make a **written** request through the team manager to meet the Team Director for that team, and if warranted, the Vice President of Hockey Operations. The request for such a meeting shall include a brief description of the concern and/or complaint prior to the meeting.
- d) Problems unresolved after a meeting with the Team Director and Vice President of Hockey Operations will be dealt with by the President.
- e) A Board member who has a child on the team in question shall be deemed a parent **ONLY** in this respect and will not conduct him/herself as a board member in this situation.

Within reason, the CRAA allows coaches to impose additional team rules to their

team members, which may expand on the behavioral requirements such as bullying and harassment, as set out in the Code of Conduct. Any such team level disputes concerning team's additional team rules are to be resolved by the Director of the team. The Vice President will only intervene if the dispute remains unresolved and persists. The President will resolve disputes not resolved by the Vice President.

VII. ASSOCIATION DISCIPLINE POLICIES AND PROCEDURES

The CRAA is committed to handling all matters objectively, fairly, and consistently, with disciplinary actions applied in alignment with the severity of the violation. The authority to impose disciplinary measures rests with designated individuals or committees, depending on the nature of the incident.

Outlined below are the roles authorized to implement disciplinary action, the range of potential penalties, and the process to be followed:

Head Coach:

The Head Coach may suspend a player from practices or games for failing to follow team rules, which are communicated to players and parents at the beginning of the season. The coach must inform the player of the disciplinary action both verbally and in writing within 48 hours of the incident. If the suspension extends to three or more ice times, the player has the right to appeal by submitting a written request to the CRAA President to review.

Team Directors/ Vice President of Hockey Operations/President:

These individuals are authorized to immediately remove a spectator from a practice, game, or arena for behavior that violates the CRAA Code of Conduct. They may also impose a temporary ban on attending future events. The disciplinary action must be communicated verbally, followed by written confirmation and rationale within 48 hours. Should the spectator wish to contest the action, a written appeal must be submitted to the CRAA President for review.

Enforcement of Discipline Policies and Procedures

Class 1 Violations include, but are not restricted to:

- Breach of CRAA Code of Conduct.
- Use of indecent or offensive language or gestures directed towards anyone.
- Employing abusive language towards players, coaches, officials, parents, opponents, or spectators.
- Taunting players, coaches, officials, opponents, or spectators via baiting or

ridicule.

- Addressing players, coaches, officials, or volunteers in an unsportsmanlike, impolite, or threatening manner.
- Questioning or approaching a coach, coaches, or official regarding a decision during or immediately after practices or games (the "24-hour rule"). Class 1 violations may result in a penalty of up to a four (4) game suspension. The suspension period begins upon finalizing and communicating the decision. An immediate suspension of the individual(s) in question is possible until an investigation concludes; however, this timeframe will factor into the overall suspension duration.

Class 2 Violations include, but are not limited to:

- Expressing physical violence threats towards players, coaches, officials, parents, opponents, volunteers, or spectators.
- Hurling objects in the spectator viewing area, player's bench, penalty box, locker room, or onto the ice in a manner suggesting malice or creating a safety hazard.
- Deliberately pushing or striking a player, coach, or official during a CRAA activity, program, or event.
- Publicly defaming members or the CRAA (provided the allegations are false statements).
- Second violation of the same Class 1 offense, or three or more Class 1 violations. Class 2 Violations may entail a maximum penalty of up to a six (6) game suspension, encompassing games, practices, and team functions. An immediate suspension of the accused party(ies) is possible until an investigation concludes; however, this period will factor into the overall suspension duration.

Class 3 Violations;

- Determination of Class 3 violations rests with the Disciplinary Committee, based on a comprehensive investigation of the background and violations involved.
- If a violation is categorized as Class 3, it will be addressed via a decision made by the Disciplinary Committee.

Class 3 Violations result in a minimum one (1) season suspension from the CRAA, leading to the member being in bad standing with the CRAA. The suspension period commences upon finalizing and communicating the decision. An immediate suspension of the individual(s) in question is possible until an investigation concludes; however, this timeframe will factor into the overall suspension duration. A Class 3 decision by the Disciplinary Committee will be

discussed in a private session ("in-camera").

VII. CONFLICT OF INTEREST POLICY

In this section, the following definitions shall apply:

“Registered official” shall mean all registered coaches, managers (if applicable), treasurers and trainers of a Calgary Royals team

“Family member”: shall mean any person who is a child, sibling, parent, cousin, niece, nephew, aunt or uncle

- 1) A conflict of interest is deemed to arise when a member of the Board:
 - Has a family member who is a player or registered official on a CRAA team; or
 - Receives remuneration from the Calgary Royals in any amount for any purpose except for honorariums; and
 - There is a matter to be discussed or resolved with respect to the family member, the family member’s team or the remuneration (the “conflicted matter”).
- 2) When a conflict of interest is deemed to have arisen, the member involved:
 - a) Shall immediately notify the Board.
 - b) Shall not participate in any discussion with respect to the conflicted matter and shall not participate in any decision-making process or vote with respect to the conflicted matter.
 - c) May provide information regarding the conflicted matter but reasonable efforts shall be made to verify all such information provided with a non-conflicted member.
 - d) Shall not sit on any committee dealing specifically with the conflicted matter, and in particular, without limiting the generality of the foregoing, on any discipline or appeal committee dealing with the conflicted matter.
- 3) Any person seeking election as an Officer or Director, shall declare any conflict of interest in advance of seeking election to such office and such declaration shall be publicized to the members.
- 4) In any section of the bylaws or procedures where a specific director or officer is to sit on a committee or is to perform an act, but that director or officer is in conflict, then the following designations shall take place in the order described until a non-conflicted party is determined:
 - a) The President shall be replaced by the Past President, then one of the

Vice Presidents of Hockey Operations, then a draw from amongst the non- conflicted directors.

- b) The Vice President of Hockey Operations shall be replaced by the President, then the Past President, then a draw from amongst the non-conflicted directors.

APPENDIX A – TRYOUTS – to be reviewed annually

The tryout flowcharts will be posted on the website at www.calgaryroyals.ca and tryout scheduling information will be updated on the CRAA website by mid-August of any given year as approved for that upcoming season

Please note that players who played on a AAA team the previous season do not have a guarantee of making that same team the next season.

TRYOUT INFORMATION

Players of U18 age will be scheduled to participate in tryouts and these schedules will be posted on the website www.calgaryroyals.ca. Players will have to participate in a minimum of two tryout times prior to U18AAA team final selections

U18 Tryout Flow:

- 15-year-old players who do not make the U18AAA draft may be returned to U17 AAA tryouts.
- 15-year-old players who do not make the U17AAA draft may be returned to U18AA tryouts.
- 15-year-old players who do not make the U18AA draft may be returned to U16 AA tryouts.
- 15-year-old players who do not make the U16AA draft may be returned to their home association.
- 16-year-old players who do not make the U18AAA draft may be returned to U17 AAA tryouts.
- 16-year-old players who do not make the U17AAA draft may be returned to U18 AA tryouts.
- 16-year-old players who do not make the U18AA draft may be returned to their home association.
- 17-year-old players who do not make the U18AAA draft may be returned to U18 AA tryouts.
- 17-year-old players who do not make the U18AA draft may be returned to their home association.
- 17-year-old players may choose to continue with tryouts in the U21 Division

- All players may be eligible to travel as per the Hockey Alberta ADM guidelines, and these policies and processes are regulated by Elite Council for each season. Please consult the Hockey Calgary website for the current season's process.

Players of U18 age who are not selected to a U18 team, may choose to continue to tryout for a U21 team.

Tryouts and Junior Camp Conflicts

- There is an expectation that the player will attempt to make every effort to attend CRAA tryouts if the distance is less than 200 km.
- Exceptions may only be made at the discretion of the AAA coaching staffs in conjunction with the VP of Ops on Ice and Manager of Hockey Operations.
- Please note that 2 ice times must be attended before final team formation to be eligible to be placed on any CRAA team.

17-Year-Old Players Conflict Criteria:

- 17-year-olds who played on a AAA team the previous year, but who do not participate in a minimum of two of the main U18AAA tryout ice times, may still be eligible for
 - U18AAA, U18AA & Jr B
- 17-year-olds who DID NOT play AAA the previous year, and who do not participate in a minimum of two of the main U18AAA tryout ice times, may be eligible for:
 - U18AAA – at coach discretion

If a U18 aged player returns from Junior A, WHL or other non-association tryouts after the CRAA tryouts have commenced and before the U18 AAA evaluation process concludes, then the player will be offered such initial tryout times as determined by the Vice President of Hockey Operations on Ice and Manager of Hockey Operations.

Any players of U18 age who register for tryouts but who do not report to an CRAA team or do not return from Junior A, WHL or other non-association tryouts by the date in September designated each year by Elite Council, are not guaranteed tryouts or a position within the CRAA.

U17AAA Tryouts

Players of age (15 and 16-year old's) will be scheduled to participate in U17AAA tryouts and these schedules will be posted on the website www.calgaryroyals.ca.

Players will have to participate in a minimum of two tryout ice times prior to being invited to move on to participate with the U17AAA tryouts, unless they meet the conflict criteria as laid out below.

Players who are not invited to U18AAA tryouts, but who have been moved on in the tryout process after the main U17AAA tryouts must also participate in at least (2) two tryout times with the draft group before being eligible to make the U17AAA Final team.

Those players may include those that meet the conflict criteria as below.

Players who are not selected, but who were initially drafted to continue in tryouts for the U17AAA team, will be offered a tryout with a U18AA team and will not be released from U18 AA unless authorized by the Hockey Operations Committee.

16-Year-Old Players Conflict Criteria:

16-year-olds who played on a AAA team the previous year, but who do not participate in a minimum of two of the main U17AAA tryout ice times, may still be eligible for:

- U18AAA – at coach discretion only
- U17AAA
- U18AA

16-year-olds who DID NOT play AAA the previous year, and who do not participate in a minimum of two of the main U17AAA tryout ice times, may still be eligible for:

- U17AAA – at coach discretion only
- U18AA • Named to an Alberta Cup Roster
- Named to the Hockey Alberta Top 80 Camp
- WHL drafted

15-Year-Old Players Conflict Criteria:

Criteria used below:

15-year-olds who played on a AAA team **and** meet 2 out of 3 criteria below, who do not participate in a minimum of two of the scheduled U17AAA tryout ice times, may still be eligible for:

- U18AAA – at coach discretion only
- U17AAA
- U18AA
- U16AA

15-year-olds who do not meet the criteria above (regardless of whether they played AAA the previous season), and who do not participate in a minimum of two of the scheduled U17AAA tryout ice times, may only be for:

- U17AAA – at coach discretion only
- U18AA
- U16AA

Criteria used below:

- Named to an Alberta Cup Roster
- Named to the Hockey Alberta Top 80 Camp
- WHL drafted

U13AAA/ U15AA/ U15AAA/ U16AA / U21 Tryouts

All players at U13AAA, U15 AA, U15AAA, U16AA, and U21 will be scheduled to participate in tryouts at their respective levels, and these schedules will be posted on the website www.calgaryroyals.ca

Players will have to participate in a minimum of two tryout times prior to being drafted and invited to continue tryouts.

U15 players who were drafted to the U15AAA team but not selected for the U15AAA team will be offered a tryout with a U15AA team and will not be released from U15 AA unless authorized by the Hockey Operations Committee.

The current season's tryout information documents will be posted on the website at www.calgaryroyals.ca under the Registration/Tryouts tab.

The U18AAA, U17AAA, U15AAA and U13AAA team selection process must be concluded, except as permitted by the Vice-President of Hockey Operations On Ice in unusual circumstances, at least two ~~at~~ times in advance of the final team selection dates for U18AA, U16AA and U15AA, in order for the orderly conclusion of team selection at these levels. Final team selection dates will be as directed by Hockey Calgary.

Injuries Preventing Participation in Tryouts

In the case of injury preventing a player from fully participating in tryouts, an invitation to continue in the tryout process will be at the discretion of each coach as well as the respective Vice President of Hockey Operations, as long as the player has played at least one season previously within the CRAA or an equivalent level of team (e.g. a different quadrant or city U13, U15, U16, U17 or U18: AA or AAA).

Please Note: Players selected to their respective age group Blue and White (top 40/80) games are **not** guaranteed a position on a CRAA team, and at all age levels there may be a chance of being released more ~~th~~ one time from an age group.

APPENDIX B : AFFILIATIONS

Player Affiliation Policy

The CRAA objectives relating to player affiliation are as follows:

- a) To assist a higher division team within the CRAA in the event that its team roster is reduced- due to injury, sickness or a player's inability to play for any other reasons (including suspension subject to any Hockey Calgary, Hockey Alberta or Hockey Canada rules as may be applicable to use of affiliates for suspended players).
- b) To provide affiliated players an opportunity to gain experience at a higher division of play within the CRAA and thus contribute to their development.
- c) To require coaches to be fair, reasonable, considerate, and cooperative when making and/or acceding to a request for the utilization of affiliated players. However, the higher division coach should not be taking players that the lower division coach is currently not recommending to affiliate. Any conflict is to be settled by the respective VP of Hockey Operations On Ice.
- d) Use of affiliated players is not allowed to replace healthy players, available players or for replacement of players being disciplined by their coaches.
- e) Affiliate players will not be used for the purpose of expanding the rosters beyond the maximum allowed per team and are to be used specifically as described in this section. Teams competing in playoff competition will be considered a priority if affiliate players are required.
- f) Players that are affiliated to higher division junior teams will have to get approval from the President before being permitted to be released to play.

With the above objectives in mind, the following rules shall apply to the use of affiliated players:

- 1) To request an affiliation: the higher requesting coach (may be delegated to the manager) makes a two-player request in writing (e-mail) to the head coach of the providing team and he is entitled to name the priority player. If specific players are not requested, the coach of the affiliated team shall name the best qualified available players to fulfill the higher division team's needs.
- 2) The lower division coach (may be delegated to the manager) confirms the affiliation with the potential affiliate's parents and then confirms the affiliation in writing via e-mail.
- 3) The lower division coach should not impede the affiliation unless the affiliation occurs during a scheduled league game or playoff game. Any other requests to deny the affiliation must be made to the appropriate Vice-President of Hockey Operations On Ice.
- 4) An available player is one who:
 - a) is willing to play for the higher division team.

- b) is not sick or injured.
 - c) is not under justifiable discipline by his coach; and
 - d) subject to any applicable Hockey Canada rules, and is not exceeding the maximum games allowed as an affiliated player.
- 5) The higher age level coach should play the affiliated player as much as is reasonably possible.
 - a) All coaches should encourage the use of affiliated players for games and practices in accordance with the stated objectives.
 - b) Whenever a higher age level team requires a goaltender, an affiliated goaltender who is not playing will be requested to report to play. In the event that all affiliated goaltenders are playing at the same time, one goaltender will be requested to advance and will be replaced by that team's affiliated goaltenders unless a substitute goaltender is provided.
- 6) For tournaments, a higher age level team has the right to use affiliated players subject to the conditions below:
 - a) Tournament rules permit affiliated players; and
 - b) Affiliated player does not have any scheduled league or playoff games, or the player and coaches have agreed that it is in the best interest of the player and teams for the player to participate in the tournament.
 - c) At the Mac's AAA Tournament, the U18AAA coach shall give first choice to 17-year-old affiliates who are on the U18AA teams. U17AAA affiliates who are 15 years old will not be considered unless the 17- and 16-year-old affiliates are not able to attend, and their use is required to be authorized in writing by the President.
- 7) Subject to any applicable Hockey Calgary rules and deadlines, the player affiliation list shall be determined as early as possible as it needs to be approved.
- 8) In event of misinterpretation of any of the above rules or a disagreement between coaches, a coach may request a determination from the President. The President shall be required to obtain all the facts and make a decision immediately thereafter, which shall be binding on both coaches.
- 9) The Vice President of Hockey Operations On Ice will coordinate the completion of affiliated player lists in conjunction with team coaching staffs and/or directors and will advise on affiliation of community players and allow such affiliation where considered appropriate.
- 10) The CRAA makes a concerted effort to consult with players and parents of players on player affiliation matters. However, finalization of the affiliation list is a CRAA function and the determination of the individual affiliations of players is made on behalf of the CRAA by the Vice President of Hockey Operations On Ice after consultation with the coaches and/or directors of the affiliating teams. However, if the Vice President of Hockey Operations On Ice is contacted by a player and the player's parent(s) prior to the time the CRAA

has filed its player affiliation list (usually filed each year in October but may be filed before that time at the discretion of the Vice President of Hockey Operations On Ice) then a request of the player to be placed on an affiliation list at the Junior A level or higher will be allowed. Affiliation with a Junior A level or higher team will be allowed if the Vice President of Hockey Operations On Ice determines that it is in the best interests of the player and the CRAA to allow such affiliation.

- 11) It should be noted that once a player is placed on a filed affiliation list, the CRAA does not have the power or authority to remove the player from such list or add the player to another list except in very rare circumstances which may involve release of the player from the CRAA prior to any release date(s) specified by Hockey Alberta.

APPENDIX C – ICE POLICY

- Only Hockey Canada registered CRAA team members are allowed on CRAA ice.
- Teams will receive the same number of practices as their peer teams (as close as possible), with some exceptions as listed in the bullet below, depending upon CRAA ice allocations from Hockey Calgary. A peer team is considered a team that competes in the same league in the season (i.e., U15 AA White, Blue, Gold, etc.).
- Teams who are in playoffs, provincials or continue in minor hockey week, will receive preferential ice during that period of time. Non- playoff tournaments will not be considered for preferential ice.
- Each team will be responsible for informing the Administrator with a schedule of team activities, such as tournaments, to facilitate planning for ice allocation. This schedule should be provided to the Ice Director as soon as possible and updated regularly, if necessary, to ensure ice requirements reflect individual team schedules.
- Each team will be responsible for adding their practice and game schedule to TeamSnap and keep it updated during the season. The Administrator will provide practice schedules as soon as they are available to Team Managers.
- The Administrator be responsible for acquiring and coordinating all ice allocations from Hockey Calgary, private facilities and the City of Calgary. In circumstances where a team cannot use their ice teams must swap ice with another CRAA team, but they must advise the Ice Director of the trade.
- Teams are required to use and attend all ice that is allocated to that team. Any team that fails to attend will be charged the full cost of the ice from team funds.
- Only ice that is arranged by the association and attended by the coaches is considered a sanctioned event.
- If additional ice is requested, over and above the amount of team allocated ice, the team must make a request with the Administrator and the team will be billed accordingly for the costs.

- Annually, in conjunction with setting the budget, the executive will review ice allocations in relation to registration fees to determine cost alignment for each division.
- Scheduling window requests need to be sent to the CRAA Ice Director who will then schedule an alternative date. No more than one (1) change request per season for U13 AAA and no more than two (2) changes per season for U15 AA/U16 AA/U18 AA as per the current HC policy. Such policy may be amended on a season-by-season basis.
- Tournament requests need to be into the Ice Director as soon as possible and until all games are rescheduled with Hockey Calgary, team cannot schedule activities open weekends. Once teams have been notified by the Ice Director all games are rescheduled, they are free to book additional activities/tournaments.
- If a team has a game rescheduled, the ice will be used for rescheduling other games and does not belong to the team of the rescheduled game. If the ice is not needed for a game or practices, the Ice Director will inform the original team they have the ice.

APPENDIX D - CELL PHONE POLICY

Cell phones, mobile devices, or any device with recording capabilities, including voice recording, still pictures, and video increase the risk for some forms of abuse or misconduct. As a result, the use of all such devices is strictly banned from the dressing rooms, washrooms, and showers by players at any CRAA event including, but not limited to, practices, games, tournaments, and dryland. This could include team building at the discretion of the coach or manager.

Any phone brought to the dressing room must be turned over to the coach or designate until the completion of the event and will be returned upon exiting/leaving. CRAA is not liable for any loss or damage to the cell phone.

If any player, team manager or other individual needs to access such a device, he/she must remove him/herself from the dressing room. An exception to this is:

The phone is being used to play music in the dressing room and approved by the coach or manager.

The privacy and dignity of the players is the first priority. Any incident involving a violation of personal privacy through the use of such a device will result in an automatic 3 game suspension from all team events. Pending the severity of the infraction, the individual may face additional disciplinary action as per Hockey Alberta rules and the Criminal Code of Canada should such infraction require involvement of the Police.

APPENDIX E. – HARRASSMENT, BULLYING & MALTREATMENT POLICY

The Calgary Royals Athletic Association adopts and adheres to the above Hockey Canada regulations to ensure consistency, compliance, and alignment with national standards. This information will be shared with all members to promote understanding, transparency, and accountability across the organization.

HOCKEY CANADA MALTREATMENT, BULLYING & HARASSMENT POLICY

- i. As a condition of being affiliated with Hockey Canada in any capacity, including of participation in any Hockey Canada Program or on a Hockey Canada National Team, all Hockey Canada Athletes, Officials, Staff and Team Personnel will be required to confirm that they are subject to the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) and the processes required for its administration and enforcement. All such parties will also be required to consent to the disclosure of their personal information in relation to the administration and enforcement of the UCCMS or this Code of Conduct.
- ii. Any breach of the terms of the UCCMS by anyone who is subject to this Code of Conduct also constitutes a breach of this Code of Conduct.
- iii. Hockey Canada takes a zero tolerance stand against all forms of maltreatment, bullying and harassment, including and in particular to domestic violence, sexual assault and child abuse. Sexual assault refers to a range of behaviours, including a completed non-consensual sex act, an attempted non-consensual sex act, and/or non-consensual sexual contact. Lack of consent is inferred when a person uses force, harassment, threat of force, threat of adverse personnel or disciplinary action, or other coercion, or when the victim is asleep, incapacitated, intoxicated, unconscious or legally incapable of consent.
- iv. All parties referenced above further agree that any alleged violation of the UCCMS or this Code of Conduct will be handled in accordance with the procedures of the Office of the Sport Integrity Commissioner or Hockey Canada's Discipline and Complaints Policy, whichever applies.
- v. In addition, all parties referenced above agree to refrain from bullying and harassment in any form.
- vi. Bullying includes a continuum of hurtful behaviours that can range in severity from name-calling to criminal assault. The following are common forms of bullying:
 - a. Physical bullying, which includes inappropriate contact directed towards another person (e.g. hitting, kicking, shoving, spitting, beating up), or towards another person's property (e.g. stealing, or damaging property).
 - b. Verbal bullying includes name-calling, mocking, hurtful teasing, humiliating or threatening another person.

- c. Social bullying includes excluding a person from a group, gossiping or spreading rumours, setting other people up to look foolish, or damaging friendships.
- d. Cyber bullying includes the use of social media platforms, email, cell phones, text messages and internet sites to threaten, harass, embarrass, humiliate, socially exclude or damage another person's reputation and relationships.

Harassment can be generally defined as engaging in a course of vexatious comments or behaviours against a person that is known or ought reasonably to be known to be unwelcome, and includes, without limitation, abuse of power, harassment based on protected grounds of discrimination under human rights legislation and sexual harassment. Harassing behaviour can involve comments, conduct or gestures which are insulting, intimidating, humiliating, hurtful, malicious, degrading or otherwise offensive. It may also include behaviour which creates an uncomfortable environment, or which might reasonably be expected to cause embarrassment, insecurity, discomfort, offense or humiliation to another person or group.

APPENDIX F – SOCIAL MEDIA POLICY

PURPOSE

The purpose of this social media policy is to establish guidelines for the appropriate and responsible use of social media platforms by members, players, coaches, volunteers, and stakeholders associated with the Calgary Royals Athletic Association (CRAA). The failure of any CRAA player or member to adhere to this social media Policy are considered in violation of the CRAA Code of Conduct and shall be subject to investigation and potential disciplinary action.

This policy aims to ensure the safety, well-being, and positive reputation of the organization and its participants while promoting respectful online interactions.

SCOPE

This policy applies to all individuals involved in the activities of CRAA, including but not limited to CRAA Members, players, coaches, volunteers, parents, officials, and staff. It encompasses all forms of social media, including websites, blogs, social networking sites, messaging apps, forums, and any other online platforms and online channels.

This policy does not govern personal social media use that is unrelated to CRAA and makes no reference to the organization, its members, teams, services, events, sponsors, or reputation. However, misuse that indirectly affects CRAA may still be addressed under other applicable policies, rules, or regulations.

CRAA APPROACH

Official CRAA social media accounts are managed exclusively by the Social Media Coordinators and Committee. These channels are used to:

- Communicate important dates and events to members.
- Celebrate team and individual achievements, including alumni successes.
- Build and maintain a strong sense of community among CRAA members.

The creation of any official or unofficial CRAA-related social media presence using CRAA trademarks, logos, slogans, or imagery requires prior approval from the CRAA Board. No individual may represent or speak on behalf of CRAA without official authorization.

POLICY STATEMENT

For the purpose of this policy, social media encompasses all publicly available online media and communications platforms. This includes internal and external websites, blogs, online social networks, wikis, video and photo sharing sites, as well as other forms of personal online publishing and discourse. Additionally, policies regarding text messaging, email, and individual telephonic communications are covered under this policy.

CRAA recognizes the value of social media as a communication and community-building tool but also acknowledges the potential risks. Members are expected to use social media in a respectful, responsible, and safe manner that reflects positively on CRAA.

CRAA is committed to promoting respectful behavior and conduct both on and off the ice. We strive to eliminate all forms of social media misconduct, including discrimination, harassment, bullying, or offensive language based on race, ethnicity, gender, religion, age, disability, or any other characteristic protected by law.

All CRAA members, players, volunteers, and contractors shall abide by the following guidelines in the use of social media, and contravention of these guidelines is considered a violation of the CRAA Code of Conduct:

Prohibited Conduct includes, but is not limited to:

- 1) Bullying, harassment, intimidation, or threats of any kind.
- 2) Capturing or sharing media from dressing rooms in any form.
- 3) Posting content that promotes violence, illegal activities, discrimination, or other harmful behaviour (including drugs, alcohol abuse, underage drinking, public intoxication, or sexual exploitation).
- 4) Making derogatory or defamatory remarks toward individuals, groups, referees, league officials, opposing teams, coaches, or fans.
- 5) Sharing confidential or sensitive information about CRAA members, players, or operations.
- 6) Engaging in social media activity contradicts CRAA policies.
- 7) Publishing photos or personal information of CRAA members, volunteers, staff, coaches or team staff without consent by players, coaches, or spectators with any form of harassment, bullying, or threats against the team or individuals associated with the team.

If an error is made when posting, acknowledge and correct it promptly. If a post is challenged (e.g., for copyright or defamation), address it quickly and seek legal guidance if needed. CRAA prefers to educate and guide individuals toward positive online habits, but disciplinary action may be taken when necessary. Depending on the nature of the infraction, discipline may be assigned based on the CRAA Discipline Policy, or the incident may be reported to the Calgary Police Service or other authorities.

PROCESS AND PROCEDURE

The policy outlines behavior over social media that may result in disciplinary action by CRAA at the discretion of the Disciplinary Committee. In addition to the CRAA social media Rules set out above, teams may establish team specific rules for social media, provided the rules do not deviate from the CRAA social media Policy.

CRAA Directors shall have the authority to monitor and enforce this social media, Policy. CRAA Directors, Social Media Coordinators, and Administrator shall have the authority to remove any inappropriate or offensive comments from official CRAA sites and to block any individual or organization from posting on any official CRAA social media platform if they determine, in their sole discretion, that it is necessary.

The failure of any CRAA player or member to adhere to this social media Policy shall be considered a violation of the TWHA Code of Conduct and shall be subject to investigation and potential disciplinary action, as per the CRAA Discipline Policy.

Reporting Process

Members are encouraged to follow this process when addressing social media misconduct:

- 1) Screenshot and save the post or content as evidence.
- 2) Attempt to de-escalate the situation if possible.
- 3) Respond courteously, if a response is warranted.
- 4) Avoid prolonged engagement in disputes.
- 5) Submit the evidence to the appropriate CRAA authority for review.

Interaction Guidelines

Between Teammates

- 1) Parents must be aware of any team group chats and have access for periodic review.
- 2) All team members must be invited to participate; respect the choice of those who decline.
- 3) Avoid discussing non-participants in the chat.
- 4) Keep all communication respectful and appropriate for a team setting.

Between Players, Coaches, and Team Volunteers

- 1) Social media interaction between adults and minor participants should occur only on official team platforms.

- 2) Communication outside these platforms should be limited to logistics (e.g., schedules, cancellations) and include another adult whenever possible.
- 3) Coaches and team officials should copy a parent or guardian on all texts and emails to minor participants.
- 4) Private, one-on-one direct messaging through social media platforms is prohibited.

APPENDIX G – THE ROYALS GOLD STANDARD

Expectations...Accountability...Consistency... Execution

- You are a representative of both your team and the Calgary Royals.
- Look the part, Be the Part and Live the Part.
- Respect is earned not given and we strive to gain everyone's respect in all we do on and off the ice.
- We all play for the logo on the front and not the name on the back. Our players and our parents represent this value system.
- We earn, we strive, and we grow. We are not entitled, and we recognize the journey to be our best is very challenging.
- We are proud to be Calgary Royals!!

Player's Standard / Code of Conduct

- I will always respect the game of hockey and I will always play to be competitive and fair whilst having fun.
- I will play and train to the best of my ability, giving 100% effort, 100% of the time.
- I will demonstrate a team first attitude in my behavior and my play.
- I will respect my coaches and listen carefully to their instructions.
- I will do my best to be a coachable player, following the instructions provided by my coaching staff.
- I will maintain a healthy lifestyle which will contribute to my commitment to develop as a hockey player and person.
- I will abide by all team guidelines and dress code.
- I will arrive at practices and games on time and be prepared.

- I will exemplify good sportsmanship in winning and in losing.
- I will respect officials and accept their calls without challenge.
- I will respect all facilities that I play in, home and away, and leave all locker rooms clean and undamaged.
- I will be aware of social situations and will conduct myself in a professional and respectful manner.
- I will not use social media to embarrass or harass a teammate, coach, officials, opponents, or another team at any time.
- I will not use cell phones or other mobile devices with recording or photo capabilities in the locker room at any time.
- I understand that being part of Calgary Royals Athletic Association is a privilege, not a right.

Executive Leadership Committee and Board of Directors Expectations

- Have a progressive and consistent plan for the age levels and a common foundation for skill development, individual tactical and team tactical development. The program is delivered in the CRAA coach mentorship program in both individual and coach group training sessions.
- Understand and execute our roles with professionalism and integrity. We seek to understand before being understood and stay in our lanes as it pertains to our role within the organization.
- Support the brand, the vision, and the process of the CRAA. If our opinions differ, we avoid airing the laundry by bad mouthing the program which we are all apart of. We find proactive solutions versus complain and we are part of the solution and not the problem.
- Make decisions for the greater CRAA good and avoid serving personal interests and directives.
- Act in a transparent manner.
- Commit the appropriate time and energy to fulfill our roles and obligations fully.

Coach Accountability at AA Levels

Coaches, team staff and players will be held accountable to CRAA standards, rules and expectations. These are non-negotiable and need to be upheld by the leaders within the CRAA. These values also adhere to the rules and regulations of Elite Council and the “Development League” model as presented.

We are empowered to protect the values and priorities within the CRAA which include:

- 1) **Developing all players in all situations.** (The season can be broken into two phases:
 - a. September – December: All players play in all situations. Lines are rolled with the Coach having the opportunity to adjust the lineup in the last few minutes of a close game. This builds a strong foundation and provides learning opportunities for all players, under all circumstances.
 - b. January – March: Introduction of specialty teams and specialty learning at the appropriate age levels only. All players continue to gain experience in all situations but there can be several times per game (3-5) at “coaches’ discretion” slight adjustments can be made to allow for certain opportunities in these defined roles. Coaches can manage this effectively in games where the team is significantly ahead or behind. Game to game it can differ but over a season it is to be equitable.

- 2) **Ice time is earned.** The CRAA does not want players thinking they have the right to play regardless of behaviour. Players earn ice time based upon physical and mental effort in games and practices. If effort is palpable, everyone plays regardless of mistakes. A “perfect effort” is always expected and players who miss ice are to be consistently communicated with in a positive manner.

- 3) **On-Ice Discipline** is paramount. If players are taking repeated bad penalties and consequently, taking ice time away from others, a director will engage with a coach to rectify. Missing a shift here and there is not always a solution and we will take further measures to assist coaches in this regard. Discipline is always within the coach’s control as the team leader.

- 4) **Off-Ice Discipline** is expected in all facets of the program. Coaches are expected to know their room and what happens within it.

- 5) **Goaltenders play equally**, and coaches do have discretionary opportunities to have a goaltender play in back-to-back games - an example is playoffs. The CRAA will not accept a goaltender sitting for three or four games, provided they are working hard, uninjured, and fully committed. There can be no greater than a 60-40 split between the goaltenders.

- 6) **Winning for the CRAA Leadership Team** is defined as: Players and families having an outstanding experience with a team on a daily basis. As a by-product of this, teams will also win games!!! According to Hockey Canada, a .500 winning percentage equates to a success. To be clear, winning is important, but coaches are not evaluated on wins and losses in a season, they are evaluated on fostering and creating an outstanding environment.

Coach Accountability at AAA

Coaches, team staff and players will be held accountable to CRAA standards, rules, and expectations. These are non-negotiable and need to be upheld by the leaders within the CRAA. The association is empowered to protect the values and priorities within our membership, which includes:

- 1) **Developing all players in all situations.** From start to finish, coaches are still governed by the FairPlay model.
 - a. Fair play does not mean equal play, as ice-time is earned through effort and dedication physically and mentally. Talent is secondary on our priority list. Coaches may have special teams from the outset, but those special teams should be adapted and changed throughout the season to create optimal development.
 - b. Over the course of the season, the largest ice time users will be within 20% of the least. This applies too forwards, defensemen and goaltenders. This provides leeway for coaches to adjust playing time throughout the course of the season to achieve and reward effort and create an accountability for discipline. In essence then, 2-3 shifts pergame variance is the range of adjustment at the coach's discretion. Coaches can manage this effectively with bench management.

- 2) **Ice time is earned.** The CRAA does not want players thinking they have the right to play regardless of behaviour. Players earn ice time based upon physical and mental effort in games and practices. If effort is palpable, everyone plays regardless of mistakes. A "perfect effort" is always expected and players who miss ice time are to be consistently communicated with in a proactive and positive manner.

- 3) **On-Ice Discipline** is paramount. If players are taking repeated bad penalties and consequently taking ice time away from others, a director will engage with the coach to rectify. Missing a shift here and there is not always a solution and we will take further measures to assist coaches in this regard. Discipline is always within the coach's control as the team leader.

- 4) **Off-Ice Discipline** is expected in all facets of the program. Coaches are expected to know their rooms and what happens within it.

- 5) **Goaltenders play equally**, although coaches do have discretionary opportunities to have a goaltender play in back-to-back games - as an example -playoffs. The CRAA will not accept a goaltender sitting for three or four games, provided they are working hard, uninjured, and fully committed. "Slight

adjustments” applies to the goaltenders just as it does to the skaters.

- 6) **Winning for the CRAA Leadership Team** is defined as: Players and families having an outstanding experience with a team on a daily basis. As a by-product of this, teams will also win games!!! According to Hockey Canada, a .500 winning percentage equates to a successful season. To be clear, a winning is important, but coaches are not evaluated on wins and losses, they are evaluated on fostering and creating an outstanding environment.

APPENDIX H - APPEALS

Any appeal of an association-imposed suspension must be appealed in writing via email and submitted to the President within 48 hours. This only applies to sanctions involving 2 games or more and must include the reasons for the appeal.