



HALIFAX HAWKS MINOR HOCKEY ASSOCIATION

POLICY MANUAL

HHMHA
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INTRODUCTION

The Halifax Hawks Minor Hockey Association (the “Hawks” or the “Association”) is pleased to provide our membership with this Policy Manual which outlines the various policies of the Association. The purpose of this Policy Manual is to provide direction on key issues that our Association encounters each season. We trust that you will find this resource helpful and as we work to evolve this Policy Manual, we welcome any feedback you may wish to provide on its’ content.

The mission of the Halifax Hawks Minor Hockey Association is to lead, develop and promote positive hockey experiences. The well-being and safety of its participants are of primary importance. This includes, among other things, a shared responsibility with parents, guardians and family members to nurture the physical and emotional well-being and safety of its participants.

The Respect in Sport, Hockey Nova Scotia Intervention policy, insurance, and safety programs provide resources to help foster and maintain a respectful and safe environment. The additional policies and procedures adopted by Association are meant to supplement these programs to ensure we achieve this environment.

Policy Amendments/Revisions

Policies, unlike the Articles and by-laws within the Association’s Memorandum of Association which require membership approval at a special and or annual meeting, may be adopted as necessary by the Board. This Policy Manual shall be revised on a continual basis as determined by the Halifax Hawks Board of Directors (the “Board”) when there is a requirement to add new policies and refine existing policies. In the event that any of the information contained in this Policy Manual conflict with the Association’s Memorandum of Association, Hockey Nova Scotia regulations and Hockey Canada policy and this policy manual, the former shall take precedence.

Structure

The Halifax Hawks Minor Hockey Association is a volunteer based not-for-profit organization and is incorporated under the Nova Scotia *Societies Act*. The Halifax Hawks Minor Hockey Association is responsible for providing minor hockey programming to eligible players within the boundaries of the Association, as defined by Hockey Nova Scotia Minor Council. The Association is led by a Board of Directors, each of whom has a specific role within the Association. Descriptions on the various positions and roles are defined in the Association’s Memorandum of Association found at our website at [_https://halifaxhawks.ca/](https://halifaxhawks.ca/). The Halifax Hawks Minor Hockey Association is a member of Hockey Nova Scotia (“HNS”) under the jurisdiction of Hockey Nova Scotia’s Minor Council. HNS is one of thirteen (13) member branches of Hockey Canada.

Objectives

The objectives of the Halifax Hawks Minor Hockey Association are:

- Conduct, foster, organize and instigate for the provision of minor hockey as a recreational activity in the community of Halifax for participants as defined for minor hockey by Hockey Canada;

- Foster and encourage sportsmanship and respect;
- Organize and administer teams at all levels for internal and inter-association competition; and
- Organize and conduct programs and initiatives designed to develop the skills of its participants.

Values

The core values of the Halifax Hawks Minor Hockey Association are:

- Create a positive hockey experience for all participants in a safe, fun, sportsmanlike environment;
- Foster the development of life skills, including respect for all people by all participants;
- Nurture teamwork, through which we strive to be the best we can be;
- Demonstrate consistency in our decisions and applications of policies and regulations;
- Encourage innovation and creating an environment where learning and flexibility are the tools we use to wisely handle changing circumstances;
- Encourage teamwork, as a lifelong skill; and
- Maintain perspective and a healthy balance between life and the sport.

Programming

The Halifax Hawks Minor Hockey Association recognizes and supports the positive intent of Hockey Canada's Player Development Model. The Halifax Hawks Minor Hockey Association's overall structure provides an avenue for players to participate in the various streams of hockey as established by Hockey Canada and Hockey Nova Scotia. These streams include:

Under 7 ("U7") Stream

The U7 Program is designed for players ranging from four to six years of age. The U7 Program is a progressive, learn to play teaching curriculum. The objective is to provide a fun environment for players new to the sport while stimulating interest in hockey and a desire to continue participation. The goals are to develop basic hockey skills, obtain a sense of achievement, promote physical fitness, introduce players to the concepts of cooperation, sportsmanship and leadership, encourage initiative, and prepare players for further participation.

C Program (Recreational Level) Stream

The C Program is established for players ranging from for seven to twenty-two years of age. This program is designed for players who enjoy the sport and who are committed to a variety of other hobbies and sports. The objectives are to provide a game to fit the needs of the participant, be open to all ages, allow players equal ice time, assist in the individual's physical development and foster a sportsmanlike environment.

Competitive Program (AAA, AA, A, B Levels) Stream

The Competitive Program is established for players ranging from for seven to seventeen years of age. This program is designed for players who have the desire and ability to play at a high level of competition. The objectives are to achieve a degree of excellence, according to the player's interest and potential, provide an opportunity for achievement in an enjoyable and self-fulfilling environment, provide an opportunity to progress to a higher level of competition and stimulate development both from individual and overall sport point of view. Players within the Halifax Hawks Minor Hockey Association compete in the Central Minor Hockey League are also provided with opportunities to compete throughout the province.

High Performance Program Stream

The High Performance programs include Under 15 Major and Under 18 Major as well as Hockey Nova Scotia's High Performance Program. The High Performance Program offers annual programming at the Under 14, Under 15 and Under 16 Male levels as well as the Under 15 and Under 17 Female levels. In addition, the four Atlantic Provinces, in conjunction with Hockey Canada's High Performance Programs, also offer opportunities to participate at the Under 17 Male and Under 18 Female with teams that represent the entire Atlantic region.

DIVERSITY, EQUITY, INCLUSION & BELONGING (“DEI”) POLICY

The Hawks’ Commitment to DEI

The Hawks values and respects DEI throughout the Association, all Hawks’ programs, Hawks’ teams and in all Hawks’ activities.

The Hawks commits itself to the principles underlying the Nova Scotia *Human Rights Act* (the “HRA”) and recognizes a duty to (a) invite, include and retain diverse players and members, and (b) accommodate the differing needs of players and Association members based on any characteristic protect by the *HRA*.

In implementing our commitment, the Hawks will:

- **Commit** to providing education and awareness to players and members about the values and benefits of diversity, equity, inclusion and belonging. The Hawks will also commit to support a safe, positive environment where conversations about DEI are encouraged throughout the Association and Hawks’ teams.
- **Combat** all forms of racism, discrimination and other barriers to inclusion in the sport of hockey by taking action on what has been learned, empowering players and members to speak up about bullying, discrimination and harassment and better equipping others to address these issues.
- **Include** the voices of players, members and others from diverse backgrounds in the identification of systemic racism, discrimination and barriers to inclusion.

Hawks Prohibition of Bullying, Harassment and Discrimination

In line with the Hawks’ commitment to DEI, any of the following actions by any member of the Hawks’ Association (i.e. player, parent, coach, official, manager, volunteer, Board member, etc.) towards (a) any other Hawks’ players or member, or (b) any other person any Hawks’ sanctioned event (i.e. official, opponent, coaches of opposing teams, parents of opposing teams, etc.) is strictly prohibited:

- **Bullying Prohibited:** Bullying is repeated, unwanted aggressive behavior by one or more individuals towards another. Bullying involves an observed or perceived power imbalance, and can result in physical, social or academic harm or distress for the targeted individual. Bullying is typically behavior that is repeated. A bully is usually someone both you and your child know and who misuses his/her power over your child. This may be a peer, a young person, or an adult. A child is most vulnerable when s/he is alone with another person, or in a group setting where there is inadequate supervision.
- **Harassment Prohibited:** Harassment is offensive behaviour - emotional, physical, and/or sexual - that involves discrimination against a person because of their age, race, colour, religion, creed, ethnic, national or aboriginal origin, sex (including pregnancy), sexual orientation, physical disability, mental disability, family status, marital status, source of income, political belief or activity, gender identify, gender expression. It is conduct that is disrespectful, insulting, intimidating, humiliating, offensive or physically harmful. Harassment is a violation of the Nova Scotia Human Rights Act. Harassment may be a single event or a pattern of mistreatment. Harassment occurs when someone attempts to negatively control, influence or embarrass another person or group based on a prohibited ground of discrimination. Examples include displays of favouritism, subtle put downs or ostracism. Dealing with harassment can sometimes be difficult as what is viewed as harassment by

one person may be viewed as a “joke” by another person. It is the impact of the behaviour on the victim that is the most critical issue, not the intention of the person who harasses.

- **Discrimination Prohibited:** Treating someone differently because they possess a characteristic which is a prohibited ground of discrimination belong to a certain group, most often but not always, the grouping is grounds protected under the Nova Scotia Human Rights Act.

All Hawks members have a duty to report any incident of suspected racism the moment it immediately occurs to a coach, official, teammate, rink employee, parent, or adults at any game, practice, or event.

The Hawks' Process on Any Allegations of Bullying, Harassment or Discrimination

With any allegation of bullying, harassment or discrimination, the Hawks' Board reserves the right to take appropriate steps to investigate the allegation and where applicable, implement appropriate remedial and disciplinary action. Steps to be followed by the Hawks in these cases may include:

- Request that the person making the allegation put the allegations in writing and provide any supporting documentation or evidence;
- Refer the written complaint to the Hawks' Conduct Committee for Investigation;
- Require the Conduct Committee to interview any alleged respondent(s) and/or witnesses(es);
- Ensure confidentiality of all involved as best as can be done in the circumstances;
- Implement any interim sanctions were appropriate (i.e. temporary suspension pending investigation, etc.);
- Prohibit any form of retaliation against anyone for making a complaint or acting as a witness to a complaint;
- Informally resolving any complaint where appropriate;
- Where unable to informally resolve any complaint, the Conduct Committee shall:
 - Determine whether or not the allegation is substantiated/proven;
 - Determine whether or not there has been any breach of this DEI Policy, any other Hawks' policy, Hockey Canada or Hockey Nova Scotia policies, rules or any law;
- Implement appropriate disciplinary and/or remedial sanction as appropriate in the circumstances;

Hawks "In the moment" directive

In the event that a player, parent, coach or other reports an allegation of racism or discrimination on the ice or in the arena/rink during a game or practice, the following directive is given to coaches, team staff and players:

- 1) It is the responsibility of our coaches and manager to treat the matter seriously and address it immediately through stoppage of play and notifying the officials (on and off-ice) and begin documenting the incident, facts and witness. They will also have those involved complete a '[complaint intake form](#)' to make contemporaneous notes on the situation as soon as possible. The team manager should ensure that copies of the intake form be readily available to access when an incident occurs.
- 2) Upon knowing of the incident, a Hawks coach is required to stop the game/event/practice to deal with the complaint. If the coach/manager does not get the appropriate response, then they are empowered to remove their team from the game/practice/event immediately until such time as the incident is addressed. While there may be ramifications for forfeiting the game or reschedule of game with the league or provincial hockey body, the board of the Halifax Hawks will do everything in their power to advocate for the coach and team if and when this occurs. We believe protesting an act of racism that goes unaddressed is more important than the continuing the game.

- 3) A coach/manager would conclude that resolution of the incident during play will be when the coach/manager has requested the referee to document the said incident with details of names of those involved or witnesses. If the referee refuses to document due to not witnessing the incident, then the coach/manager is to document the incident with the details of those involved and witness to the event. At such time then the coach will resume play. If this documentation is not allowed to occur to the coach's satisfaction, then the coach will remove the team from the ice and suspend further play.
- 4) In no circumstances should a coach/manager accept that their player, coach, official or spectator that was the target of the suspected racist act be asked to leave the game or arena.

REGISTRATION

Registration Process

All Halifax Hawks Minor Hockey player registration is supported through Hockey Canada's Online Registry (HCR). Please visit Halifaxhawks.ca for updated registration information, dates, fees, guidelines and support information on how to register. Boundaries, based on civic addresses are the basis for player eligibility and can be found on the Hawks website. In the event of any discrepancy between this website and the Hockey Nova Scotia Minor Council boundaries, the latter will take precedence.

Registration Dates

Registration dates will be determined by the Board annually. Registration information, including fees and deadlines for registration, will be emailed to all members as well as posted on the Hawks Website.

Registration Fees

Registration fees will be set by the Board annually based on a recommendation from the Finance Committee. No player may participate in Association activities unless they are registered in good standing. A player shall be considered to be in good standing registration has been completed online and registration fees have been paid in full/scheduled.

Other Fees

Fees are also charged for competitive tryouts, the competitive team tryouts and the mandatory body checking clinic (U13 and above for any player who has yet to attend an association sponsored body checking clinic). Information on the current fees for these activities are available on the Association website.

Divisions

The Halifax Hawks Minor Hockey Association traditionally invite participation from players in the following age divisions:

DIVISION	AGES	LEVELS
Under 7 Program (U7)	4,5 & 6	NA
Under 9 (U9)	7 & 8	Developing, Intermediate, Advanci
Under 11 (U11)	9 & 10	C (Rec), B, A, AA
Under 13 (U13)	11 & 12	C (Rec), B, A, AA, AAA

Under 15 (U15)	13 & 14	C (Rec), B, A, AA
Under 18 (U18)	15, 16 & 17	C (Rec) & Competitive
Under 23 (U23)	18-22	NA

Late Registrations

Depending upon registration numbers and availability of positions, late registrations may be placed on a waiting list or depending on timing (ie. After tryouts) may be offered opportunities to join teams that have space or incomplete rosters. The criteria for adding players from the Association waiting list shall be in the following order of priority:

- Returning Association players;
- New players transferring from another Association to the Hawks;
- New players that are siblings to current Association players; and
- New players with no previous minor hockey experience.

Refunds/Withdrawals

Players who withdraw from Halifax Hawks programs after registration has closed may be eligible for a refund. Refunds for players in competitive hockey may be considered prior to October 15th annually. Refunds for players in C hockey, including Under 9 (U9) and the Under 7 (U7) Program, may be considered prior to November 15th annually. Refunds will be addressed on a case-by-case basis and approved refunds may be eligible for up to 50% of the seasonal fee less a \$25.00 administrative fee. Requests for refunds will not be entertained after these dates. Any request for a refund shall be made in writing, specifying the reasons for such, to admin@halifaxhawks.ca

Competitive Team Player Transfers

Players from other associations, who are trying out for AAA teams in our Association, as defined by Hockey Nova Scotia Minor Council regulations, must meet the following registration requirements. The player must:

- Provide proof of registration from their home Association;
- Provide written permission from their home Association President to attend tryouts;
- Pay all tryout fees in advance of the tryout start date;
- Pay all fees for the mandatory checking clinic (where applicable);
- Pay all registration fees as required to participate in the Association.

FINANCIAL POLICIES

All activities of hockey teams within the Halifax Hawks Minor Hockey Association are governed by the Association's policies and regulations. All financial transactions, including fees paid by members, fundraising activities, sale of advertising, and donations from corporate sponsors, and expenses paid are conducted under the authority of the Association. All funds held by teams shall be managed in accordance with the guidelines and policies of the Association. In addition, any revenues derived from gaming are subject to additional restrictions as directed by the Nova Scotia Gaming Commission.

Team Finances

All teams within the Association are required to conduct their finances in a manner that meets all requirements established by the Association.

Budgets

The Head Coach and team staff must develop a team budget at the beginning of the season that reflects the program outline by the Head Coach. Once prepared, budgets should be submitted to the Divisional Director for review, so as to avoid any potential concerns, prior to proposing the budget to the parent group.

All team budgets must be presented to the parents at a mandatory meeting at the beginning of the season. Initial Team budget must be agreed upon by the majority of the parents. If conflicts arise during the team meeting, any issues should be put to a vote. The team budget will be derived from the majority. In cases where budgeted fundraising activities, required to offset approved team expenses, fall short, the team members will be expected to compensate for the shortfall. Teams are responsible for all expenses incurred. The approved budget must be submitted to the Divisional Director and Association Treasurer no later than October 31st each season.

Competitive Fees

The Association shall establish additional registration fees for all competitive players annually as well as to establish the date for final submission of these fees. These additional competitive fees have been established to offset the additional costs associated with operating competitive teams. Players who fail to submit these fees on the prescribed date shall be deemed to be delinquent and player participation shall be suspended until such fees are paid in full. As part of their budgets, teams are responsible for the collection of these fees as well as the submission of these fees to the Association. Within 14 days of commencement of the respective competitive team practices, competitive fees must be paid by personal post-dated cheque (dated to Nov 10th) and/or cash to the Team treasurer.

In instances where arrangements for the payment of competitive fees have not been made by a respective player, the Association reserves the right to suspend such player from team practise and/or games until payment has been fulfilled. Teams must be in a position to pay competitive fees in their entirety no later than Nov 15th, at which point the full amount of the team competitive fees will be withdrawn directly from team accounts. Teams are reminded that these fees are payable by players are not to be paid out of general revenues raised by the team for the purpose of supporting planned and approved team activities.

Advancement of Funds

Competitive teams may request an advancement of funds from the parents, up to a maximum of \$250 per player for the purposes of starting up each season. Any advancement can be repaid once team fundraising activities commence.

Team Records and Banking

The following guidelines shall be adhered to by all teams when opening team accounts:

- All teams are required to keep good accounting and financial records;
- Personal banking accounts shall not be used for team activities and funds;
- In order to demonstrate a proper audit trail, any actual 'cash' amount raised through fundraising is to be deposited into team accounts. Cash should not be used to pay other team expenses;
- All expenses paid out are to be supported by an official invoice prior to being paid;
- In cases where HST is being charged, a valid HST number should be annotated to any invoice;
- Cheques are not to be made out to 'Cash' at any time or to an individual/coach/parent for the purposes of paying unsupported expenses in cash;
- The Association Treasurer will assign bank accounting details prior to each season. Cheques and deposit books are available through the Treasurer. Please note that Team Treasurers are not permitted to order cheques and/or deposit books on their own as all orders must be handled through the Association Treasurer;
- A minimum of three signatories is required. Of which one shall be the Head Coach. The other signing officers would include the team Treasurer, the manager or another team official;
- No two family members or relatives are permitted to be signing officers on the same team;
- Teams shall submit financial statement to the Association Treasurer twice per season no later than January 15th and April 30th annually. Sample financial statements, if required, are available from the Treasurer;
- All outstanding ice bills owing to the Association shall be paid in full no later than March 30th annually;
- All team bank accounts will be finalized at the end of the current playing season and no later than April 30th ;
- All remaining cheques, team stamps and deposit books are to be returned at this time as well; and
- The Association Treasurer reserves the right to request a full financial statement of a team's financial position at any time. The Association will not be liable for any shortfalls or debts incurred by any team.

Teams are not permitted to utilize team funds to assist families in offsetting registration costs for the current season or funding unauthorized team related activities/requirements.

Closing out Accounts

Any funds remaining in team accounts at year end shall be returned to the Halifax Hawks Minor Hockey Association upon completion of the season. The Association will retain these funds and apply the amounts towards the competitive team's budgeted activities and/or the player's competitive fees the following season.

Team Staff Expenses

Teams are permitted to cover the costs of non-parent coaching staff for the following activities:

- For travel to sanctioned games (league, exhibition) where the arena location is outside of Halifax County;
- For travel to sanctioned tournaments where the location is outside of Halifax County;
- Travel costs in these cases shall not exceed .35 cents per kilometre;
- Ca- pooling shall be utilized wherever possible;
- For accommodations at sanctioned tournaments or jamborees where the event is held more than 100 kilometres from Halifax;
- When the use of a privately owned vehicle is authorized, the Halifax Hawks Minor Hockey Association assumes no financial responsibility beyond payment of the authorized kilometre (mileage) rate of \$ 0.35 cents per km. and that, in the event of an accident, the Halifax Hawks Minor Hockey Association or any Association team does not assume any responsibility for the deductible amounts related to comprehensive or collision coverage;
- Accommodations shall be one hotel room for every two staff members, unless the staff members are of the opposite gender;
- Incidentals and other miscellaneous charges are not permitted as part of accommodations;
- For meal expenses incurred while at sanctioned tournaments. Such expenses shall be reasonable to a maximum of \$35.00 per day inclusive of HST;
- Alcohol shall not be included in meal expenses and are not to be covered;
- All expenses to be reimbursed upon the submission of expense forms and receipts to the Team Manager/Treasurer; and
- Expenses for team staff who are parents will not be covered.

Gate Collections

The collection of admission fees at the door for any games is prohibited, with the exception of Halifax Hawks tourneys or when specifically approved by the Board of Directors.

Expenses, Expense Reporting & Reimbursement Policy and Procedures

POLICY

1. The Halifax Hawks Minor Hockey Association (“the Association”) will reimburse all members for all reasonable expenses incurred during Association business.
2. Throughout this document the Association is used to refer to the Halifax Hawks Minor Hockey Association and its members.
3. This policy is maintained by the Associations Board of Directors along with guidelines from the Memorandum of Association and Bylaws.

REIMBURSEMENT GUIDELINES EXPENSE REPORTS AND ASSOCIATION

CREDIT CARDS

- Reasonable expenses incurred on behalf of the Association are accounted for and reimbursed. Members will be accountable for exercising good judgment in their Association expenditures.
- It is recommended that the VP Finance perform an annual refresher of association expense reimbursement policy to ensure that everyone is familiar with the most up to date policy being used by the Association.
- The timeliness of expense report submissions should be monitored, and feedback provided, so that there are no large time gaps between submission and approval.
- Expense Reports must be submitted to the Approver within 30 days of the expenditure for reimbursement with the original invoice or receipts and personal bank statement detailing the expense. Any expense reports submitted more than 30 days after the expense was incurred runs the risk of the report not being reimbursed.
- Only Expense Reports submitted using the HHMHA_Expense Report template will be accepted.
- Expense Reports will be saved as a PDF document, signed, and submitted with appropriate support for the expense.
- Association Credit Card expense report must be submitted after the following month with a copy of the statement and the original invoices or receipts. Cardholders run the risk of having Company Credit Card privileges revoked if not in compliance.

APPROVAL POLICY

- Executive Committee and Vice Presidents are responsible for the approval of all expense claims of the Association in a timely manner. The member is accountable for the validity and accuracy of expense claims they submit.
- It is the responsibility of the VP Finance to ensure guidelines governing business expenses reimbursements are followed as well as the accuracy of expense reports submitted.
- Approvers should review expense reports for the following items before applying signature or sign-off and thus approval for reimbursement:
 - o Ensure that ‘Budget’ and ‘Expense Type’ from the expense report are used correctly.
 - o Ensure original and detailed receipts are attached. Should receipts get lost then it is expected that every effort is made to obtain a duplicate copy where possible. If no receipt is available, or was lost, then this should be noted and a monitoring of

frequency should be in place otherwise the item may be removed from the submission.

- Ensure amounts claimed are accurate and consistent with receipts and all charges are being broken out separately on the expense report submission.
- Any personal item charged on a corporate credit card will require a cheque upon submission prior to approval. Cheque copies need to be included at the time of submission and cheques will be deposited timely.
- All items from a hotel need to be broken out on a separate line within the expense report submission such as hotel, taxes, meals, entertainment, laundry and phone charges.
- Approval of expense reports should be done by the expense report submitter's VP Finance or Executive Committee Member. If that person is not available, another senior authorized manager can approve the report.
- Every expense report must be signed and dated by the following personnel:
 - Preparer – person inputting submission
 - Approver – see appendix 1, Approval Matrix
 - Finance – the VP Finance for the Association will sign-off on all expense reports.

STORAGE POLICY

- Expense reports and receipts should be retained for seven years in accordance with regulations of the Canadian Revenue Agency (CRA). Of the seven years, only the current year needs to be stored at the respective site.
- Following approval of the member and/or corporate credit card expense, the approver shall forward the approved reports with original receipts to the Association Administrator for keeping.

REASON FOR EXPENDITURE GUIDELINE

When filing association expense reimbursements, members are required to provide a description of every expense in the appropriate section of the expenditure line on the expense report. At a minimum, the following information about the expenditure shall be provided:

- Date;
- Budget;
- General description of the expense;
- Expense type; and
- Break out of pre-tax and tax amounts.

RECEIPT POLICY

For audit purposes, the following receipt information is required with all association expenditure reimbursements:

- Without exception, original detailed receipts are required for expenses or credit card charges
- For audit purposes, the CRA and IRS require the original receipt that outlines the actual amount of taxes paid.
- Credit card receipts do not provide sufficient detail to be submitted alone. The actual detailed purchase receipt is required for expenditures along with a completed expense report.
- Expenses submitted without original receipts, if not approved, will not be reimbursed.

MEALS AND ENTERTAINMENT POLICY

- It is normal business practice to include a gratuity of approximately 15% of the cost of some meal and entertainment expenditures.

TRAVEL ARRANGEMENT POLICY

- When traveling, members should use their best judgment and select the shortest and most direct routes, with the lowest fare being a priority.
- Members who are permitted/authorized to use their personal vehicle in the conduct of Association and shall be reimbursed at the established mileage rate set by the Association. Current rate is \$0.59 CDN per kilometer.
- Members requesting mileage reimbursement for the use of their personal vehicle for Association travel shall comply with the following guidelines:
 - Requests for reimbursement must be submitted on the Expense Report and be approved by the Board of Directors. Receipts not required.
 - Departure and destination points must be identified on the Expense Report along with distance traveled.
 - Fines associated with violations of Motor Vehicle Laws, or any other jurisdiction, while on Association business is the responsibility of the member. Parking fines are the responsibility of the member.
 - Damage to a personal vehicle is not covered through the Association's insurance policy.

FOREIGN FUNDS POLICY

- The actual exchange rate paid should be used when it is available, i.e., translation on credit card statement, transaction receipt from bank.
- If the actual exchange rate paid is not available, the approximate average exchange rate over the period of travel should be used. This rate may be obtained from a bank, a newspaper, or the internet. Include a copy as back-up if you obtain an exchange rate via an alternate source.
- Always include a copy of the credit card statement when claiming other currency expenses given it will show the exchange rate used.

PARKING POLICY

- When a member is authorized to use a private vehicle on Association business travel, he/she will be reimbursed the actual cost of parking the vehicle for the day. If available, original receipts for the parking expense shall be attached to the Expense Report when submitted for approval.

INQUIRIES

- The Board of Directors reserves the right, at their sole discretion, to review or change this policy at any time, with or without notice to the Association and its Members.

GOVERNANCE

- The VP Finance and Management Committee are responsible for all policy interpretations.
- Should they revise this policy then the changes will be communicated at the following Board of Directors meeting and put up for approval. If approval is obtained, then revisions are

made above and changes below are documented with version control and a new copy of this policy will be printed, signed by the VP Finance and the President, and saved on the Association' document retention site with all previous versions.

Reserve Fund and Cash Policy and Procedure

PURPOSE

- 1) The purpose of the Reserve Fund and Cash Policy (the "Policy") for the Halifax Hawks Minor Hockey Association ("the Association") is to ensure the stability of the programs, employment, and ongoing operations of the Association and to provide a source of internal funds for Association priorities.
- 2) The Policy will be implemented in conjunction with the other financial policies of the organization.
- 3) The Policy is intended to support the goals and strategies contained in those related policies and in strategic and operational plans of the Association.
- 4) The funds maintained by the Association, and described in this Policy, are the Operational Reserve Fund, the Special Projects Fund, and the Player Support Fund, collectively known as the Reserve Funds.
- 5) This policy is maintained by the Associations Board of Directors (the "Board") along with guidelines from their Memorandum of Association and Bylaws.

DEFINITION AND GOALS FOR EACH FUND

Operational Reserve Fund: The purpose of this fund is to build and maintain adequate level of unrestricted net assets to fulfill contractual obligations in the event of unforeseen shortfalls. The Operational Reserve Fund is not intended to replace a permanent loss of funds or eliminate an ongoing budget gap.

Special Projects Fund: The purpose of this fund is to build unrestricted net assets to fund one-time, nonrecurring projects, such as strategic initiatives or volume equipment purchases. The Special Projects Fund is only funded when the Board approves a project that requires special funding. When projects are complete and funds used, the Association does not intend to replenish the fund.

Player Support Fund: The purpose of this fund is to accumulate any remaining unrestricted net assets after the goals of the Operational Reserve Fund and Special Projects Fund are achieved. The intent of the Player Support Fund is to support the strategic objective to make hockey affordable to the Association's members, which may include registration subsidization, support with gear, and other activities.

ACCOUNTING FOR RESERVES

- The Reserve Funds will be recorded in the Association's accounting system and financial statements as Reserve Fund.
- The Reserve Funds will be funded and available in cash or cash equivalents.
- The Reserve Funds will be maintained in the Associations general bank accounts or investment accounts.

RESERVE FUNDS PROCEDURES AND FUNDING

Operational Reserve Fund

- The Operational Reserve Fund will be funded with surplus operating funds without donor restrictions. The Board may, from time to time, direct that a specific source of revenue be set aside for operating reserves. Examples may include one-time gifts, bequests, or special grants.
- The minimum amount to be designated will be established in an amount sufficient to fulfill contractual obligations. The targeted Operational Reserve Fund is equal to a minimum of three months of average operating costs to a maximum of six months of average operating costs, about \$60,000.
- The calculation of average monthly operating costs includes all recurring, predictable expenses, such as salaries and benefits, occupancy, and office expenses that Association is contractually obligated to pay, excluding ice contracts. Discretionary costs should not be included in the calculation.
- The amount of the Operational Reserve Fund will be reviewed by the Finance Committee each year in conjunction with the approval of the annual budget, reported to the Board, and included in the regular financial reports.
- The Operational Reserve Fund is the priority fund maintained by the Association. Any unrestricted net assets will be prioritized to the Operational Reserve Fund minimum requirements first.
- The Board will identify the need for access to funds and confirm that the use is consistent with the purpose of the reserves as described in this Policy. Determination of need requires analysis of the sufficiency of the current level of Reserve Funds, the availability of any other sources of funds before using Reserve Funds, and evaluation of the time period for which the funds will be required and replenished.

Special Projects Fund

- The Special Projects Fund is only used when the Board approves one-time, nonrecurring projects that require funding. At that time, the Board will approve the scope and budget for that project and start setting aside required funding.
- The Special Projects Fund will be funded with surplus operating funds without donor restrictions. The Board may, from time to time, direct that a specific source of revenue be set aside for operating reserves. Examples may include one-time gifts, bequests, or special grants.
- Use of the funds will be requested from the project owner identified at the approval of the project and approved by the VP Finance. The VP Finance will confirm that the use is consistent with the purpose of the project.
- On project completion, any remaining unrestricted net assets will be transferred to any of the other Reserve Funds in funding priority or as designated by the Board.

Player Support Fund

- The Player Support Fund will be funded with surplus operating funds without donor restrictions. The Board may, from time to time, direct that a specific source of revenue be set aside for operating reserves. Examples may include one-time gifts, bequests, or special grants.
- The Association organized 50:50 is held in a separate trust account and follows its own governance structure. The Association's 50:50 Committee may at their discretion make

contributions towards the Player Support Fund which would follow the procedures outlined in this Policy.

- The Player Support Fund has no minimum or maximum funding requirement and instead accumulate any excess unrestricted net assets to be used in support of Association members.
- The Association is encouraged to run programs to find ways to provide registration and equipment subsidization for their members and use these funds towards those initiatives.
- The Finance Committee will approve annually what funds are available towards player support initiatives and determine a maximum level of funding available to a player. Applications will be assessed by at least two members of the Finance Committee who will determine if funding can be made available and what level of funding (up to the agreed maximum) will be made available.
- The Finance Committee is responsible for the use of funds consistent with the purpose of the reserves as described in this Policy.

Governance

- The VP Finance and Management Committee are responsible for all policy interpretations.
- This Policy will be reviewed by the Finance Committee every three years at minimum, or sooner if warranted by internal or external events or changes.
- Should they revise this policy then the changes will be communicated at the following Board meeting and put up for approval. If approval is obtained, then revisions are made above and changes below are documented with version control and a new copy of this policy will be printed, signed by the VP Finance and the President, and saved on the Association' document retention site with all previous versions.

SPONSORSHIPS

The Association shall seek sponsorships where they will benefit the membership and in order to facilitate funds for the general operation of hockey programs and to reduce the financial impact upon our membership. Any sponsorship within the Halifax Hawks Minor Hockey Association shall:

- Not compromise the objectives or practices of the association or its' activities and events;
- Protect the confidentiality of membership records in accordance with the Association's privacy policy;
- Not pose any undue hardship on the policies nor the basic goals and objectives of the Association;
- Not enable any corporate sponsorship to take prominence over the Association name, colours or official logo;
- Not accept sponsorships for programs, teams, events or other Association activities from potential sponsors whose products or services cannot be legally sold or distributed to children or from sponsors whose products are inappropriate for use by children; and
- Not permit the direct marketing of products and services to member families except where relevant promotions are offered in conjunction with Association objectives as determined by the Board.

Definitions

A sponsorship is a mutually beneficial arrangement between the Association and an external organization or corporate entity whereby the sponsoring organization/entity contributes funds, products or in-kind services in return for recognition, acknowledgement or other promotional considerations, as defined in this policy. Sponsorships involve an agreement between the sponsor and the Association and/or a specific program, event, service or activity that has been approved by the Association.

Tax receipts are not issued for sponsoring funds, products or in-kind goods and services made to the Association.

A gift or donation is an arrangement where the donor contributes cash and/or in-kind goods or services to the Association without an expectation of a reciprocal benefit. While most donors expect some form of recognition for their gift, the recognition is marginal in value relative to the value of the gift.

Scope of Sponsorship Policy

The Association's Sponsorship Policy applies to all arrangements where a sponsoring organization contributes to any program, event, activity, or service of the association and its teams. A sponsorship is a contracted arrangement between Halifax Hawks Minor Hockey Association and a sponsoring organization, designed to benefit both parties. This sponsorship policy does not apply to:

- Gifts or donations;
- Grants or funds obtained from government or other organizations; and
- Arrangements where the Association sponsors or contributes to external projects or other organizations.

Sponsorships shall be for one season in duration unless otherwise stipulated in the agreement as approved by the Board.

Association Sponsorships

Association sponsorships are those that will directly benefit the overall membership with any funds derived being directed to general revenues. Association sponsorships will be considered for items such as:

- Association Website.
- Association sanctioned events and tourneys, and
- Award sponsors.

Sponsorships that make use of the Association's logo or brand are to be negotiated by the association and must benefit all members. Direct team sponsorship must be approved by the Board if our brand or logo is used to generate this sponsorship revenue. Association sponsorship rewards may include, but are not limited to:

- Preferred supplier status (Association sponsors).
- Photo of team and/or plaque c/w player names with a statement of gratitude.
- Sponsor's name used in any media information as well as on website.
- Promotional coupons displayed on website.
- Link to sponsor's website from association website.

- Sponsor of the week acknowledgement on website.
- Banner for display in arena(s), and
- Handout sponsor promotional material and advertise their products at association events.

Team Sponsorships

Team sponsorship is permitted for any team; however, any interested team must request approval from Halifax Hawks Minor Hockey Association prior to entering into any such agreement. By seeking this approval, teams assist the Association in ensuring that the Hawks are not placed in a conflict with any pre-existing sponsorship agreements as well as to ensure that the Association is not being asked to make any commitments that may not be acceptable. Sponsorships that promote alcohol, tobacco or performance enhancing substances will not be permitted. For these reasons, any potential sponsorship must be approved by the Halifax Hawks Minor Hockey Association Board prior to entering into any agreement.

Any approved sponsorships must adhere to the official Hawks colours and our official crest must remain on the front of the jersey. Sponsorship crests or logos shall not be placed on the jersey in such a manner that will impede the number, the mandatory 'Stop' program sign or the Player's name bar typically placed on the shoulder at the back. Team sponsorships are those that will directly benefit the membership at the team level with any funds derived being directed to team revenues.

Team sponsorships will be considered for items such as:

- Team websites;
- Advertising in team promotional programs;
- Team sponsorship (name bar on each sweater including home and away) or sponsorship logo on upper right chest...one sponsor per team; and
- Sweaters (individual name bars on sweaters of individual player either home or away or both) Team sponsorship rewards may include, but are not limited to:
 - Photo of team and/or plaque c/w player names with a statement of gratitude;
 - Sponsor's name used in any media information as well as on website;
 - Provide copy of team's game schedule;
 - Name bars on jerseys (or logo);
 - Link to sponsor's website from team website;
 - Banner for display on playing bench;
 - Handout sponsor promotional material and advertise their products at team games; and
 - In game announcements.

Any equipment /supplies that are the property of the Association cannot be altered. Fees for sponsorship as well as rewards shall be determined by the association annually.

FUNDRAISING

Association Fundraising

The Association may, from time to time, conduct fundraising activities on behalf of the entire membership. Such fundraising activities shall be undertaken to reduce costs to the membership or for specific reasons that will benefit the Association as a whole as determined by the Board. For such activities, all members and teams shall be required to participate as required. Association fundraising efforts will take precedence over any team fundraising activities.

Individuals and/or teams that do not support such activities may be subject to additional costs to ensure the association meets the financial commitments set out in the specific fundraising initiative.

There is an expectation that where any Hawks teams establishes a budget where individual player contributions (above registration and competitive fees where applicable) are in excess of \$1200 per player that the team will undertake collective fundraising activities to help ensure that all players can afford to fully participate.

Team Fundraising

All fundraising initiatives must be approved by the Halifax Hawks Minor Hockey Association Board prior to the commencement of any related activity. Teams shall not make any commitments until such time as the specific fundraising activity has been approved. All such requests, including the fundraising, should be submitted through the team's respective Divisional Director with as much advance notice as is possible and at least three weeks in advance of any planned activity. Applications for fundraising activities which conflict with any Association's corporate fundraising initiatives will not be accepted.

When planning to conduct a fundraising activity, it is imperative that team staff carefully consider the nature of the fundraising activity and any risks that participants may be exposed to. Hockey Nova Scotia has developed a comprehensive list of the sample activities that are covered by the Hockey Canada insurance program. In addition, certain activities identified, while covered, still require sanctioning by Hockey Nova Scotia and/or Hockey Canada. Requests for such sanctioning and approvals should be forwarded through the team's respective Divisional Director. Sanctioning approval shall be sought prior to any team making application to the Board to hold a fundraising activity and this approval should be included in the submission.

It is also important that all teams understand that certain fundraising activities, once approved by the Association, still require licenses and permits from the municipality or province depending on the actual planned activity. It is the full responsibility of the team to obtain all necessary permits and licenses. Teams are solely responsible for any costs associated with any fundraising activity as well as the cost of any related license or permit. In all cases, teams are required to provide a copy of any license or permit to the respective Divisional Director prior to the commencement of any associated fundraising activities.

Approval for fundraising projects shall be subject to, but not limited to, the following considerations:

- Adherence to all Association policies related to fundraising;
- The type of activity being proposed for fundraising;
- Any requirement to acquire sanctioning from Hockey Nova Scotia and, where applicable, the presence of such approval;
- The intended use of any funds derived from the activity;
- The number of fundraising projects requested and scheduled within a similar timeframe; and
- The requirement to obtain licenses or permits.

Teams are permitted to conduct fundraising activities for team-related expenses only.

Such expenses may include:

- Ice time for additional practices;
- Ice time for approved exhibition games;
- On-ice and minor officials for hosted exhibition games;
- Fees to acquire specialized coaching support (i.e. goaltending, power skating, etc.);
- Fees to enter the team in sanctioned tournaments;
- Approved travel costs for coaches on sanctioned trips;
- Approved and sanctioned teambuilding events;
- Team supplies including but not limited to first aid supplies, pucks, socks, water bottles, cones, coaching aids, and other team requirements (NOTE: all such items become the property of the Association upon completion of the season);
- Sponsor and player name bars;
- Bus rental to a maximum of one trip per season; and,
- Administrative costs such as long distance phone calls and postage; and Expenses related to the conduct of fundraising activities.

The use of any fundraising funds to offset the costs associated with the purchase of team clothing, hats, t-shirts, socks, or other apparel must be agreed to by the supporting team parent group with reasonable adjustments/allowances for any family that opts out (i.e. a reduction in level of effort in fundraising expected of them). Such agreement shall be included in any request to fundraise submitted to the Board for approval.

50/50 Policy

Purpose

The Halifax Hawks Minor Hockey Association will operate a 50/50 draw as it deems appropriate in order to:

1. Enable all members to raise funds that can be used against registration and team fees
2. Allow the Association to raise funds which can be used against its strategic priorities

Governance

- The policy shall be managed by a 50/50 subcommittee of the overall Hawks Board and will include as a minimum Executive Vice President, Vice President Finance, Vice President Risk and Vice President Community Engagement.
- The committee will meet at least at the start and end of each season to confirm policy and review progress. It will develop working policies and rules and make decisions as required within the values and strategic aims of the HHMHA.
- The Association will also seek to identify a volunteer to act the 50/50 Coordinator to support the successful operations of the draw.
- The Associations Administrator will be involved as required.
- An annual report will be produced and presented to the Annual General meeting of the Hawks every year that the 50/50 draw is in operation.
- The sub-committee will monitor if any additional governance or audit is required based on the volume of sales or other potential risks to the association.
- Records on sales are held by both the vendor currently Rafflebox and by the Hawks 50/50 Coordinator.

Policy and rules

- All sales will be online only and regulated by the Gaming Control Act as governed by the province of Nova Scotia.
- HHMHA members in good standing are the only ones who can fundraise through the 50/50 draw.
- The 50/50 committee will determine the number and frequency of draws at the start of each season.
- Each draw will take place at a pre-notified date with no less than 2 HHMHA board members present at witnesses and where possible broadcast live on the Hawks Facebook page.
- The winner will be contacted within 24 hours. If the winner does not answer, a message will be left at the contact number provided. Winner will have 90 days to claim their prize. If prize is not claimed, another name will be drawn.
- The 50/50 committee will track and collect all money in a separate bank account at the associations primary financial institution.
- The Alcohol, Gaming, Fuel and Tobacco Division of Service Nova Scotia will be paid 1.07% of total sales at the end of the license application. A final report will also be submitted in line with the gaming control act.
- Association teams will not be allowed to obtain a 50/50 permit.
- Members WILL NOT be allowed to sell their credits to another member. Any member caught doing so, will be banned from selling 50/50 tickets immediately.
- The use of funds is detailed separately in this document.
- The 50/50 committee will track sales for each draw and will maintain a total of sales for each player to be used against registration and team costs as detailed in section 4 of this document.
- At anytime the 50/50 committee can provide individual player sales breakdown upon request. Members will need to e mail 50/50@Halifaxhawks.ca
- We have contracted delivery of the 50/50 through Rafflebox who are paid an agreed percentage of sales to maintain the website, sell and track tickets sales as we all as make payment to a 3rd party credit card service provider.
- HHMHA members will receive an e-mail to invite you to the website which you can share with friends and family to support sales.

- Any newly registered HHMHA player will be automatically added into the 50/50 database by September 30th of the registered year.
- On completion of the registration process, the 50/50 committee will review active registered players against the 50/50 database and remove inactive players. Any remaining proceeds assigned to inactive players will be allocated to the HHMHA Player Support if the player has not registered for a second successive season.
- If the date and time of the draw needs to be changed, it will be updated through or social media channels and at www.hawks50/50.com.
- Tickets sales are limited to anyone in the province and online at: www.hawks50/50.com.
- The 50/50 webpage has an "in support of" field where people can select which player the ticket purchases was in support of. The webpage tracks every sale and automatically updates the players total sales for the month under the 'Top Fundraiser' tab
- There is an option to purchase tickets in support of HHMHA by not selecting any player. If chosen all proceeds will go into the player support fund for next year.
- As part of the team treasurers responsibility, each team will manage the transfer of proceeds from the 50/50 committee for any player who wishes to use 50/50 earnings for team expenses. If a team does not have a budget or any team costs, then the players funds will be held to contribute towards their registration costs for the following season.
- The 50/50 committee will send requested player proceeds to teams twice a season at the end of November and February.
- If player costs for the season have been fully met by January 31st of the current season, the player can continue to sell tickets towards their registration for the following season
- If a player has a credit in their 50/50 account on March 31st of the current season, they will receive a credit for the following season
- Ticket prices will be determined by the 50/50 committee
- (50%) of ticket proceeds will go to the winner
- (38%) of ticket proceeds will go to the player bank of the player who sold the ticket and will be held in the 50/50 bank account.
- (1.07%) of ticket proceeds will be made payable to the NS Alcohol and Gaming Division within thirty (30) days after the expiry date on the license
- 5% of ticket proceeds will go to Rafflebox for fees incurred.
- 2-5% of ticket proceeds will go to credit card transaction fees.
- >1% or any remaining money will be used for bank fees and any other fees that the 50/50 committee incurs.
- The balance of proceeds will be used to support the HHMHA player support fund
- Any sales not designated for a player will be applied as fundraising for the HHMHA and allocated to the player support fund
- Draws will take place around the end of the month and will be published in advance for the coming season
- The winner will be posted online at <http://halifaxhawks.ca>
- A second draw will be held 90 days after the initial draw if the winner does not claim their prize
- Ticket proceeds will be allocated to a players team account or held for next season at the end of registration.
- Final ticket sales will be reconciled by May 31st of the current season and again in August if another draw is held.
- The 50/50 committee will develop working policy and make decisions as required within the values and strategic aims of HHMHA.

- Any player who identifies exceptional circumstances can appeal to the HHMHA 50/50 coordinator to apply for special dispensation. The committee's decision will be final on any appeal.
- All funds are generated in the name of Halifax Hawks Minor Hockey Association and the 50/50 committee will determine use of the funds. Funding cannot be returned to a player for any reason.

Use of Funds

- At the start of the season players registration fees will be offset by funds in their 50/50 account. HHMHA will issue instructions as to how to manage payment alongside notification of registration opening.
- The 50/50 committee will arrange for the transfer of funds to HHMHA for any player that as an outstanding balance from the previous season for registration or any other fees. This will be done as the first priority before any 50/50 funds are used to offset registration fees.
- If a player has funds greater than the total cost of registration then excess funds can be used to offset competitive fees, development camps and team costs.
- Member's must request player funds to be moved to their respective team account by way of e-mail to 50/50@halifaxhawks.ca. The 50/50 committee will approve requests and coordinate with team treasurers to transfer funds into the team bank account. Funds will only be moved to approved team bank accounts opened at the HHMHA primary financial institution.
- It will not be possible to transfer funds to the team account if there is a balance remaining on registration costs these must be paid as a priority.
- The 50/50 committee will arrange for payments of 50/50 funds to be transferred to the team bank account to cover identified costs.
- If team costs are less than 50/50 funds transferred to a team then any difference will be transferred back to the 50/50 account at the of the season and used for next season.
- In no circumstances will 50/50 money be released directly to a member.
- The HHMHA will plan on running 50/50 draws during the season. Player funds raised from lotteries can be transferred to team bank accounts twice a season (November and January). Members must make requests at least 5 days before the end of those months to request funds to be transferred to their team player account/
- Proceeds from players who do not register for the following season will be held for one season. If a player does not register for the season after this funds will be transferred to the HHMHA Player Support and used to support to reduce the cost of hockey or development or any other use which is in line with the strategic aims of the Halifax Hawks and approved by the 50/50 committee.
- It is only possible to transfer 50/50 funds to another player if they are a sibling. This must be requested via e-mail to 50/50@halifaxhawks.ca and before end of January of the relevant season for costs within that season or will be carried forward to the following season.
- Any player who identifies exceptional circumstances can appeal to the 50/50 committee to apply for special dispensation. The committee will provide a decision with 5 working days. The committees decision will be final on any appeal. Appeals can be made by e-mailing 50/50@halifaxhawks.ca
- For any appeal that is sensitive and needs to protect the players identity then the appeal can be addressed to admin@halifaxhawks.ca and will be presented anonymously to the 50/50 committee.

SOCIAL MEDIA POLICY

Summary

When using social media and networking mediums, the Halifax Hawks Minor Hockey Association members should assume at all times they are representing the Halifax Hawks Minor Hockey Association or its member Associations or Teams. All members of the Halifax Hawks Minor Hockey Association should remember to use the same discretion with social media and networking as they do with other traditional forms of media.

The Halifax Hawks Minor Hockey Association members agree to adhere to all conditions set forth with in the Social Media Policy. It is understood that violating the guidelines set fourth within the policy will lead to appropriate disciplinary action against both parents and or child/player.

Introduction

For the purpose of this Social Media and Networking Policy, the policy will encompass public communications through such internet mediums and websites as Twitter, Facebook, Instagram, Snap Chat, LinkedIn and any other social media network that allows users to communicate online.

The policy will be applicable to all members of the Halifax Hawks Minor Hockey Association, including Directors, Teams, the Halifax Hawks Minor Hockey Association members and staff, on-ice and off-ice officials, players, players' family members and supporters. The Halifax Hawks Minor Hockey Association recognizes and appreciates the value of social media and the importance of social networking to all of its stakeholders.

The Halifax Hawks Minor Hockey Association also respects the right of all Teams and Association personnel to express their views publicly. At the same time we must be aware of the dangers social media and networking can present. The purpose of this policy is to educate the Halifax Hawks Minor Hockey Association Community on the risks of social media and to ensure all Teams and Association personnel are aware that conduct deemed to be inappropriate may be subject to disciplinary action by the Team or the Halifax Hawks Minor Hockey Association.

Social Media Guidelines

The Halifax Hawks Minor Hockey Association holds all members who participate in social media and networking to the same standards as it does for all other forms of media including radio, television and print.

Comments or remarks of an inappropriate nature which are detrimental to a Team, the Association or an individual will not be tolerated and will be subject to disciplinary action.

It should be recognized that social media comments are on the record and instantly published and available to the public and media.

Everyone including Association and/or Team personnel, players, corporate partners and the media can review social media communications. You should conduct yourself in an appropriate and professional manner at all times. Refrain from divulging confidential information of a personal or team related nature. Avoid revealing business or game strategy that could provide another team or individual a competitive advantage. Furthermore, do not discuss injury information about any player. Only divulge information that is considered public.

Use your best judgment at all times – pause before posting. Once your comments are posted they cannot be retracted. Ultimately, you are solely responsible for your comments, and they are published for the public record.

If a player name or photograph is going to be published where they are identifiable then agreement must be received in writing (e-mail / text) from a parent / guardian.

No reference will be made to promote or share information on any hockey operations – camps, development, spring etc outside of those offered by the Halifax Hawks. Given the relationship with the Halifax Major U15 team promotion of their activities is permitted.

Where members set up sites / groups for teams during a season we ask that these are deleted at the end of the season in order that the new team can use them next season.

Social Media Violations

The following are examples of conduct through social media and networking mediums that are considered violations of the Halifax Hawks Minor Hockey Association Social Media Policy and may be subject to disciplinary action by the Team or the Halifax Hawks Minor Hockey Association:

- Any statement deemed to be publicly critical of Association officials or detrimental to the welfare of a member, Team, the Association or an individual.
- Divulging confidential information that may include but is not limited to the following: player injuries; game strategies; or any other matter of a sensitive nature to a member Team, the Halifax Hawks Minor Hockey Association or any individual.
- Negative or derogatory comments about any member of the Team, the Halifax Hawks Minor Hockey Association, League staff (including officials), programs, stakeholders, players or any member of an opposing team.
- Any form of bullying, harassment or threats against players or officials.
- Photographs, video or comments promoting negative influences or criminal behavior.
- Online activity that contradicts the current policies of the Halifax Hawks Minor Hockey Association.
- Inappropriate, derogatory, racist, or sexist comments of any kind.
- Online activity that is meant to alarm other individuals or to misrepresent fact or truth.

Discipline

The Team or the Halifax Hawks Minor Hockey Association will investigate reported violation(s) of this policy in the manner set out in the Halifax Hawks Minor Hockey Association By-Laws for other types of violations. If the investigation determines that a violation has occurred, the Team and or the Halifax Hawks Minor Hockey Association will impose appropriate disciplinary actions.

CODE OF CONDUCT & BEHAVIOUR POLICY

The Halifax Hawks Minor Hockey Association is a non-profit organization that supports the on and off ice development of children. Policies have been developed to ensure that all participants are aware of the expectations of all members.

This Code of Conduct identifies the standards of behaviour which are expected of all Hawks' members and participants, including but not limited to all players, guardians, parents, coaches, officials, volunteers, directors, officers, committee members, team managers, trainers and administrators involved in Hawks' activities and events (collectively, "**Hawks' Members or Member**").

The Hawks are committed to providing an environment in which all individuals are treated with respect. Members and participants of the Hawks shall conduct themselves at all times in a manner consistent with the Values and Objectives of the Hawks which include fairness, integrity and mutual respect.

During the course of all Hawks activities and events, members shall avoid behavior which brings the Hawks or the sport of hockey into disrepute. Hawks members and participants shall at all times adhere to the Hawks policies and procedures, to rules and regulations governing Hawks events and activities, and to rules and regulations governing any competitions in which the member participates on behalf of the Hawks.

Members and participants of the Hawks shall not engage in any activity or behavior which interferes with a competition or with any player or team preparation for a competition, or which endangers the safety of others.

Members of the Hawks shall refrain from comments or behaviours which are disrespectful, offensive, abusive, or which constitute discriminatory conduct on the basis of sex, gender, gender expression, race, or any other protected ground under the Nova Scotia *Human Rights Act*. Any type of such behaviour shall not be tolerated.

Failure to comply with this Code of Conduct or any Hawks, HNS or Hockey Canada rule or policy may result in disciplinary action, including but not limited to, the loss or suspension of certain or all privileges connected with Hawks including the opportunity to participate in the Hawks events, both present and future.

This Policy Manual, in conjunction with other Hawks' policies, HNS policies and Hockey Canada policies, outlines the expected actions and behaviour of all members of the Association. Members include, but are not limited to, participants in any Hawks program, parents and relatives of participants, coaches, and team staff. It is the responsibility of all members of the association who are at minor hockey events to use appropriate and respectable behaviour that fosters a positive environment for children and the community at large.

It is the responsibility of every member to model the behaviours outlined in the Code of Conduct. All members of the association must share the burden of achieving the behaviours required for a positive, fun minor hockey experience. The Association's Code of Conduct &

Behaviour Policy outlines the general behavioural expectations of all participants. In the event of a breach of any of these behavioural expectations, the process to be followed is set out below under the heading, "Complaints Process".

Complaints Process

The Hawks are committed to ensuring a thorough and impartial process by which complaints are resolved in a fair and timely manner. To this end, any member of the Hawks' community may file a complaint under this Policy (the "**Complaint**"), including, specifically, the person who alleges a contravention of any Hawks' 'Code of Conduct', policies and/or rules (the "**Complainant**") and the person or people against whom such an allegation is made (the "**Respondent(s)**"). This Policy sets forth the following processes for resolving disputes amongst Hawks Members:

Informal Resolution

a) Team-Specific Complaints

All team-related complaints, concerns or questions related to incidents that may violate the Association's 'Code of Conduct', policies and/or rules at a team level may first be disclosed to the team manager. Absent concerns about physical or psychological integrity or safety, we encourage a twenty-four (24) hour cooling off period before discussions to ensure that proper thought and reflection of the situation has occurred (the "Twenty Four Hour Rule"). Managers and coaches may utilize the applicable Divisional Director(s), Vice President, Risk Management and/or members of the Conduct Committee as information resources if they require assistance in dealing with a situation.

Examples of the types of complaints and concerns that may arise include, but may not be limited to: unresolved conflicts with coaching staff and/or parents; game or practice incidents (excluding disputes about officiating decisions); member's actions which may be deemed unacceptable behaviour; and/or any other actions contrary to the Code of Conduct.

The Divisional Director(s), Vice President, Risk Management or other appropriate Hawks' Board member may informally resolve certain types of complaints at the team level to the satisfaction of those involved. The Hawks encourage all interested parties to work collaboratively in addressing team-related complaints in a transparent manner, and to work towards resolving these complaints in an expeditious and informal process.

b) Non Team-Specific Complaints

There may be complaints or concerns arising from Hawks related activities that do not relate to a specific team, including, but not limited to, incidents arising during Hawks pre-season or spring related development camps, non team-specific skills sessions scheduled during the season, or other interactions between coaches, players, parents, or other Hawks employees or volunteers. Absent concerns about physical or psychological integrity or safety, the Hawks

encourage anyone involved in a non team-specific incident to adhere to the Twenty-Four Hour Rule in bringing forward their respective Complaint.

The Divisional Director(s), Vice President, Risk Management or other appropriate Hawks' Board member may informally resolve certain types of complaints at this stage to the satisfaction of those involved.

The Hawks encourage all interested parties to work collaboratively in addressing non team-specific complaints in a transparent manner, and to work towards resolving these complaints in an expeditious and informal process.

Formal Complaint to Hawks Conduct Committee

Where a matter cannot be resolved at the Informal Resolution stage as identified above such matter must be brought before the Hawks Conduct Committee. To assist in the filing of complaints to the Conduct Committee, the Hawks Complaint Form attached at [Appendix X](#), may be used.

The Conduct Committee will usually (but not always) be comprised of the individuals occupying the following positions within the Hawks Board of Directors:

- (Conduct Committee Chair) Executive Vice President;
Vice President, Risk Management;
- Vice President Competitive or Vice President Recreation (depending on origin of complaint); and
- Appropriate Divisional Director and/or subject matter director (depending upon complaint).

At the sole and exclusive discretion of the President of the Hawks (or his or her designate) the Conduct Committee may be comprised of any number of individuals, and any other member of the Hawks Board of Directors, as deemed appropriate by the President, considering all relevant factors relating to the Complaint.

Conduct Committee Process

The Hawks will make every reasonable effort to ensure that all complaints filed under this Policy are addressed in a prompt and thorough manner, while at all times adhering to principles of natural justice as it relates to the Complainant, the Respondent, and the Hawks membership as a whole. Upon receipt of a Complaint, the Conduct Committee will, when deemed appropriate, adhere to the following steps and processes:

Option 1: Reasonable Effort Resolution

At its complete discretion, the Conduct Committee shall meet with the Complainant and the Respondent (either together or individually), for the purpose of discussing the Complaint and making reasonable efforts to resolve all allegations or issues of dispute raised in the Complaint.

As part of the reasonable effort resolution process, the Conduct Committee, the Complainant and the Respondent will review the Complaint to determine whether it describes an action or conduct that constitutes a *prima facie* contravention of the Code of Conduct or other relevant Hawks policy or expectations of conduct. In the event that it is determined that the Complaint does not describe an action or conduct that constitutes a *prima facie* contravention of the Code of Conduct or other relevant Hawks policy or expectation of conduct, the Complaint may be resolved at this stage.

Option 2: Investigation and Determination

In the event the Conduct Committee deems the Complaint of a nature which cannot be resolved under Option 1, or if the Complaint is not resolved under Option 1 despite making efforts at reaching a resolution, the Conduct Committee will undertake an investigation into the allegations giving rise to the Complaint. The Conduct Committee shall retain complete and unfettered discretion as to the scope and nature of its investigation, which may include, but not be limited to: requesting additional evidence from the Complainant, the Respondent, or any relevant Witness; conducting interviews of any relevant witness; inviting written or oral submissions from the Complainant, the Respondent, or their respective representatives; or any additional step which may be required to investigate the allegations giving rise to a Complaint.

Upon conclusion of the investigation, the Conduct Committee shall issue a written determination of its findings, including whether the Complaint has been substantiated, and what discipline or other remedial orders (if any) may be warranted.

Confidentiality

Discussions of complaints of a sensitive or personal nature will not be open to the general membership and will be kept confidential at all times. The results of any investigation and findings will be reported to the Board of Directors only. Any person who receives information regarding a complaint under the Code of Conduct is responsible to treat the information as confidential.

Conflict of Interest

Whenever any member of the "Conduct Committee" or "Appeals Committee" has a conflict of interest with any particular matter, that member of that committee may recuse themselves or be removed by the Board from that matter. An alternative member of the Hawks Board may be substituted by the Board in lieu of the conflicted/removed member.

Acts Discrimination

The Hawks are serious about addressing allegations of discrimination on the basis of sex, gender, gender expression, race, or any other protected ground under the Nova Scotia *Human Rights Act*. In the event an allegation of discrimination is established in accordance with this Policy, the Hawks reserve the right to impose any discipline it feels appropriate in the circumstances, including, mandating training, education, or community service, and up to and including the indefinite suspension from the Association.

Disciplinary and Remedial Action

Disciplinary measures may include any remedial order deemed appropriate by the Conduct Committee, up to and including the cancellation of the membership of the Respondent, or his or her family members. Registration fees will not be refunded in these situations. The issuance of any discipline shall be done in accordance with the terms of this Policy, and where appropriate, will adhere to principles of progressive discipline.

Progress of Discipline

The Conduct Committee shall impose discipline as appropriate and consistent with the circumstances for any contraventions of the Hawks' Code of Conduct or other Hawks' policies on an escalating scale depending on severity of the breach, whether the Respondent has a history of previous offences, and compliance with the disciplinary process. The principles of progressive discipline will be applied in dealing with disciplinary actions under this Policy.

While nothing in this Policy prevents the Hawks from imposing any measure of discipline that it feels appropriate in the circumstances depending on the nature of the contravention and the conduct of the Respondent, the summary of applicable steps, and the Incident Classification & Complaint Resolution Process Guide below may be used as a guide for the Hawks in responding to allegations of misconduct and the imposition of discipline.

The following is a summary of the various Steps that the Hawks may follow in receiving and adjudicating Complaints under this Policy:

STEP 1: The Association is made aware of an incident via the incident report that is alleged to be in violation of the Association's Code of Conduct or Behavioural Policy. The Complaint will be reviewed and addressed in accordance with the Complaints Process. The Association will provide a ruling on the issue, file documentation of the incident, and issue an official status to the Respondent to advise where they are within the progressive disciplinary process. Failure to comply with any request from the Association or any further alleged misconduct may result in an immediate progression to step two (2).

STEP 2: In the event that there is a progression or continuation of issues specific to the same individual (family or association member) the Association will proceed to the Investigation and Determination stage of the Complaints Process, and depending on the circumstances, may advise the Respondent to have no further contact with the team (not permitted to be at any minor hockey event related to that team) or any individual, until the Complaint Process has been completed. Ranges of discipline for contraventions of this step may include a variety of disciplinary measures, as determined by the Association, and as set forth in this Policy.

STEP 3: In the event that there is a need for an additional investigation involving the same Respondent (family or association member) and if it is determined that the Respondent continues to act in a manner contrary to the Association's Code of Conduct, the individual could be suspended from any further contact with the team for a 30 day period.

STEP 4: In the event there is any further action required, the Respondent, and if required, the Respondent's entire family, may be suspended from any further association with the team for

the balance of the season. Reinstatement the following season will be at the unfettered discretion of the Association.

All processes and decisions regarding alleged disciplinary infractions shall take into account the Incident Classification & Complaint Resolution Process set out below.

Appeals

Any decision of the Conduct Committee may be appealed to the Appeals Committee. To assist in the filing of an appeal to the Appeals Committee, the Hawks Appeals Committee Form attached at **Appendix X**, may be used. The Appeals Committee may consist of:

- President (or his or her designate);
- Past President; and
- Executive, Vice President

At the sole and exclusive discretion of the President of the Hawks (or his or her designate) the Appeals Committee may be comprised of any number of individuals, and any other member of the Hawks Board of Directors, as deemed appropriate by the President, considering all relevant factors relating to the Complaint.

The review of any appeal by the Appeals Committee shall be confined to:

- Procedural irregularity before the Complaints Committee (i.e. bias, lack of procedural fairness, or other contraventions of natural justice etc.); or
- New evidence not reasonably available to the Conduct Committee at the time of its deliberations.

Any decision of the Appeals Committee shall be final and binding and not subject to further appeal.

Incident Classification & Complaint Resolution Typical Process Guide

Incident Classification	Process and timelines	Outcomes/Sanctions (may include)	Appeals to
Type One:	Step 1:	<ul style="list-style-type: none"> • Verbal warning; • Written warning; • Required Apology (written or verbal); • Meeting with Team staff; • Team (player or Parents meeting to identify resolution/decisions) 	Conduct
Questions & Concerns at the Team	Manager receives complaint.		Committee for Final Decision
<ul style="list-style-type: none"> • Actions or behaviours (including or physical) by any member of the that leads to a minor disruption of player or team staff member. 	Step 2:		
	Within 48 hours of receipt, forwards the Head Coach.		
<ul style="list-style-type: none"> • Actions or behaviours (including verbal, written, digital or physical) that leads to a minor disruption of either an opposing individual player or team staff member. 	Step 3:		
	Within 48 hours of receiving the complaint		
	Coach will address the concern with the Complainant and other parties in accordance with the Informal Resolution Process as set forth in this Policy.		
	Decisions of this nature will be made by the Head		
All complaints sent to the Team Manager	Coach with support from the Divisional Director as necessary.		
	Decisions will be communicated to the complainant in writing (digitally is satisfactory).		

Incident Classification	Process and timelines	Outcomes/Sanctions (may include)	Appeals to
Type Two:	Step 1:	• All Possible	Appeals to
• Actions that endanger the safety and Association member or any member of another	Divisional Director receives complaint.	Outcomes/Sanctions from Type I;	Conduct Committee;
• Actions which result in damage to either another person's personal equipment or property.	Step 2: Within 24 hours of receipt, Divisional Director notifies their respective VP of the complaint.	• Suspension from Team activities	Further Appeals to Appeals Committee
• Failing to respond to any reasonable request or policy of a Facility or respective staff member.	Step 3: Within 48 hours of receiving the complaint the Divisional Director and VP will address the concern with the	including games, practices and off-ice activities.	
• A pattern of actions or behaviours that have failed to	Complainant and other parties as necessary, in accordance with the Informal Resolution Process as set forth in this Policy, or if required, Conduct Committee Process.	• Requirements to participate in	
be resolved through engagement in the level one process.	Decisions of this nature will be made by the VP, Competitive or VP, Recreation with the Divisional Director	Training/Educational awareness activities or programs such as	
All complaints sent to the Divisional Director		"Respect in Sport"	
	Decisions will be communicated to the complainant and respondent in writing (digitally is satisfactory).		
		• Removal of spectator privileges for Team activities including games, practices and off-ice activities temporarily.	

Incident Classification	Process and timelines	Outcomes/Sanctions (may include)	Appeals to
<p>Type Three:</p> <ul style="list-style-type: none"> • Actions or behaviours that seriously compromise the safety of any member Association. • Actions or behaviours that seriously safety of any member of another Minor Association during an Association activity. • Actions of a serious nature that are not expressed in Level One or Two offences • Complex behavioral issues resulting in a limitation/inability to provide a safe individual member or team. <p>All Complaints to be forwarded to the Administrator.</p>	<p>Step 1: Association Administrator to forward complaint the Chair the Conduct Committee within 24 hours.</p> <p>The Conduct Committee will determine whether the complaint satisfies a level three classification and if not propose a re-classification</p> <p>*Interim/Immediate measures may be considered and recommended to the President by the Chair.</p> <p>Step 2: Within 48 hours of receipt, the Chair will convene a meeting of the Conduct Committee and provide details of the complaint.</p> <p>Step 3: The Conduct Committee will investigate the Complaint in accordance with the Policy.</p> <p>Step 4: Conduct Committee will reconvene to render a decision. Decisions will be communicated to the Complainant and Respondent in writing (digitally is satisfactory) as soon as possible following the conclusion of the investigation.</p>	<ul style="list-style-type: none"> • All Possible Outcomes/Sanctions from Types I & II; • Temporary or permanent suspension participation in HHMHA activities including games, practices and off-ice activities. • Requirements participate in Training/Educational “Respect in • Removal of spectator privileges for Team activities including 	<p>Appeals to Appeals Committee</p>

Incident Classification	Process and timelines	Outcomes/Sanctions (may include)	Appeals to
<p>Type Four:</p> <ul style="list-style-type: none"> All incidents involving allegations of discrimination, harassment, bullying, intimidation, sexual violence, or hazing will immediately be classified as a Level Four. 	<p>Association Executive Management Committee to be notified within 24 hours.</p> <p>Based on allegations submitted, the President, as per their authority and in consultation with the VP, Risk Management, will consider interim sanctions including suspension from all Association activities until the conclusion of the Conduct Committee review in accordance with this Policy.</p>	<p>All Possible Outcomes/Sanctions from Types I, II, & III;</p> <p>Expulsion from membership of HHMHA;</p>	<p>Appeals to Appeals Committee</p>

All Complaints to be forwarded to the Administrator.			
	The Chair of the Conduct Committee will engage the process as outline in		
	Level three incidents.		
	Timelines may be adjusted based on the severity and complexity of the incident. All adjustments will be clearly communicated to all parties involved.		

APPENDIX X

COMPLAINT FORM

Name of member parent / guardian who is making the complaint	Name of player parent / guardian responsible for	Hawks Team
Date / time of incident	Location of incident	
Description of incident	Please include as many details as possible regarding players / teams / volunteers who were present / witnesses the event. If applicable were the match officials notified.	

MEDIA RELATIONS

It is the policy of the Association to develop and foster positive relationships with members of the local media. The Association believes that an effective, honest and open policy of communicating information to the membership and public, through the media, will assist the Association and its participants in providing an open, and transparent environment.

The Association will designate one person who will be authorized to communicate Association matters to the media and this person will be known as the Media Liaison Coordinator. Prior to any response or statement to the Media, the Media Liaison Coordinator shall communicate the issue with the Executive Committee to ensure the accuracy of any statements

All matters that are in the public interest, including matters of policy, abuse and harassment situations, and any other matter or event that may be newsworthy are to be communicated in the first instance to the Media Liaison Coordinator. The Media Liaison Coordinator is to be informed of all newsworthy events so that they may provide timely and accurate information to the media should they be requested to do so.

When an occurrence involves or may involve the release of the name and possibly other identifying characteristics of a person under the age of majority (18 years), the local agent of the Attorney General or the applicable police agency shall be consulted first so as not to jeopardize a case involving a young person, and the parents or legal guardian of the person must also consent to the release of their child's name.

When an occurrence may evolve into or is, in the first instance, a criminal matter, there shall be no release of names of either a child or adult until permission has been obtained from the local agent of the Attorney General or the investigation police agency. The non-release of information also includes any information that may lead a member of the media or a member of the general public to associate the adult or the child with the investigation (example: home addresses, place of employment, team, grade in school etc.).

PRIVACY POLICY

The Privacy Policy describes the way in which the Association collects, uses, retains, safeguards, discloses and disposes of the personal information of prospective members, members, and others including players, parents, trainers, coaches, referees, managers, volunteers and employees.

This Policy describes the way that the Association will, subject to applicable legal requirements, adhere to all relevant federal and provincial legislative privacy requirements. The Policy follows the ten Canadian Standards Association (CSA) principles identified in the federal Personal Information Protection and Electronic Documents Act (PIPEDA). The Policy describes each principle and the method of implementing each. The Association shall strive to meet or exceed federal and provincial legislative requirements and will ensure that it remains current with changing technologies and laws.

The Association reserves the right in its sole discretion to make whatever changes to its Privacy Policy it deems necessary and expedient. Any and all such changes will be posted to the Association web site.

The Association shall designate a Privacy Officer who will report to the Executive Committee and they are jointly accountable to the Association Directors for compliance with this policy. The Privacy Officer will be responsible for the Association's compliance with PIPEDA privacy principles and for responding to access requests, corrections and complaints in accordance with this Policy.

The Association's Privacy Officer will ensure that the Association is accountable for all personal information in its possession including that, which may be transferred to a third party. Third party organizations that handle information on behalf of the Association shall be contractually obligated to adhere to the standards of the Association Privacy Policy.

The Association shall implement internal policies, which will facilitate adherence to the Privacy Policies including but not limited to the following:

- Security measures at all levels designed to protect personal information in its possession.
- Procedures designed to respond to complaints and/or inquiries, and
- Staff training in all facets of information management, including awareness of the Association's Privacy Policy and subsequent policies and procedures developed in accordance with the Policy.

The Association shall only collect information necessary to conduct hockey programming. Access to our Privacy Policies and procedures will be readily available. Similarly, the process by which challenges may be made to the Association's compliance and/or adherence to the legislation in question shall be readily available

The Association recognizes that hockey, by its nature, is a contact sport and injuries are to a certain extent, inherent in the game. Medical records, medical history and medical forms of the individual may be of assistance in an emergency situation and as such may be requested. While participants are under no obligation whatsoever to supply this information and may refuse to do so without penalty, the Association will consider receipt of this information as consent for its subsequent use in an emergency medical situation.

The Association will request individual permission for the use of any data collected which is extraneous to that which has been identified below, unless said usage is authorized or required by law.

Type of Personal Information	Purpose of Collecting
A participant's name, gender, place of residence and date of birth	To determine that the participant's geographical, division and level of play information are consistent with Association, Hockey Nova Scotia, and Hockey Canada
Historical information concerning past teams played for.	To determine if any Hockey Canada transfer regulations apply.
A participant's skill and development level and feedback on programs, honours and awards received.	To measure the success of our programs and maintain governance.
A participant's parents (if applicable); name, address, telephone number(s), email addresses and fax.	To facilitate emergency contact information and to ensure compliance with Hockey Canada residency regulations.
Educational information	To ensure all Hockey Canada residency regulations have been adhered to.
E-mail addresses and fax	To facilitate membership communication.
Skill levels, ability, emergency contacts and health concerns	To ensure our activities are carried out in a safe and health concerns secure environment.
Resumes	To identify potential future employment candidates (i.e. coaches, officials, etc.).
Registration information	To conduct research studies including but not necessarily limited to hockey demographic type research and to be made available to related organizations, Branches, associations, leagues and/or third party service providers.
Appeal Information	To administer appeals and any related proceedings, and the Rules, Regulations and By Laws of the Association, Hockey Nova Scotia, and Hockey Canada.

All information is kept for the duration of seven years or as long as is required to fulfill the purposes identified, unless permission is obtained from the member providing the information to hold it for a different length of time. The Association will endeavour to advise potential registration candidates of the purpose for the collection of their data at the time of registration. This information will be made available by reference to the Association's website.

The Association will further endeavour to ensure that all collectors of the personal information are familiar with the potential use of the data. Any other purpose of collection will be stated at time of collection.

All data collected by the MMHA shall be maintained in the Association office and/or secured files. The Association may also use information about user access to secure areas of the Association website or the on-line registration website. Information you are asked to provide during your use of the Association website or the on-line registration website may include your name, address, e-mail address, age, sex and will be treated within the same parameters as other personal information.

Consent

All members of the Association have the ability to consent to the use of their personal information on an annual basis. A member of the Association agrees that the act of registering constitutes implied consent to such use of their personal information by the Association, Hockey Nova Scotia, and Hockey Canada. The Association may collect personal information without consent where reasonable to do so and where permitted by law.

Limiting Collection

The Association and its member Partners shall only collect personal information in a fair and lawful manner as set forth in this Privacy Policy. The Association shall not indiscriminately collect information. The amount and type of information collected shall be limited to that which is required to fulfill its identified purposes. The Association will not use any form of deception in gaining personal information from its members.

Limiting Use, Disclosure and Retention

The Association shall limit the use of personal information collected to purposes that are listed in 'Identifying Purposes' and 'Consent' and will not disclose the information for other purposes except as authorized or required by applicable law. Prior to enlisting the services of third-party organizations, the Association will contractually commit those parties to treat your personal information in a manner consistent with this Privacy Policy. The Association may disclose your personal information to a government authority that has asserted its lawful authority to obtain the information or where the association has reasonable grounds to believe the information could be useful in the investigation of an unlawful activity, or to comply with a subpoena or warrant or an order made by the court, person, or body with jurisdiction to compel the production of the information or otherwise as authorized or required by applicable law. The Association may at its discretion release personal information for the purposes of collecting debts, which may be owed to the Association. The Association shall retain documents concerning registration, performance activities, discipline, events and honours and awards received for specific periods of time dependent upon necessity or destroyed accordingly when it is deemed appropriate. More specifically:

- Registration data will be retained for a three-year period after an individual has left the Association programs in the event that an individual chooses to return to the Association programs after leaving; and
- Parental/Family information will be maintained for a similar three-year period after a member has left our programs.

Other personal information will be retained by the Association for regulated timeframes as requested by legislation governing its operation and/or the information provided, after, which time (unless consent is given to keep information for a longer period) the information will be destroyed in a secure manner. If there are no legislative requirements to retain other information it will be kept for a minimum of 24 months from the time it was provided.

Accuracy

The Association shall strive to ensure to the extent that it can, that the information entrusted to it is maintained in an accurate manner. Members will have the ability to view and review data

provided on their application for membership at any time by contacting the Privacy Officer. The Association shall attempt to maintain the privacy interests of the individual and attempt to ensure that decisions are not made for or about an individual based on personal information that may be flawed. The Association shall only update information if a request is made in writing.

Safeguards

Security safeguards will be implemented to ensure your personal information is protected from theft as well as unauthorized use or access, disclosure, copying, or modification thereof. All information collected by the Association will be considered highly sensitive. As such, a high level of security will be practiced at all times. Methods of protection and safeguards to be employed shall include but in no way be necessarily limited to locked files, offices and storage areas, security clearances and need to know access as well as technological measures such as passwords and encryption. These measures will be subject to yearly reviews by the Association and its Privacy Officer to ensure the best methods possible are being utilized to maximize effectiveness.

Openness

The Association publicly discloses the methods by which personal information is handled. This information is readily available through its Privacy Policy, on its website or upon request by contacting the Association Privacy Officer. The information available includes:

- The name address and phone number of the Association Privacy Officer;
- The requests to access your information or change your information; and
- A description of the type of personal information and our general uses thereof.

If any participant shall have a question regarding the personal information collected, the investigation may be initiated to the Association Privacy Officer.

Individual Access

Upon request by the individual concerned, subject to applicable legislation, the Association shall disclose whether or not it actually holds personal information on an individual. The Association shall disclose the source of this information when requested and provide an account of third parties to whom the information may have been disclosed. The Association may request sufficient information to confirm your identity before releasing any personal information to you. Subject to applicable legislation, the Association shall endeavour to provide this information within thirty days of receipt of the request for information and only charge nominal fees for the purpose of satisfying its expenses incurred in the supply of requested information. This information shall be in format understandable to you. A member may challenge the accuracy and completeness of the information through written request and any inaccurate information, which may be so validated, shall be corrected and any third parties shall be notified of the corrections as per (Consent).

Challenging Compliance

The Association has established a set of procedures for the resolution of grievances in the administration of its Privacy Policy. Prospective members and staff may challenge the Association's compliance with this Policy by contacting the Association's President or/and Privacy Officer. Upon receipt of a complaint the Association shall make available the complaint procedures, which will be simple and easy to access. The Association shall investigate all complaints received. If the complaint is deemed justified, the Association shall take the appropriate steps to ensure that compliance is achieved and will make any necessary changes to its policies to allow for compliance in the future. All complaints shall be addressed to the Association Privacy Officer. Association policies and procedures must be adhered to in order to have the challenge dealt with in an appropriate and timely fashion.

All questions, concerns or complaints being addressed to levels 2-4 must be in writing. In any situation where the responding individual is in a conflict of interest, they shall refer the question or concern to the next higher level in the process.

EQUIPMENT

Association Crest and Colours Usage

The Halifax Hawks logo is the private property of the Association. The logo and the "Halifax Hawks" name may be used on products, jackets, other garments and written or printed materials only with the prior written consent of the Halifax Hawks Minor Hockey Association Board. The approved colours for all Association purposes are: red, black and white. All authorized use of the Hawks name and logo must also reflect this colour policy.

Teams may only use jerseys provided by the organization and socks of the approved design and material. Rare exceptions may be permitted with prior executive approval. Failure by a team to adhere to this requirement shall result in the suspension of the coaching staff for an indefinite period pending a hearing.

Jersey Distribution

All teams will be notified regarding jersey distribution dates and times. In order to maintain control of jersey and equipment inventory only the Equipment Manager, or his/her designate, is permitted to distribute jerseys. Any team requiring jerseys and/or equipment before or after the distribution dates must make arrangements with the Equipment Manager at least five days in advance of the date the jerseys or equipment are required.

Competitive Teams will be loaned two sets of jerseys (home and away) and C Division one set of jerseys at the start of each season and are required to return these at the end of the season.

All players (Parents) will be required to submit a signed jersey waiver and a post-dated cheque, in the amount of \$75/jersey issued before receiving their assigned jerseys. The post-dated cheque should be dated May 1st of the following year.

The Team managers will be responsible to collect and submit all of their team's waivers and cheques to the Equipment Manager.

Jersey Care and Maintenance

Individual Players/families are responsible to wash and care for the assigned jerseys.

Jersey cleaning shall be done in cold water and low heat or hung to dry. Game jerseys are not to be worn in practices or at any time other than game situations or approved team functions.

All name bars, Sponsor-bars and Captain-letters must be carefully added/removed. **The use of glue/adhesive, and/or iron-on transfer are EXPLICITLY NOT PERMITTED.**

The Halifax Hawks Minor Hawks Association strongly encourages all players to:

- Maintain/transport your jerseys in garment bags. We encourage coaches to make this an observed practice.
- Ensure that there are guards on your skates if you are transporting your jerseys in your hockey gear bag
- ALL name-bars, sponsor-bars &/or Captain letters are "HAND-SEWN" ONLY.

Jerseys must be returned to your Team Manager in a similar condition at the end of the year, except for normal wear, within 2 weeks of their last scheduled game.

Lost jerseys, or jerseys with damage exceeding normal wear and tear (ie. Excessive tears, cuts, burns, glue adhesives, etc), will be assessed by the Equipment Manager at the end of every season and may result in a full or partial use of the damage deposit. All other damage deposits will be disposed of appropriately, or returned at the request of the individual player/family before June 1st.

Jersey Policy Application

Due to the nature of the age divisions and provision of jerseys by the Halifax Hawks Minor Hockey Association the policy applies to the following:

Age Division	Applicable?	Comments
U7	No	Jerseys supplied by Tim Hortons
U9	No	Jerseys supplied by Tim Hortons
U11 AA, A, & B	Yes	Home and Away Jerseys provided
U11 C	No	Jerseys provided by MacDonalds
U13 (all divisions)	Yes	Home and Away Jerseys provided
U15 (all divisions)	Yes	Home and Away Jerseys provided
U18	Yes	Home and Away Jerseys provided
U23	Partial	Signed waiver required

Goalie Equipment

Goalie gear, depending upon availability, may be made available to all IP, Novice, Atom and Pee wee Recreational goalies only. The Equipment Manager will ensure that any goalie equipment is signed out to the parent of the goaltender. The Association requires a deposit of \$100 to ensure the return of the equipment at a date decided upon between the Equipment Manager and the person loaning the equipment. If a member of the association wishes to loan equipment during shoulder season ice hockey, there will be a \$100 fee. Payable when the gear is picked up.

COMPETITIVE TEAM TRYOUTS/PLAYER SELECTION

Tryout Objectives

The Association tryout process shall strive for the highest level of independence and competence in selecting and training coaches and evaluators. It recognizes that the responsibility to effectively evaluate players for placement on competitive teams is challenging. It is difficult to satisfy the expectations of all stakeholders in the evaluation process. Evaluation, by its very nature, is subjective because it is based upon the opinions of those evaluating. The intention of the Association is to bring as much quality, consistency, fairness and transparency to the process as is reasonably possible.

The Association shall strive to meet the following outcomes when conducting player evaluations:

- To create an environment where each player has an opportunity to be selected for the level appropriate to their skill, physical maturity and ability where they may continue to grow and develop as a player;
- To establish an evaluation and selection process that provides consistent and comprehensive evaluation based upon the demonstrated skills and ability of each player;
- To ensure that all players and parents understand the expectations upon which players will be evaluated;
- To ensure all evaluators are objective, unbiased, free of conflict of interest, and trained in player evaluation; and
- To provide for the ongoing review and improvement of the player evaluation and team selection process, ensuring that the process continues to meet the demands placed upon the Association

Overview of Tryout Process Steps

The following is an overview of the process aimed at assisting players and parents understand how the various steps will unfold (note that for divisions where we may only operate limited numbers of competitive teams eg U18 then the process may be adjusted to better align with player numbers. This will be agreed by the Technical Director, VP Competitive and appropriate divisional Director) :

Step 1: Skill Evaluation Players will attend skill evaluation sessions based upon the level that they played last season. Players will be divided with sessions for the skaters and separate sessions for the goalies; Players will be evaluated upon their technical skills such as skating, puck handling, and passing; Upon completion of the skill evaluation session, all players including goalies shall be reassigned into groups based upon their skill evaluation rating for the purposes of participating in intra-squad games' and Scores from the skill evaluation session are used to grade players in the skill factor only and will not carry forward to the next step.

Upon completion of the skill evaluation, players are regrouped into new groups with teams being formed. This may result in a player who was in the higher grouping for skill evaluation being placed in a lower grouping for intra-squad games. The reason for this is that players are

grouped for skill based upon where they participated last season and the intra-squad games require placement by position. An example would be if there 15 defense in Group A of skill evaluation and only 12 (6 per team) were retained for Group A of the intra-squad.

The initial placement of players based upon the Level/Division that they participated in the previous season is to better assist the Evaluation team with being able to evaluate players of similar skill sets so as to be able to determine the better players within that skill set who should move up to the next higher skill set. By placing all players (i.e. alphabetical order) in one group, evaluation is far more challenging as the skill sets are widely dispersed within the group. Our experience in such cases is that we merely accomplish sorting the best players from the weaker players without being able to narrow in on decisions between players of similar skill sets.

Step 2: Intra-Squad Game Evaluation Players will participate in the assigned groups based upon the ratings from the previous 'Skill Evaluation Step' by position (forward, defense, and goalie). Intra-squad games will include both goalies and skaters formed into teams and players will be evaluated in the game environment. Scores from the skill evaluation session are used to grade players in the specific intra-squad game only and will not carry forward to the next game. After each intra-squad game, players are placed into new groupings. Upon conclusion of the Intra-Squad Game Step, teams will be finalized for each level (AAA, AA, A, or B); and players being placed into the C division will be placed into teams by the C Division Director.

Evaluation Process

Players are evaluated by independent evaluators using a point rating system developed by Hockey Canada and utilized by Hockey Nova Scotia in its programs. The scoring guide ranges from 1-5 with 5 being the highest ranking.

Evaluation scores are tabulated after each session to determine the ranking of the players. In the event of ties or where scores are very close, the evaluation team will discuss the rankings to ensure that the scoring guide is being applied consistently and that the proper decisions are being made. This discussion is moderated by an independent facilitator.

Evaluation scoring shall be based on a player's performance during the current evaluation process. Consideration of past performance shall only be permitted when the Evaluation team encounters a situation where two or more players are scored similarly and additional insight will be helpful in making a decision or in cases where the player was unable to participate due to injury, illness or compassionate reasons and additional insight into the player's ability will assist in proper placement.

In these cases, the Evaluation Team shall refer to evaluation input from the player's previous coach in comparison to other players at the same position on the player's previous team that may assist in placing the player appropriately.

Evaluation Factors Skill Evaluation

Players shall be evaluated on the following technical skills during the skill evaluation step:

- Skating - acceleration, speed, mobility/agility; balance; forward stride; backward stride; crossovers and pivoting; Passing - forehand passing; backhand passing; forehand receiving; backhand receiving; touch passing; and pass control;
- Puck Handling - head up/awareness; quick hands; and puck protection; Shooting - velocity; accuracy; quick release; shooting in stride (in motion); and shot selection (wrist, snap, slap, backhand); and
- Intangibles - work ethic; consistency, and attentiveness.

Intra-Squad Game Evaluation

Players shall be evaluated on the following technical and game skills during the intra-squad game evaluation step:

- Technical - skating; passing; puck handling; and shooting (as described in the skill evaluation);
- Offensive Play - creativity; determination; driving the net; play in traffic; deception; decisions with puck/low turnovers; positional play; transition to offence, and offensive support (playing without puck);
- Defensive Play - angling; gap control; checking; tracking check; positional play; forcing turnovers; net play (defence); board play; and transition to defence; and
- Intangibles - work ethic; consistency; competitiveness; intensity; and aggressiveness/willingness to battle; hockey sense; stamina; and discipline.

On-Ice Protocol

The Association shall designate specific drills for use in player evaluation during the 'Skill Evaluation' on-ice sessions. These plans will be created to maximize the exposure of the participants in key skill areas so as to enable the independent evaluators to better rate each. The On-Ice Coaches and Evaluation team follow the pre-planned sessions and specific timelines established for each drill.

The Association shall also designate individuals as on-ice 'drill leaders' (Skill session) and "line changers" (intra-squad games) for the purpose of executing the session plans and scrimmages so that players can be evaluated properly. Unless cleared of a conflict of interest, and specifically selected to be part of an evaluation team pursuant to this policy, these individuals shall not participate in, or influence, evaluations in any manner whatsoever.

Goalie Skill Evaluations

The Association shall conduct separate sessions in which to evaluate our goalies. These sessions are intended to provide greater insight into the abilities of the goalies that may not always be possible during games. These sessions will be led by independent goalie specialists while the evaluation team rates each player. **These sessions may not occur where there are lower numbers of competitive teams in a division.**

Only the scores rendered by the evaluation team shall be utilized in goalie selection and placement. Rating or opinions provided by the goaltending specialists that we utilize will only be considered in cases where goalies are tied or very close in ranking.

Player Identification

Players will be assigned a specific sweater number and colour for each session including any scrimmages or games. These sweater numbers and colours will be used to evaluate players and players shall be informed that they are not to change sweaters with another player. Players will be required to return the sweaters immediately following the specific session.

Player Selection by Position (Under 13, Under 15 and Under 18)

For the purposes of scoring and rating players, the Association requires that all players competing for positions on competitive teams identify the position for which they wish to compete (i.e. defense, forward) prior to tryouts. **The Association also realizes that many players develop at different rates and their original choice of a position may have been premature. In some cases, these players may fair very well at another position and find increased enjoyment.**

The Association, given its objective to place players at the appropriate level based upon their skill and ability, feels compelled to afford such opportunities when identified by the Evaluation Team. If the Evaluation Team feels that a player at one position (i.e. defense) may be better suited or be more skilled to play another position (i.e. forward) than a player who has identified themselves as a forward for the purposes of tryouts, the Evaluation Team reserves the right to ask the player and family if they would like to consider playing another position for the purposes of team selection.

This decision will be solely that of the player and family and they may choose not to move to another position.

Returning Players to a Division and Level In the past, there has been a mindset that a player who is returning to the level (i.e. U13 AA) for a second consecutive season would be automatically placed on that team as a result of being a returning player. It is important to note that any and all players must demonstrate the ability to be placed at any level regardless of if they are a returning player or not. There are no guarantees of specific placement for any player. This applies to all divisions.

Player Selection (Under 11)

For the Under 11 division only, players will be selected based upon skill level with no reference to what position they may have played or play. This does not apply to goaltenders as the process for this position will remain the same as in previous years. This applies to all players who would have traditionally tried out as forwards or defensemen. Players will be ranked regardless of their position. In order to achieve fairness, players will be rotated and will play all positions during try-outs.

Given the expected number of teams each season (two Under 11 AA teams, one Under 11 A team and one Under 11 B team), the selection process will consist of assigning the highest scoring 30 players to the two Under 11 AA teams, followed by the next 15 for the Under 11 A team and the following 15 for the Under 11 B team. The players who are not selected for any of

the four competitive teams will be asked to attend the Under 11 C team balancing process. If more competitive teams are added due to higher than expected registration numbers, the same process will be followed to fill the additional roster(s).

Final Placement of Players

The Association retains the right to place all players on the team and level that they deem is the most appropriate in accordance with the player's skill and ability.

Role of the Tryout Facilitator

- The Association will appoint an independent Facilitator for each age division whose role during tryouts will be:
- To oversee the tryout selection process for the specific division assigned and to ensure the integrity of the process is maintained at all times;
- To coordinate the assignment of evaluators for all on-ice sessions;
- To collect all player evaluation scores and rankings and develop ranking lists to guide final player selection;
- To facilitate discussion and dialogue between members of the Evaluation Team to assist in ensuring that player decisions are being made in a manner consistent with the process;
- Support the process by acting as an independent evaluator as and when required;
- To notify the Director of all decisions and player movements; and
- To retain all player evaluation information and records in confidence throughout the selection process.

Role of the Evaluator

The Association shall utilize evaluators who are deemed to be independent in accordance with the conflict of interest clause. An independent Evaluator is one who does not have any child or relative involved in the tryouts for any team within the specific division where they are evaluating. These Evaluators may be coaches from other divisions within the Association or experienced Evaluators with no involvement with the Association other than to evaluate.

The role of the Evaluator during tryouts will be:

- Review the session plans and be prepared to evaluate the attributes associated with the specific step of the tryouts in which they are involved.
- Review the evaluation criteria for the stage being evaluated.
- Arrive early to obtain their assignments and locate a suitable position in the building from which to evaluate.
- Ensure that each assigned player receives a full evaluation and a representative score.
- Respect the confidentiality of the process at all times and do not discuss any evaluations with anyone outside of the actual process.
- Do not share your comments or opinions with any players/ parents or other interested observers, and
- Refer questions, comments or complaints that you may receive to the Category Director of the HHMHA Board of Directors without offering comment on the question or complaint.

Role of the Divisional Director

The Divisional Competitive Director carried out an important administrative role during tryouts including the following:

- To coordinate the assignment of volunteers who will be tasked to manage the registration of players at the door.
- To note any absences and contact the player as well as to notify the evaluation team of the reasons.
- To coordinate the issue of tryout sweaters to all participating players for each session and to ensure the player number lists are passed promptly to the Facilitator prior to each session.
- To coordinate any additional equipment requirements (i.e. goaltending equipment, pucks, etc.).
- To coordinate and assign volunteers to supervise the dressing rooms prior to and after each on-ice session.
- To coordinate and assign volunteers to manage the bench during all scrimmages and games. The Director is also responsible to ensure that these volunteers are briefed on the need to ensure that ice time distribution is equitable and that players are placed in lines on a rotational basis (i.e. next three out regardless of position or who plays with them).
- To provide prompt communication to players and families on session timings, player groupings, and player movements after each session. All communication will be carried out using the website and e-mail, and
- To provide onsite guidance and support to players and families with questions.

Conflict of Interest Guidelines

The Association has established 'Conflict of Interest' guidelines to improve transparency within our tryout process. Like any volunteer based organization, our Association relies heavily on parent volunteers and coaches who have children playing in our various divisions and we require their assistance in order to be able to conduct annual tryouts.

For this reason, these guidelines deal specifically with how coaches may become involved in player evaluation when they have children or relatives involved in those same tryouts. Parent coaches shall be considered in a conflict of interest if they have children and/or relatives playing in the division which they applied to coach who are trying out for a competitive team, regardless of what level (i.e. AAA, AA, A or B).

Once in a conflict of interest, the coach may not participate, directly or, in any evaluations in the division for which the player (child and/or relative) in question is trying out for until that player has been chosen for a specific team by independent evaluators, after which their conflict of interest will be removed.

Note: Coaches who have a conflict of interest in a specific division will be required to participate in player evaluation in another division where they are not in a conflict.

Divisional Directors by the very nature of their role (see Director's Role) regardless if they have children or relatives competing for positions within their specific division, shall not have any involvement in any player evaluation and will not be involved in any player selection meeting or discussion at any time. Upon conclusion of a session or game, the Director may be provided with grouping results for the purpose of posting the information on the website so as to communicate the session timings for the next groupings.

Appeals

The Association shall appoint an Appeals Committee annually to specifically handle any complaints arising from the tryout process. The Appeals Committee will be comprised of the four Competitive Directors (U11-U18) who will select a chairperson from their ranks each season.

In addition, the Appeals Committee shall be supported (ex-officio) by a resource person who is not a Competitive Director who is able to advise and assist the committee when and as required. NOTE: Any Director, who has a child participating in the division from which an appeal originates, shall be excused from the committee for the purposes of dealing with that specific appeal.

A player or his/her representative may appeal a tryout selection decision relating to him/her by giving notice of the appeal within 24 hours of notification of the decision. The notice of appeal must be in writing using the Appeal Submission Form, setting out the specific grounds for the appeal. The notice of appeal will be deemed to be delivered, if personally delivered by hand or e-mailed to one of the members of the Appeals Committee.

The Appeals Committee will only entertain an appeal if the established tryout evaluation process has not been adhered to. Appeals related to the decisions of the independent evaluation team will not be entertained.

The player or his/her representative will be entitled to appear personally before the Appeals Committee to make submissions. The Appeals Committee shall not review an Evaluation Team's discretionary assessment of a player's hockey ability.

The Appeals Committee will hear submissions within 48 hours of receiving an appeal and shall communicate their decision no later than 24 hours after such hearing. The decision of the Appeals Committee is final and no further appeals shall be permitted.

Tryout Absenteeism

The success of our annual tryout process is based upon the premise that our independent evaluators are able to observe and fully evaluate all participating players during the various stages of the process. This is necessary to enable our evaluators to suitably rate each player as well as to compare the player against the other players in the process.

Absenteeism places significant pressure on the Evaluation Team's effectiveness and for this reason, attendance is critical. Our expectation is that all players will attend all tryout sessions.

We also understand that from time to time, there are valid circumstances that preclude participants from attending. For this reason, we have established this policy to guide our actions in the following situations that we consider to be an excusable absence:

Sickness or Injury

If any participant becomes sick or injured and cannot attend a session, it is the player's responsibility to ensure that the Director is notified of the absence and the reasons for such as soon as is possible prior to the session that they will miss.

In the event that the same player will be absent for a second consecutive session resulting from being sick, a note from a doctor shall be provided to the Director. If a player becomes sick or injured and is unable to attend multiple sessions but will be able to attend a portion of the tryouts, the player shall be ranked for the sessions in which they did participate in and their score shall be pro-rated for the sessions they miss. In addition, the evaluation team will consider additional background information (i.e. evaluation report from past coach, etc.) to assist in making an appropriate ranking.

If a player becomes sick or injured and is unable attend any portion of the tryout process whatsoever, the player will be ranked based upon any background information that the evaluators can access such as past performance with prior teams, coaching reports from those teams, and any other pertinent information available to them.

In cases where injuries eliminate participation in tryouts and the player's injury will extend into the playing season, the player will be assigned to a specific level based upon the ranking of the independent evaluators and a roster spot will be held open for the player until such time that player is able to return.

It is important to note that while sickness or injury is considered an excusable absence with the Association attempting to properly place the player in the tryout process, failure to properly notify the Director in a timely manner and/or failure to provide a doctor's note for subsequent absences shall be considered an 'unexcused' absence.

Compassionate Reasons

In addition to sickness or injury, the Association recognizes that there are specific activities that are significant to our players in addition to family matters that may arise and which take precedence. The following situations shall be considered for compassionate reasons:

- A family tragedy;
- Attendance at a regional or national event (i.e. sporting championship) that arises from the player's participation in an activity over the summer where the activity necessitates the player to attend as part of their commitment to that activity; or
- Specific religious holidays. In all cases related to compassionate reasons, it is critical that the parent/guardian notify the respective Divisional Director as soon as they become aware that the player will be absent and when the player is expected to return.

In addition, the family should provide documented evidence to the Director. Failing this will cause the absence to be treated as an 'unexcused' absence. Players who absent themselves for any other reason (school trips, other sport activities, etc.) shall be considered as being in an 'unexcused' absence situation.

Unlike an 'excusable' absence where the Association makes a considerable effort to ensure that the player is properly placed, it is important to note that the Association cannot ensure proper placement for players who have an 'unexcused' absence.

Player Releases

Hockey Nova Scotia regulations permit players released from our "AAA" tryouts to tryout with another Association's 'AAA' team within the Halifax Region of the HNS Minor Council. It is important to note that should a player opt to exercise this option, they are required to notify the Director as soon as the opportunity is established.

During the timeframe that such a player is attending another Association's 'AAA' tryouts and, as a result of the session being in a direct conflict, the player's absence for that specific session shall be considered 'excused'. For the purpose of this policy, a direct conflict shall be when the sessions are at the same time, overlap in timings or the timing of sessions would not provide reasonable time for the player to travel back to our arena. The player shall, however, be required to attend all Association tryout sessions where no direct conflict exists. In addition, it is the responsibility of the player to notify the Director of any session where such a conflict exists and where they are unable to attend. Failing this, our Association shall treat any absence and 'unexcused'. NOTE: Just as Hockey Nova Scotia allows our players to opt to try out for AAA teams in other Associations, players from other Associations may opt to join our AAA tryouts and shall be evaluated within our process from the time that they join our process.

Balancing Teams

In any division where the Association will ice two teams at the same category/level (i.e. AA, A, B), the teams will be balanced as equitably as possible. The final determination in balancing the teams will be made by the Facilitator and the Evaluation Team.

The overall balancing shall be based upon the overall player rankings with a view to place players fairly on each team. The Director will be consulted to determine if there are any extenuating circumstances in existence that may be considered. The teams will be balanced prior to playing a 'balancing' game and minor adjustments will be made after the game to further balance the teams. It is important to note that the Association retains the right to place all players as deemed appropriate.

TEAM PERSONNEL SELECTION

The Halifax Hawks shall strive to attract coaches that are of the highest integrity and who possess a sound knowledge of the sport and how to teach the fundamentals to our players. Key attributes that we shall be seeking in our coaches are:

- Coaching and/or playing experience.
- Hockey knowledge and education.
- Coaching certification and coursing.
- Successful volunteer screening.
- Willingness to attend coaching workshops and seminars.
- Ability to work collaboratively in a team environment.
- Ability to work effectively with young hockey players.
- Ability to create a positive environment within the team and positive experience for the athlete.
- Commitment to meet the requirements associated with involvement with the team.
- Ability to conduct efficient and effective practices to fully develop the players and the team, and
- A commitment to making hockey safe and inclusive for all.

The Association will typically solicit coaching applications for both competitive and 'C' recreational coaches no later than June 1st annually. The solicitation of interested coaches shall be conducted using e-mail notification, website advertising and other media tools. The Association's Coach Selection and Development Committee is tasked annually with recruiting and identifying a slate of qualified coaches. This identification may include the use of various evaluation tools such as, but not limited to, tasks, interviews, practical observation, and review of resumes, player/parent feedback, and other means.

The Coach's Selection and Development Committee will solicit feedback from the 'Board' and then recommend a slate of coaches to the Executive Committee for approval. Upon completion of coach selection, the Head Coach is responsible to recommend individuals for the positions of assistant coach and team manager. All recommendations must be approved by the Board.

Responsibilities for the Coach Selection and Development Committee can be found in the Memorandum of Association on halifaxhawks.ca.

Duties and Responsibilities - Head Coach

- Serve as the official spokesperson on behalf of the team.
- Recommend individuals to the Board for the positions of assistant coaches and team manager.
- Coordinate the delegation of responsibilities to the assistant coaches and team manager.
- Adhere to all rules, policies and regulations of the Association, Hockey Nova Scotia and Hockey Canada.
- Complete all required coaching certifications including clinics and the volunteer screening process.
- Plan on and off-ice activities in consultation with the assistant coaches.
- Participate fully in tryouts, player evaluation and team selection in accordance with the Association process.
- Attend association coaching workshops and seminars.
- Develop a seasonal development plan for the team.
- Plan, implement and control pre-game preparation and communication with the team.

- Design the practice plans in consultation with the assistant coaches.
- Lead the team in all games and practices.
- Establish rules for the team and oversee the supervision of the players; Nominate a competent team manager for approval by the Board.
- Report any code of conduct or behavioural problems to the Divisional Director immediately.
- Ensure all suspensions are adhered to immediately upon notification.
- Submit a yearend report which contains an evaluation of each player, evaluation of team's performance, outline of practice plans, and recommendations on how the program can be improved, and
- Report to the association through the Director.

Assistant Coach

- Assist with planning, organizing and conducting practices.
- Participate in all tryouts, player evaluation and team selection in accordance with the Association process.
- Adhere to all rules, policies and regulations of the Association, Hockey Nova Scotia and Hockey Canada.
- Complete all required coaching certifications including clinics and the volunteer screening process.
- Assist with pre-game preparation.
- Assist with the leadership of the team during games.
- Assist with scouting and evaluation of opponents.
- Assist with the supervision of players off and on the ice.
- Assist with the formulation of the overall seasonal plan, and
- Report to the Head Coach.

Team Manager

- Assist with planning, organizing, scheduling and coordination of team events and related activities as requested by the Head Coach.
- Adhere to all rules, policies and regulations of the Association, Hockey Nova Scotia and Hockey Canada; Work closely with the coaching staff on all team matters.
- Act as parent liaison for the team.
- Call team parent meetings as requested by the Head Coach and distribute any team information to the parents.
- Assist the coaches in arranging travel permits, sanctioning approvals for exhibitions games, and developing itineraries as requested.
- Assist the coaches with the preparation of the official game reports.
- Arrange on and off-ice officials for all home exhibition games as required with the Association's Referee-in-Chief.
- Make arrangements for all team fund raising in accordance with guidelines provided by the Association.
- Ensure the team has a suitable First Aid kit at the bench each game and practice.
- Maintain a complete set of any parental consent forms and medical history forms to be available at every game and practice.
- Ensure an Injury Report form is to be filled out and delivered to the Vice President, Risk Management, as soon as possible anytime a player/coach sustains an injury.

- Collect and remit any payments to the Association as required; including arrangement for all extra ice time and the payment of all ice bills within the terms permitted by Association policy.
- Assist the Head Coach with the preparation of a budget and be responsible for obtaining the approval of the Divisional Director, and
- Ensure the collection and remittance of all monies due to the Association by invoice due dates.

Safety Officer

- Under development

On-Ice Helpers

From time to time hockey teams enlist older hockey players or other volunteers to assist with practices, scrimmages and other activities. It is important to ensure that insurance is in place by following the below guidelines:

- Any on-ice helpers must be a current registered member of Hockey Nova Scotia/ Hockey Canada. If the individual is not currently registered through a minor hockey association, female hockey program, junior team, senior team or as an associate member, the association wishing to have this person help must register the individual with Hockey Nova Scotia.
- All on ice helpers must wear a CSA certified helmet with chin strap fastened and appropriate face protection required for the player's level of play. A BNQ certified neck guard must also be worn by all minor hockey aged players assisting as an on-ice helper.
- U13 and below on ice helpers must wear full gear. All other helpers (above U13) are to wear what is mentioned above with appropriate helmet and face protection to their Division.
- Any helper who is not a Hockey Nova Scotia player must have certification in Respect in Sport (RIS) or SpeakOut!.
- Additionally, all "on ice helpers" must be under the direct supervision of a certified team officials and are not to participate in drills, they are on the ice to assist coaches and demonstrate only.

Staff Expectations – Conduct

Coaches, by the very nature of their important positions, are key role models in our sport. The coach and their staff also represent the organization when involved in games, practices, tournaments and other events. For these reasons, the Association expects that all coaches and team staff to maintain a high standard of conduct at all times in dealing with the players and parents as well as officials and the opposition during competition. In doing so, coaches are expected to provide leadership to their teams and demonstrate sportsmanship at all times. Some examples of this leadership include:

- Ensuring that all team members conduct themselves appropriately at all times during team activities on and off the ice;
- Ensuring that players and bench staff follow the tradition of shaking hands with opponents at the end of games unless league or tournament stipulate otherwise;
- By maintaining a respectful attitude towards game officials at all times;
- Applying team rules and resulting discipline fairly and equitably at all times;
- By responding to questions from players and parents in a respectful manner; and
- Ensuring that they represent the Association to the best of their abilities during all activities.

Expectations for Coaches - Tryouts

Those interested in coaching with the Association in the Competitive stream must apply in order to be considered for a role as either a Head Coach or Assistant coach. Unless otherwise excused, all coaching candidates/applicants must contribute a predetermined number of hours to our tryout process (the number of hours will be determined annually by the Board).

These volunteer hours can be provided either in the capacity of evaluator or on ice instruction. If a candidate who has contributed these hours is unable to be placed with a coaching staff at the end of the tryout process they will be compensated with an established fee for the hours that they contributed to the process. Head coaches will only be able to choose their assistants from the pool of coaching applicants who have contributed their required hours to the tryout process, either evaluating or providing on ice instruction.

If Head Coaches have specific assistants in mind to help them, they are to ensure that they have made the necessary application as well as to ensure they participate in the tryout process at the outset. Only if we are unable to suitably fill all coaching positions from the pool of candidates who have applied and contributed their hours to the tryout process, would we step outside of the pool and recruit to fill a position. Coaches who are deemed to be in a conflict of interest will be asked to volunteer hours as either an evaluator or on-ice lead in a division that their child or relative is not participating in.

Expectations for Coaches - Development

The Association, as stated in our objectives, understands the fundamental need to provide developmental opportunities to our members. In addition to providing each with the chance to participate in their chosen sport, we strongly feel that it is our role to actively support the development and enjoyment of each by providing additional learning opportunities. It has been our experience that participants derive increased enjoyment from the sport when they feel enhanced through their experiences. This also is demonstrated through increased retention.

As our coaching volunteers assume an important function in the overall development of our young players, our Association has committed to offering several initiatives aimed at helping coaches grow their knowledge of the technical aspects of the sport. These activities include coaching seminars, workshops, mentoring and other technical resource support. Given the commitment that the Association has made in this area, all coaches including assistants are required to support these initiatives through participation. This participation is also a component in our overall annual coach evaluation and is a factor in determining the selection of applicants as our coaches each year. It is critical that coaches understand that they have a responsibility to grow just as we expect and work to grow our players.

Certification Clinics

Hockey Nova Scotia mandates that all coaches, trainers, managers and other volunteers obtain the required certification and qualification to be considered eligible to act in any capacity as a member of the bench staff. Individuals are responsible to ensure they meet all eligibility certification requirements. Individuals who require clinics shall contact Hockey Nova Scotia and

they will be responsible to register themselves in an appropriate clinic. The certifications required by Hockey Nova Scotia can be found and are regularly updated on the HNS website: <https://hockeynovascotia.ca/coach/coaching-requirements>.

All bench staff must complete the screening process as outlined by Hockey Nova Scotia Volunteer Screening Policy.

ICE ALLOCATION – under review

The Ice Allocation Policy and associated procedures are currently under review.

“C” RECREATIONAL PROGRAM

The Halifax Hawks Minor Hockey Association provides C level hockey in response to a need for a less competitive playing environment and a less demanding time commitment than exists in competitive hockey. The philosophy of the Association is to provide opportunities for players to play hockey that is affordable, fun and safe with moderate time commitments. The organization encourages and supports good sportsmanship, fair play, friendship, and respect.

Team Selections

The selection of teams within a C Division shall be carried out by the Divisional C Director with the support of the coaches within the Division. The Divisional C Director shall endeavour to balance teams at the outset of the season and may also rebalance teams until the end of October in each hockey season, should they decide it is in the best interest of creating a balanced Division and/or League.

The Divisional C Director shall canvass the coaches to determine if any changes are required and shall in his/her sole discretion make any changes by November 15 of each hockey season; and, there shall be no subsequent changes thereafter. Where possible and with the primary focus on ensuring team balance, the Divisional C Director shall consider special requests for hardship situations such as: transportation of players to and from games and/or practices for single parent families, placement of siblings on the same team. In some situations when teams are involved in League play (e.g. Metro Minor Hockey League); adherence to the League's Regulations is required. If a new player is registered after the teams are selected (including after November 15th of each hockey season), the Divisional C Director shall decide to which team the player will be assigned to maintain the same number of players, whenever possible.

Team Sizes

The Divisional C Director shall balance the teams based upon the number of players who are registered in the Division. This shall include consideration of players competing at different positions (i.e. defence) and age (i.e. first year Under 15 and second year Under 15). The Divisional C Director and/or coaches may require players to play at different positions in order to balance teams.

Coach Selection

Individuals interested in coaching in a C division should contact the appropriate Divisional C Director. The Divisional C Director may enlist the support of other members of the Board of Directors to assist in the selection process. Coaches in C hockey are not required to formally apply for the position as per the Halifax Hawks website policy which applies to AAA, AA, A and B competitive divisions. Volunteers interested in being coaches, assistants, managers must contact the Divisional C Director to apply.

All coaches and other bench staff must meet the certification requirements mandated by Hockey Nova Scotia including the 'Respect In Sport' as well as all volunteer screening requirements. Each team shall have at least one bench staff member certified in Hockey Canada's Safety Program. The Divisional C Director will recommend a slate of coaches to the Management Committee for approval. Upon completion of coach selection, the Head Coach is responsible to recommend individuals for the positions of assistant coach and team manager. All recommendations must be approved by the Board.

Ice Distribution

Within C hockey, the Association subscribes to an 'Equal Ice Policy' for all players. This means that each player should have the same amount of time on the ice. Trying to win is important, but winning is not a higher priority than teaching fairness and allowing each player an equal opportunity to participate and contribute. Ice time over the course of individual games may vary for many reasons (i.e. penalties, discipline) and parents are not to time shifts of every player to ensure each player gets exactly the same ice time. As long as the ice time over a series of games is equitable then the policy is being adhered to.

Checking and Aggressive Behaviour

Body checking and aggressive behaviour will not be tolerated in C hockey. Disciplinary action shall be taken by the Director as warranted including increased suspensions over and above what is stipulated in Hockey Nova Scotia's Code of Discipline. The current practice is doubling HNS suspensions at the discretion of the Director and President.

Competition

In C divisions where the association has a sufficient number of teams in a respective division, teams may play "in house" as part of the "Halifax Hawks C Hockey League". Alternatively, the Halifax Hawks Minor Hockey Association may place a C Division's teams in the Metro Minor Hockey League or under an arrangement with another Minor Hockey Association(s). The Metro Minor Hockey League is a separate League with its own Constitution and Regulations, specifically established to enable C teams from participating Minor Hockey Associations to engage in League play. The decision to play in a "Halifax Hawks C Hockey League" or to participate in the Metro Minor Hockey League or other similar league must be made by the Halifax Hawks Minor Hockey Association Board of Directors no later than seven (7) days after Labour Day in September of each hockey season.

Game Length

When teams participate in a "Halifax Hawks C Hockey League", games shall be three (3) fifteen (15) minute run time periods with a three (3) minute warm-up and one (1) minute between periods rest. Penalties shall be three (3) minutes. When teams participate in the Metro Minor

Hockey League or similar league, the game length shall be in accordance with that League's regulations.

Playing Rules

All C games shall be governed by the playing rules established by Hockey Nova Scotia Minor Council and Hockey Canada. Equipment Players must wear all approved equipment as required by Hockey Nova Scotia including neck protectors. Code of Discipline Suspensions to players for infractions shall be assessed in accordance with Hockey Nova Scotia's Code of Discipline. Disciplinary action shall be taken by the Director as warranted including increased suspensions over and above what is stipulated in Hockey Nova Scotia's Code of Discipline. The current practice is doubling HNS suspensions at the discretion of the Director and President. In addition, a player who is suspended twice for fighting shall be subject to expulsion from the Halifax Hawks Minor Hockey Association after review by the Halifax Hawks Appeals Coordinator.

Tournaments/Exhibition

Games C teams are permitted to attend sanctioned tournaments and exhibition games against teams of equal calibre (i.e. C). All requests to attend tournaments must be approved by the Divisional C Director. Once approved, travel permits and any related sanctioning must be requested from Hockey Nova Scotia. However, a team's first priority is to ensure that League games are played unless those can be rescheduled to enable participation in tournaments or exhibition games.

Game Cancellations

The Divisional C Director shall be responsible to notify team coaches in the event of a game cancellation caused by power outage or inclement weather. Team coaches will be responsible to notify their team members. Rescheduling shall be coordinated by the Divisional C Director and the Association's Ice Coordinator. Teams participating in leagues external to the Association shall follow the Game Cancellation procedure as set out in the Regulations of the League that they play in.

Placement - C Hockey

Players shall play in their respective age division. A player is not permitted to advance to the next highest Division (e.g. U11 to U13) unless recommended by the Divisional C Director and approved by the Board. Similarly, a player is not permitted to play down a Division (e.g. Under 15 playing in Under 13) unless approved by the Divisional C Director and approved by the Board. Player movement when participating in the Metro Minor Hockey League or a similar league is subject to that specific League's Regulations.

AWARDS

Halifax Hawks 'Jacques Comeau' Competitive Coach of the Year Award

Awarded annually to the coach who best exhibits the following:

- Provides a positive hockey experience for the players;
- Fosters a team environment that emphasizes fairness, sportsmanship and respect;
- Respects and embodies the objectives and values of the Association;
- Demonstrates a sound knowledge of the sport and strives to grow as a leader; and
- Demonstrates a sound coaching philosophy with a commitment to developing players both technically as well as personally.

Halifax Hawks 'Tom Saunders' Administrator of the Year Award

Awarded annually to the Board member who best exhibits the following:

- Demonstrates a strong commitment to the betterment of the Association;
- Promotes and embodies the objectives and values of the Association;
- Demonstrates exceptional organizational and leadership skills;
- Played a highly influential role in improving processes and the overall operation of the Association; and
- Displayed a level of effort that went above and beyond the expectation of volunteerism.

Halifax Hawks 'Josh Thompson' Honorable Hawk Award

Awarded annually to the Under 9 player who best embodies the true spirit of the Halifax Hawks by:

- Demonstrating exceptional sportsmanlike conduct, teamwork, coachability, passion for the game, kindness to all, motivation and inspiration to succeed in the face of adversity.

Halifax Hawks 'Colin MacLean' Recreational Coach of Year Award

Awarded annually to the recreational (C) coach who best exhibits the following:

- Provides a positive hockey experience for the players;
- Fosters a team environment that emphasizes fairness, sportsmanship and respect;
- Respects and embodies the objectives and values of the Association;
- Demonstrates a sound knowledge of the sport and strives to grow as a leader; and
- Demonstrates a sound coaching philosophy with a commitment to developing players both technically as well as personally.

Halifax Hawks 'Shawn McQuade' Team Administrator of the Year Award

Awarded annually to the team manager or treasurer who best exhibits the following:

- Demonstrates a strong commitment to adhering to the team administrative policies and procedures of the Association;
- Demonstrates exceptional organizational and leadership skills;
- Played a highly influential role in supporting the coaching staff and parent group throughout the season; and
- Displayed a level of effort that went above and beyond the expectation of volunteerism.

Halifax Hawks 'Bernie Lawlor' Long Service Award

Awarded annually to an Association member who has served hockey faithfully over many years, participating in any capacity (coach, official, manager, trainer, administrator, volunteer, etc.). Through their service, the individual has made a significant contribution to the Association, its players, coaches, officials or volunteers.

#31 Mark Connors Award : Equality, Diversity and Inclusion

Awarded annually to the Hawks member (player, roster staff or volunteer) who best exhibits the qualities Demonstrates a strong commitment and courage in championing EDI.

Halifax Hawks 'Chris MacDonald' Award

Awarded annually to the Hawks most improved team. A team who has shown resilience and dedication to getting better throughout the year.

Nomination and Voting Process:

- Nominations will follow the published process as outlined in the Memorandum of Assosociation
- Selection of winners for the Awards will be undertaken by a sub-committee of the board

TEAM COMPOSITION

All competitive teams shall select two goalies, six defensemen and nine forwards unless there are insufficient players registered in any division in which case the team size shall be determined by the Divisional Director.

As Under 15 AA, Under 18 AA, A and B all play longer games (i.e. three 15 minute stop time periods), consideration may be given to carrying an additional player(s) on these teams based on the recommendation of the Divisional Director with the approval of the Management Committee.

Player Movement

Upon completion of team selections and tryouts, all team rosters are considered final for the season unless specific circumstances dictate that a player change is required. Such circumstances include a player departure as a result of a season ending injury, a disciplinary problem, or other concern that may necessitate careful consideration. Any player movement after teams are finalized must have the approval of the Management Committee.

In cases where a player has departed the program as a result of a season ending injury prior to November 1st, a replacement player may be added to the team from the next lower team.

Player Advancement

Advancing players to an older age level of play (i.e. Under 11 to Under 13) within competitive hockey shall only be considered for 'exceptional' players. An exceptional player is one who clearly demonstrates the ability to compete at the highest calibre at the next highest division (AAA).

Within C hockey, including the Under 7 Program and Under 9 hockey, consideration for advancement may be requested by the Divisional Directors involved in cases where the situation warrants such and where the player being considered would not be adversely impacted. An example of when player advancement would be appropriate would be when a player, who played competitive hockey one season and decides not to play competitive the next season, is clearly dominant in C hockey and advancement is necessary.

Another example would be to address limited numbers at the higher level where an abundance of players exist at the lower level and advancement is appropriate to assist with balancing numbers to support increased teams at the higher level. In this case, the Divisional Director shall strive to advance the most skilled and capable players to the next higher division with the approval of the parents. Any request for consideration of player advancement must have the approval of the Board.

Team Registration Hockey Nova Scotia has mandated specific dates that teams must have finalized team registration in the Hockey Canada Registry. The dates for specific teams are as follows:

- All 'AAA' teams must be registered no later than October 15th annually;
- All 'AA', 'A' and 'B' teams must be registered no later than October 31st annually;

- All Under 7 program (IP) and Under 9 participants must be registered no later than November 15th annually; and
- All C program participants must be registered no later than December 1st annually.

Practice Attendance

Hockey is a team sport where individual and team development is a key component and players should attend as many practices as possible. At the Head Coach's discretion, chronic failure to attend practices during the season may affect game participation may be addressed through intervention and/or discipline. Players are expected to adhere to team rules and expectations including punctual arrival for games and practices, as well as participation at team games, practices, meetings and other approved activities. Each Head Coach shall be required to establish team rules regarding tardiness and absences and communicate these during the pre-season meeting.

PLAYER AFFILIATION

The Halifax Hawks Minor Hockey Association endorses and supports the use of affiliate players as a means to replace players who are missing due to suspensions, injuries or other reasons. The Association also believes that giving players from a lower level team the exposure to participate in games, when the opportunity arises, supports our goals related to player development. This policy outlines the affiliation process mandated by Hockey Nova Scotia and Hockey Canada as well as to provide guidance on when and how teams within our organization shall use the affiliation process.

The Association shall utilize the 'club system' for player affiliation as defined in Hockey Nova Scotia regulation 6.16. In addition, teams should be aware that as per Hockey Nova Scotia regulations no player can be used more than 10 games per season, unless the players registered team has completed its season. Exhibition and tournament games, which are not part of regular league games or playoffs are excluded from 10 game cap.

While supporting affiliation, the Association recognizes that there are times when affiliation must be coordinated so as to ensure that all teams are treated fairly. The following Association guidelines shall determine when and how affiliation can be used. In cases, where team schedules do not conflict, full utilization of affiliation to fill vacancies is recommended.

In cases where the lower team is practicing and the higher team requires a player(s), full utilization of affiliation to fill vacancies is recommended with the lower team drawing players from their affiliate group for the practice. In cases where both the higher and lower team are playing games and the higher-level teams requires affiliate players, the following guidance shall apply:

Player missing at one position (Forward or Defense)

One player missing	No affiliation permitted
Two players missing	One affiliate permitted
Three players missing	Two affiliates permitted
Four players missing	Two affiliates permitted

In cases, where the higher team requires a back-up goalie and there is a conflict in games, they may request a goalie from the lower team to act as back-up if that goalie was not scheduled to start the game for the lower level team. In this case, using the same rationale, the lower team may then affiliate a goalie from the next lower team to back-up their starting goalie.

When requesting the use of affiliates, the Association expects that all coaches shall cooperate fully to ensure that the affiliation is handled appropriately. In all cases, the coach of the higher level team shall contact the coach of the lower level team to communicate the requirement and seek approval, in accordance with this policy, prior to using the player or players. In addition, it shall be confirmed that the player being requested is willing to participate. In cases, where the coaches disagree on the requirement for affiliate players, the divisional Director is to be contacted to facilitate a resolution in accordance with this policy.

In cases, where the Director is in a conflict of interest because they have a child on one of the teams, the matter shall be referred to the Executive Vice-President for resolution. The Association appreciates that the higher level team would, ideally, like utilize only a few of the players from the lower level team when affiliating. For this reason, the Association mandates that during the regular season or during tournament and exhibition games, that the higher level teams rotate opportunities to all players on the lower level team so as to expose all players to this development experience.

During league play-offs and during provincial play downs and championships, the higher level team may utilize the players of their choice provided the player remains eligible as per the Hockey Nova Scotia playing limitation of ten games per season