



NORTHWEST CALGARY ATHLETIC ASSOCIATION

2016/17 TEAM HANDBOOK

GENERAL COMMENTS.....	4
NWCAA Mission Statement.....	4
Vision Statement – Hockey Calgary Elite Hockey Council.....	4
NWCAA Leagues.....	4
Important Dates (2016-17).....	5
Code of Conduct.....	8
Conflict Resolution Procedure.....	12
MANAGER PROCEDURES.....	13
Manager Role.....	13
Parent Meetings – NWCAA and Coaching Staff.....	16
Player Roster Cards.....	20
Dress Code.....	21
Medical Information.....	22
Player Cards.....	22
Affiliates.....	23
Game Responsibilities.....	26
Team Bus Travel Guidelines.....	28
Tournaments and Exhibition Games.....	28
Jerseys.....	32
NWCAA Team Coordinator.....	33
Coach Evaluations.....	33
Coaching Conflicts of Interest.....	33
Media.....	33
TREASURER PROCEDURES.....	34
Treasurer Role.....	34
Treasurer Duties.....	34
Team Budget meeting with Parents and Coaches.....	34
Registration Fees.....	36
Financial Assistance Programs.....	38
Team Bank Account.....	39
Team Budget Limits.....	40
Team Budget Notes – Items NOT to be included Team Budgets.....	41
Team Budget Notes – Items TO BE INCLUDED in Team Budgets.....	43
Budget Expenses and Revenues Template.....	44

Budget Example	44
Coach Honorariums	45
Teams	45
Honorarium total per team	45
Money Remaining at the End of the Season	45
NWCAA Financial Statements	45

GENERAL COMMENTS

NWCAA Mission Statement

“It is the desire of the NWCAA to further the sport of amateur hockey through the development, and for the enjoyment of the players. Our goal is to teach good sportsmanship, to help develop good character and to improve hockey skills.

We firmly believe that, with our support, the young people who continue playing at the AA and AAA level invariably become well-rounded young adults ingrained with values we would like to see in today’s youth ... teamwork, responsibility, work ethic, the will to succeed and the ability to enjoy their lives.”

Vision Statement – Elite Council

(Governing Elite Hockey for Hockey Calgary)

“To Provide a World-Class Hockey Experience”

NWCAA Leagues

NWCAA teams participate in a number of different leagues depending on age and level of play. The relevant leagues are listed below.

- **Bantam AA**, Bronks, Bruins, Stamps - Elite Council
<https://www.hockeycalgary.ca/league/view/stream/elite-council/league/bantam-aa>
- **Bantam AAA** Flames - Alberta Major Bantam Hockey League
www.ambhl.ab.ca
- **Minor Midget AAA** Bruins and Stamps - Alberta Minor Midget Hockey League
www.ammhl.ca
- **Midget AA** Bruins and Stamps - Elite Council
<https://www.hockeycalgary.ca/league/view/stream/elite-council/league/midget-aa>
- **Major Midget AAA** Flames - Alberta Midget Hockey League
www.amhl.ab.ca
- **Junior B** Bruins and Stamps - Elite Council
<https://www.hockeycalgary.ca/league/view/stream/elite-council/league/junior-b>

Important Dates (2016-17)

- September 22 Registrars deadline to release Bantam players back to community
- September 22 Registrars deadline to finalize Bantam Team Rosters
- September 25 Deadline: Midget players returning to NWCAA from Junior camps
- September 26 Deadline: NWCAA team rosters to be finalized
- September 30 Deadline to apply for a *schedule change* for the *first half of the season* (tournament or exhibition) Bantam AA or Midget AA teams only. Each team will only be allowed two schedule changes per season.
All teams participating within the AMMHL, AMBHL and AMHL must fill out the appropriate game change form with their respective league. All approved game change forms must be forwarded Hockey Calgary office.
- *Monthly* Submit Team Financial Statements to the NWCAA Treasurer
- October 1 Deadline: Flames Even Strength Program
- October (TBA) Team managers and Treasurer's meeting
- October 15 Deadline: Player registration fees to be submitted to the NWCAA Treasurer by the team Treasurer.
- October 15 Deadline for Respect in Sport; one parent of every registered player must have completed the Respect in Sport Parent edition.
- October 22 Deadline for Associations to have registered their Community Affiliation lists with Hockey Calgary
- Oct 23-Dec 15 Additional Affiliates may be requested as needed.
- November 1 Deadline to release Midget aged players from Junior
- November 15 Deadline for Coaches to complete Coach Qualifications
- November 15 Deadline to apply for a *schedule change* in the *second half* of the season.

All teams participating within the AMMHL, AMBHL and AMHL must fill out the appropriate game change form with their respective league. All approved game change forms must be forwarded Hockey Calgary office.

- December 1 Junior teams must reduce their roster to 25
- December 15 Deadline for registrar to register all Elite affiliates within the Elite system by midnight
- December 26 - Jan 1 Mac's Midget Tournament - **All teams must work one assigned date of this tournament (mandatory)
- January 6-14 Esso Minor Hockey Week
- January 10 Junior teams must reduce their roster to 23
- Jan 13 & Jan 14 NWCAA Casino (Cowboys Casino) Each team is to provide 4 volunteers plus 2 alternates.
- Jan 15 Deadline to request affiliated players (Junior)
- Feb 10 Deadline to register players (Junior)
- Feb 10 Final date for the completion of player transfers
- February 15 Deadline to submit \$2,000 Yearbook publishing fees to NWCAA (subject to change)
- March 24-25 Alberta Cup tryouts
- April or Early May Alberta Cup
- May 2, 2017 NWCAA Awards Banquet
- May 30 Deadline to submit final team financial statements to the NWCAA, and deposit books and cheques to be returned to the NWCAA Treasurer (your signing authorities are automatically removed by this date so all of your banking needs to be completed by this date)

BANTAM AA

Sep 6-20 Exhibition round (each team plays 4 games)
Sep 24-Dec 13 Regular season
Jan 7 – Mar 11
Jan 6 – 14 Esso Minor Hockey Week
Jan 22 All Star Game at Cardel Rec South
Mar 16 – 19 Playoff tournament at WinSport
Mar 24-25 Alberta Cup tryouts
Mar 30 – Apr 2 Provincials

MIDGET AA

Sep 14-25 Exhibition round (each team plays 4 games)
Oct 2 – Dec 18 Regular Season
Jan 4 – Feb 22 (each team plays 15 SCAHL interlock & 14 intracity games)
Jan 6-14 Esso Minor Hockey Week
Jan 22 All Star Game at Cardel Rec South
Feb 26-Mar 19 Playoffs
Mar 30-Apr 2 Provincials

JUNIOR B

Sep 30 - Oct 2 Exhibition round (each team plays 2 games)
Oct 7 – Dec 18 Regular season
Jan 6 – Feb 19
Feb 4 All Star Game at Max Bell 1
Feb 24 – Mar 20 Playoffs
Mar 30 – Apr 2 Provincials

Code of Conduct – NWCAA CONDUCT POLICY

The NWCAA Conduct Policy applies to all members (the “Representatives”) of the NWCAA, including players, coaches, managers, trainers and other team officials, board members, parents, or anyone else that the general public has reason to believe represents the NWCAA or any of its teams. These rules are in addition to rules of play established by Hockey Canada, Hockey Alberta, Hockey Calgary and other such bodies having jurisdiction over the performance of individuals involved in the game of hockey.

1. Representatives of the NWCAA shall conduct themselves properly at all times while on NWCAA business to ensure that the NWCAA's standard of behavior is maintained and to ensure that the Representative's behavior does not in any way discredit the reputation of the NWCAA, the team, coaches, team officials or fellow players.
2. No Representative shall engage in rowdiness, hooliganism, excessive profanity, slander, racial remarks, sexist remarks, vandalism, false accusations, harassment, hazing, abuse, intimidation or similar anti-social acts.
3. It shall be a breach of the Conduct Policy for a representative to have knowledge of a situation or event which constitutes a breach and to condone the action through continued participation in the general events surrounding the breach or failing to take reasonable efforts (including reporting the activity to appropriate team officials) to attempt to stop the incident.
4. Breaches of the rules of hockey may result in disciplinary action as breaches of this Conduct Policy. This is particularly true when the rules of hockey dealing with misconduct, gross misconduct and intent to injure are breached.
5. No Representative shall violate any specific rules established by the NWCAA and the team. These rules and policies shall include (without limiting the generality of this item) use of hotel sports and recreational equipment, dress regulation, participation in recreational activities while traveling and other rules established to assist in enhancing the performance of the team.
6. In situations where the Representatives travel with their families to NWCAA functions (particularly out of town tournaments and games) these rules may be modified but not to a lesser extent of the Conduct Policy. Refer to the Travel Policy for further details.
7. Legal or threatened legal action against the NWCAA or any of its officers or directors is prohibited and shall result in an immediate suspension of the player from his team, until the matter is resolved.

MAJOR VIOLATIONS – Conduct Policy

The following actions are deemed to be *major violations* of the Conduct Policy:

1. No Representative shall engage in any activity which constitutes a breach of the Criminal Code of Canada or any local bylaws and statutes.
2. No coaches, managers, or players shall consume, illegally possess, or distribute alcohol, controlled substances, or illegal drugs and shall not participate in any public team event or team business while under the influence of alcohol, controlled substances or illegal drugs.
3. No players shall possess, consume or distribute tobacco products of any type. No players shall use, consume or possess, illegal drugs, alcohol, controlled substances and all tobacco products of any type including chewing tobacco, any and all electronic “vaping like” devices and non prescribed pharmaceuticals are prohibited at all NWCAA sanctioned games, practices and NWCAA team sanctioned events.
4. No Representative shall engage in any activity which constitutes an endangerment to the lives, health, or safety of themselves or others.
5. No Representative shall engage in any activity which results in the destruction or defacement of public or private property.
6. No Representative shall engage in slander, racial remarks, sexist remarks, vandalism, false accusations, harassment, hazing, abuse, intimidation or similar anti-social acts.
7. All Representatives shall abide by the Hockey Calgary Social Media Policy and Guidelines and may be subject to disciplinary action under the Hockey Calgary Rules and Regulations 19(b) Conduct Unbecoming the game of hockey and/or the NWCAA conduct policy.
8. Multiple minor violations of the Conduct Policy.
9. Unreasonable application of the rules of the Conduct Policy may in itself constitute a breach of the Policy. Complaints of unreasonable application of the Conduct Policy must be made in writing to the NWCAA Board of Directors (the “Board”).

MINOR VIOLATIONS – Conduct Policy

The following actions are deemed to be *minor violations* of the Conduct Policy:

1. Failure to pay registration fees and team approved expenses to the NWCAA and/or member teams.
2. Exceeding the defined team budget without prior approval and/or failure to properly account for all team expenditures.
3. No Representative shall engage in rowdiness, excessive profanity, objectionable language and vandalism or destruction of property.
4. An act of disrespect towards any team official, Board or any other Representative of the NWCAA.
5. If the conduct of a Representative is determined by the board in their sole discretion to be improper, unbecoming or contrary to the interests or reputation of the NWCAA.
6. No coaches, managers, and trainers shall use, consume or distribute tobacco products of any type including chewing tobacco, any and all electronic “vaping like” devices are prohibited at all NWCAA sanctioned games, practices and NWCAA team sanctioned events. In the event that multiple violations occur, then the violation shall be considered a *Major Violation* and subject to the disciplinary action as such.

DICIPLINARY ACTIONS for Major Violations – Conduct Policy

For major breaches of the Conduct Policy, the Representatives shall be immediately suspended from participation in any NWCAA event. The matter will then be brought before the NWCAA Disciplinary Committee who may direct:

1. Continuation of the suspension.
2. Exclusion from participation in future events.
3. Exclusion from the team and/or NWCAA events.
4. Suspension from NWCAA membership.
5. Restitution for any property damage. In such circumstances, all costs of restitution shall be borne by individuals involved pro rata and no further participation in any NCWAA activities shall be permitted until the individual's share of the costs are paid or arrangements made for payment.

Representatives who are subject to disciplinary action have the right to be notified.

1. All disciplinary actions taken by the Board against any player shall be reported to the player's or legal guardians at the earliest reasonable time by the Board.
2. All disciplinary actions taken by team officials against any Representative shall be reported to the President or Disciplinary Committee at the earliest reasonable time.

Representatives subject to disciplinary action may appeal the sanctions in certain circumstances.

1. Disciplinary actions involving player suspensions by coaches for less than one game ("benching") shall not be subject to appeal.
2. Disciplinary actions which continue beyond the end of the specific activities at which time the breach occurred, may be appealed through the NWCAA's formal appeal procedure to the extent the consequences extend beyond the activity.
3. A review by the Board of the process used or a disciplinary action taken by the team may be requested at any time. Such a review may include a request to consider whether the actions taken constituted a breach of the Conduct Policy.

DISCIPLINARY ACTIONS for Minor Violations – Conduct Policy

Any one or more of the following disciplinary actions may be taken by the team officials and/or the Board for minor breaches of the Conduct Policy.

1. Verbal or written reprimand by the team and or the Board.
2. Suspensions for one or more games (suspensions for more than one game will be reviewed by the NWCAA Executive Committee). All suspensions shall be reported to the Board.
3. Expulsion for the participation in the particular event.
4. Restitution for any property damage. In such circumstances, all costs of restitution shall be borne by the individuals involved pro rata and no further participation in any NWCAA activities shall be permitted until the individual's share of the costs are paid or arrangements made for payment.

TEAM RULES – Conduct Policy

Additional team rules may from time to time be developed by the coaches or team manager. Such rules shall be intended for specific enhancement of the team and in no way shall these additional team rules be modified to a lesser extent of the Conduct Policy. All such team rules shall be reasonable and clearly communicated to all parties affected by such rules. Additional team rules may include but are not limited to curfew rules, team attire rules and team event participations rules.

For breaches of the team rules, the coach may impose disciplinary actions by:

1. “Benching” for a period of time.
2. Verbal or written reprimand by the team officials.
3. Suspensions for one or more games (suspensions for more than one game will be reviewed by the NWCAA Executive Committee). All suspensions shall be reported to the Board.

All disciplinary actions taken by a team against any player (other than verbal reprimands and benching) shall be reported to the player’s parents or legal guardians at the earliest reasonable time by the team officials.

While the Head Coach has the ultimate authority and responsibility for the action of all members of his team, he/she can seek guidance/assistance from the NWCAA Team Coordinator, team officials or the Board in enforcing the Conduct Policy.

Conflict Resolution Procedure

The NWCAA spends a considerable amount of time recruiting coaches and believes that it has the best available candidates to fill the positions. The NWCAA requires positive support for its coaches from the players and from their parents, especially at times when things are not meeting expectation.

Legitimate complaints, concerns, or questions that a player or parent may have, will be handled through this Appeals Procedure. The NWCAA encourages fair and constructive criticism and works hard to resolve issues to the satisfaction of all parties. It is paramount that each and every player and parent accept the responsibility that goes along with the privilege of playing in this organization. Only with mutual cooperation and open communication between the coaches, players, parents, the Team Coordinator and the Board can our program be a success.

The following events/procedures are intended to open and maintain dialogue and attempt to reach a positive resolution to any issue or concern before it becomes a serious problem.

1. **Initial Team Meeting:** At the beginning of the season, a meeting of the coaches, players, manager, parents and NWCAA Team Coordinator will be held. At this time, parents are encouraged to ask any questions that they may have.
2. **Coordinator:** The NWCAA Team Coordinator is the first point of contact for any issue. The Coordinator will deem the issue either minor or major and either administrative or hockey operations.
3. **Minor Issues:** The Coordinator will direct the player or parent to discuss the issue with either the manager in the case of administrative or the coach in the case of hockey operations.
4. **Major Issues:** The Coordinator will assume the role of intermediary and deal directly with the Head Coach.
5. **Unresolved Issues:** If the Coordinator is unable to resolve the issue and it is related to the NWCAA Coaching staff, then the Coordinator will escalate to the NWCAA Coach Coordinator for resolution. For all other matters the Coordinator will escalate to the NWCAA Vice President(s) and/or Vice President.

“24 Hour Rule” – Members agree that they will not discuss any concerns from a game, practice or team event with any member of the team staff for a period of 24 hours after the game, practice or team event. In addition, the member shall review the issue with their player and then if they feel it needs to be addressed, the member will approach the team coordinator and respect the process that is in place for the resolution of team issues.

The Coordinator is available for open dialogue at any time on any issue or concern on a CONFIDENTIAL basis. The NWCAA emphasizes that the NWCAA Team Coordinator can be approached without fear of retribution against the player involved in the issue or concern.

MANAGER PROCEDURES

Manager Role

The NWCAA views the Manager as one of the most important roles on a team. The Manager is responsible for ensuring the team has a successful year in terms of his or her interactions with the players, coaches and parents, as well as with external parties such as the Hockey Calgary, referees, other team managers. A key role is the coordination of the team’s activities and day-to-day operations, and by taking on the operational aspects of the team. The Manager enables the coaching staff to focus on

player development and on-ice instruction to provide the players with rewarding hockey experiences.

The Manager must act as an organizer, a facilitator, and above all, as a communicator. Each team will have its own dynamics relative to needs, desires, and attitudes of the players, coaches and parents. Balancing the various issues that arise from these factors during the year is the Manager's primary challenge. *Maintaining effective communications between the parents and coaches is the key to having a successful year. The NWCAA encourages Managers to over communicate.*

The coaches need positive support from the parents in order to achieve success. During the course of the season, concerns among the parents can arise due to a variety of issues, including team discipline, ice time and player development. Direct communications between parents and coaches can be problematic if either party is not willing to communicate in a calm and intelligent manner. In these circumstances, development of keen listening skills and an intelligent approach will defuse any potentially volatile situation. *There should be no direct communication between the parents and the coaches unless initiated or encouraged by the coaches.*

Ongoing discussions with parents and coaches are a critical component for effective communications. Most of these communications will occur in informal settings during practices or games; however this should not be the only means of communications since it will likely not include everyone involved in the situation. More formal parent meetings should occur on a regular basis to discuss issues the budget and fundraising issues and head off small issues before they become large.

"24 Hour Rule" – Members agree that they will not discuss any concerns from a game, practice or team event with any member of the team staff for a period of 24 hours after the game, practice or team event. In addition, the member shall review the issue with their player and then if they feel it needs to be addressed, the member will approach the team coordinator and respect the process that is in place for the resolution of team issues.

Review the previously outlined "Conflict Resolution Procedure". The team coordinator is available to assist or advise the manager as needed.

Players should not be counted on to always pass information to their parents. Please ensure that whenever possible, information is distributed directly to the parents at games, practices or by email.

A reference that the Manager may wish to access is the Hockey Canada Team Manager's Manual.

A NWCAA team manager/treasurer meeting will be held late September or early October. This meeting will review team guidelines and objectives that the association expects from its members.

Manager Duties:

1. Organize and chair parent meetings
2. Go over the Team Handbook with parents and player. The team handbook is a mandatory read for all coaches, managers, players and parents.
3. Advise the parents/players of the Team Coordinator who should be invited to parent meetings to be introduced to parents.
4. Distribute contact list and player roster wallet cards (may be designated to a parent volunteer) Please seek parent approval of the personal information that may be inserted on the card.
5. Collect player medical forms and submit completed forms to the team trainer (Trainer will supply medical forms)
6. Work with the Coach and Team Coordinator on the affiliation list. Submit to the registrar in a timely manner. Track affiliate use.
7. Distribute team schedules to players and parents, post information on team website (coach will have user name and password)
8. Pickup, care for and return NWCAA jerseys at the end of the season to the NWCAA equipment coordinator (or parent volunteer).
9. Coordinate buses for out-of-town games
10. Manage out-of-town travel.
11. Arrange for scorekeeper/timekeepers for home games and Minor Hockey Week games (may be delegated to a team parent to coordinate)
12. Ensure that all major penalties and suspensions are properly reported and served
13. Facilitate resolutions to player/coach or parent/coach conflicts (advise team coordinator)
14. Oversee the Treasurer and other parent volunteers
15. Submit team travel permits for exhibition and tournament games outside of Zone 9
16. Coordinate scouting/media interactions. Prepare a spreadsheet for parents to include the contact information that they wish scouts to receive (name/phone/email) and a place for parents to initial that they agree to give this information (privacy act).
17. Game programs (may be assigned to a parent volunteer); teams may put together game day team programs. Please note that at no time shall birth dates be published.
18. Other administrative duties that may arise
19. Ensure the team stays within the team allowable spending limit (discussed later)
20. Delegate parental functions to perform a variety of duties which will assist the Manager as required.
21. Forward a team contact email list to the NWCAA administrator/registrar; include name of player and parent contact information and volunteer parent function assignments.

Parent Meetings – NWCAA and Coaching Staff

Once the team roster has been finalized, a team meeting must be held which includes the coaches, players, NWCAA Team Coordinator and parents. For many parents, this will be the first time that they will get to meet the coaching staff and will represent an opportunity to ensure that the parents understands the required time and financial commitment to the team.

The Manager should ensure that minutes of the meeting (including the parents' responsibility list) and a contact list are distributed to all coaches, players, parents and team coordinator.

A meeting would typically cover the following topics.

1. Introductions of the coaching staff, trainer, players, parents, NWCAA Team Coordinator, Manager, and Treasurer.
2. NWCAA Objectives - The NWCAA Team Coordinator will be introduced, and he or she will provide comments about the NWCAA objectives. The NWCAA Team Coordinator will emphasize that he/she can be approached for any issue at any time without fear of retribution against the parent/player raising the issue.
3. Coach Philosophy - The coaches should outline the philosophy for player development and enjoyment, and the time commitments required of the players. The team's short and long term objectives for the season should also be discussed.
4. Review of the NWCAA Team Handbook - (available on the website under "Document" "Policy and Procedures")
This is a mandatory read for all Coaches, Manager, Players and Parents.
[Please ensure that the addition for the new season is the one that is used as this will include yearly updates.]
5. Expectations of Players and Parents - The Coaches and Manager should outline their expectations. (Refer to the NWCAA Conduct Policy)
 - Players:
 - Conduct during practices, games and while travelling
 - Respect for parents, team officials, referees, opposition players & parents
 - Time and effort commitment
 - Dress code
 - Parents:
 - Respect for players, team officials, referees, opposition players & parents
 - Support for coach disciplinary measures
 - Support for coach's coaching of the team
 - Commitment to perform volunteer roles
 - Financial commitments

6. Parent Comments and Questions - The parents should be provided the opportunity to discuss any issues that they feel are pertinent.
7. Handouts: These documents should be completed as a first order of business.
 - Medical forms (receive forms from the trainer)
 - Player Family Contact list with primary email and telephone numbers
 - Schedule
8. Conflict Resolution – See Complaints procedure in previous section
9. Tournaments - The Coaches and Manager have the final say on tournaments and the NWCAA does not require that the parents be consulted. In certain cases the coaches and Manager may have already submitted an entry application for a tournament which is difficult to access or which requires a Scheduling Window request. In this event, the NWCAA may have funded the entry fee on the expectation that it will be reimbursed by the team once the team's bank account has been established and funded.

The Treasurer will report on the financial implications of the tournament selection.

Note: that team travel outside of Canada requires written approval from the NWCAA Board prior to booking.

10. Parent Volunteers - The *Manager must delegate responsibilities*, since it is impossible for one person to perform all the necessary tasks.

NOTE TO PARENTS: *You are required to volunteer for the various tasks listed below. Any parent not volunteering for a task will be assigned a task by the Manager.*

Parent volunteers report to the Manager, and are recruited to perform a variety of functions to assist the Manager.

- Treasurer - The Treasurer handles all of the team's financial affairs. The Treasurer also ensures that regular updated (monthly) financial statements are distributed to the parents and copied to the NWCAA Treasurer.

The Manager, Treasurer, and/or Coach are responsible for ensuring that the team adheres to the team budget limitation (dollar figure to be reviewed each year). Failure to adhere to the team budget limitation will result in suspension of the Manager, Treasurer and/or Coach.

- Fundraising - The Treasurer will canvass the parents on the alternatives to fund the team's operations. Unless the team elects to fund the team's activities entirely through parent contributions, fundraising will be a crucial aspect of the

team's success. The Fundraising Coordinator will work with the Manager and Treasurer to develop and implement the team's fundraising activities.

If needed a gaming license and follow procedures as laid out by the Alberta Gaming and Liquor Commission (AGLC)

- Tournaments - The Tournament Coordinator is responsible for identifying possible tournaments, if required, for consideration by the team and for assisting the Manager with tournament logistics such as submitting the entry form, and arranging transportation and accommodation details.

NWCAA's policy is for teams NOT to participate in tournaments over the Christmas Season except for the Mac's Midget tournament. Participation in a Christmas Tournament requires NWCAA board approval.

Bantam AA/AAA, Minor Midget and if needed Midget AA/AAA parents: Are mandated to volunteer in the NWCAA Rocky Mountain Classic Bantam AAA Tournament held in November.

- Social - Team building activities have proven to be valuable for team chemistry. The Social Coordinator is responsible for planning these activities, as well as planning social functions for the parents.
- Scorekeepers/Timekeepers - Four parent volunteers are required at each home game to work as off-ice officials and to take care of penalty box duties. The Scorekeeper/Timekeeper Coordinator is responsible for ensuring that the team's off-ice responsibilities are fulfilled.
- Statistics - The coaches may/may not want to have game statistics compiled. The Statistics Coordinator will determine the format of the desired statistics and coordinate the parents to take the statistics.
- Videographer/Photographer - The coaches may want to have a selection of games videotaped, in which case a volunteer should be appointed to tape games and provide the file electronically to the coach. Someone should also be appointed to take some pictures during the season if possible. Picture and Videos may be used during the Annual Banquet and the yearbook submission.
- Jerseys - The Jersey Coordinator is responsible for washing the jerseys and ensuring that both sets are available for each game. Four families may be needed to take care of the sets of Jerseys, splitting the time half way through the season.

The jerseys are hung up in the dressing rooms on delivery. The players will hang their jersey back up for collection. This should be taken care of by the male half of the parent team. This position is not responsible for dressing room conditions (the players are).

Jersey's are NOT to be kept in the players bags. Jersey's are to be distributed and collected before and after each game.

- Phone Outs - It may be necessary to dispense information on short notice, where email messages or website postings may not be reliable. The phone-out coordinator is responsible for notifying players and parents by telephone.
- Mac's Tournament Coordinator - Each of the NWCAA Bantam and Midget teams are required to volunteer during the tournament, providing services such as selling admission tickets, working the penalty box, selling 50/50 tickets, providing security, etc. The Mac's Coordinator is responsible for ensuring that the team's obligations are met by the players and parents. Sending the sign-up sheet for the various volunteer positions that the team is required to fill for its day at the rink. The coordinator follows up on site that day to see that the team duties are being covered. *Player's parents are mandated for volunteering positions for this one day event. (a few hours) Each player's parents are required to field at least one volunteer to help out with the tournament.*
- NWCAA Rocky Mountain Classic Bantam AAA Tournament
Bantam AA/AAA, Minor Midget and if needed Midget AA/AAA parents are mandated to volunteer in the NWCAA Rocky Mountain Classic Bantam AAA Tournament held in November.
- NWCAA Yearbook Coordinator - Each year the NWCAA publishes a Yearbook as a fundraising activity. The Yearbook Coordinator is responsible for organizing the parents to solicit ads for the Yearbook, collect the incoming sponsorship cheques and pass them to the Treasurer. Submit player or team photos taken through the year.
- Bus Meals - For teams traveling outside of the Calgary area (i.e. Red Deer, Lethbridge and Medicine Hat), arrangements to feed the players and coaches must be made by the Manager and Coach.
- Micro site – (Managers may choose to take this role on) each team has a “micro site” within the NWCAA main website. This is essentially a team website that can be used to post photographs, videos, schedules or coach comments. The Microsite Coordinator would be responsible for ensuring that the relevant information is posted (and removed) from the site.
- NWCAA Casino - Each team is required to identify four volunteers plus a spare for the next NWCAA Casino.
- Banquet Coordinator – Each year an annual awards banquet for the association is held at the beginning of May, volunteers are required to assist in the ticket organization for your team.

11. Handouts
 - Medical forms
 - Contact list
 - Schedule

12. Financial Matters - The Treasurer should present a budget for consideration by the parents, and discuss options for funding the team's expenditures.

Player Roster Cards

Distribution of player roster cards early in the season is a valuable way to allow the parents to become familiar with the other players. An example of a wallet roster card is shown below.



Scotty Bowman (Head Coach)
 555-9506(w) 555-0221 ©
 Email
 Mike Babcock (A Coach)
 555-8944
 Email
 Ken Holland (Manager)
 555-2060
 Email

Bearcat Murray (trainer)
 555-1111
 email

#	Player	Phone	Father	Mother
1	Bam Bam Rubble	555-9216	Barney	Betty
2	Elroy Jetson	555-0647	George	Jane
3	Eric Foreman	555-8537	Red	Kitty
4	Harry Potter	555-0587	James	Lily
5	Gordon Tracy	555-9995	Jeff	
6	John Tracy	555-9995	Jeff	
7	Bart Simpson	555-0414	Homer	Marge
8	Luke Skywalker	555-9507	Darth	Amidala
9	Stewie Griffin	555-7200	Peter	Lois
10	Chris Griffin	555-7200	Curtis	Claudia
11	Simba	555-4774	Mufasa	Sarabi
12	Clark Kent	555-5504	Jor-el	Lara-el
14	Pinocchio	555-2350	Geppetto	
15	Pugsley Addams	555-4295	Gomez	Morticia
16	Ricky Nelson	555-8736	Ozzie	Harriet
17	Theodore Cleaver	555-9197	Ward	Barbara
19	Richie Cunningham	555-5040	Howard	Marion
20	Ricky Ricardo Jr.	555-6625	Ricky	Lucy

The Manager should assemble a team roster sheet which includes player names, jersey numbers and contact information. Permission must be received by each family prior to forwarding any personal information to the team or others. Scouts may request personal player information from time to time, dissemination of this information to scouts will require parental permission. If no permission has been granted then the scouts can leave their information for the family to contact them.

Dress Code/Apparel

The mandatory dress code applies to all players and coaches (Bantam and Midget) for exhibition, tournament, league and playoff games. Proper dress includes a dress shirt and tie, dress pants (no jeans or shorts), dress shoes (no running shoes or sandals), and no ball caps, hats or toques of any kind. NWCAA track suits are not considered to be part of the proper dress code.

Coaches are expected to ensure their team follows the above attire policy.

The NWCAA will commission a supplier at the beginning of each season to be retained by all the NWCAA teams. All equipment, jerseys and apparel supplied by the NWCAA will not be altered or changed without the permission of the NWCAA. No cresting other than approved NWCAA cresting will be allowed. The NWCAA logo and cresting that is not NWCAA specific will not be placed on any equipment or apparel.

Mandatory Items:

Each player, upon entry to the NWCAA program, must purchase any required association apparel. The following is policy for attire as it relates to NWCAA related dry land, pre and post game warm up and on ice.

- ✓ NWCAA Track Suit
 - AAA Midget Flames *only*: track suit as selected by the coaches
- ✓ NWCAA dry fit t-shirt. Teams will be given the option of team color.
- ✓ Black shorts; will be made available for purchase, but player may use their own black short.
- ✓ NWCAA Hockey Bags: Mandatory for Bantam AAA and Midget Teams
- ✓ NWCAA Pant Cover:

Optional items:

- *Bantam only* – NWCAA Leather sleeve bomber jacket
 - *Midget only* – NWCAA Hipster zip front wool melton jacket
 - NWCAA Hoodies
 - NWCAA Toque
 - NWCAA Golf Shirt
-
- ❖ NWCAA hoodies, track pants, dry fit shirt and black shorts are to be used as pre/post game warm-up attire. These are available for purchase at the player's expense, or on the team account if so approved.
 - ❖ Players have the option of purchasing an NWCAA jacket, and the NWCAA will commission a supplier at the beginning of each season. No cresting other than approved NWCAA cresting will be allowed.
 - ❖ On ice, all players must wear a white helmet, black gloves and NWCAA black pant covers (except for the AAA Flames, whose pants may match the color of the

Calgary Flames pants or an approved pant by the board). The costs of which will be borne by the players.

- ❖ A set of jerseys and socks will be provided to all players by the NWCAA. At the conclusion of the season, the jerseys will be cleaned and in good repair. All additional cresting including name bars or sponsorship bars must be professionally removed prior to returning the jerseys.
- ❖ Appropriate repair costs will be levied against a team for damaged or missing equipment.

Medical Information

The Manager should collect a medical form from the trainer and obtain important medical information relative to each player in case of accident or injury when the parent is not in attendance. This information should be passed on to the Trainer.

Food allergies are becoming increasingly common, and with team activities and the need for team meals at tournaments or away games, people coordinating team meals should be made aware of allergic conditions.

The NWCAA will provide qualified athletic sports therapists for each of its teams for all league, playoff and approved tournament and exhibition games. Trainer out of town tournament additional costs is a team's responsibility.

Members will not approach the bench or ice during or at the conclusion of a game, skills or practice session. If a player is injured they should await instructions from the trainer who is certified and equipped to deal with the situation.

The coaches must defer to both the trainer and the player in determining when the player can return from injury and the rehabilitation process. The responsibility to rehabilitate from the injury is the player's. From the NWCAA team's perspective, injuries are primarily the responsibility of the trainer.

It is highly recommended that the player seek professional advice for rehabilitating from serious injuries. It is highly recommended that the player seek advice from a Medical Doctor for all injuries. It is highly recommended that the player seek advice from a Medical Doctor specializing in head and neck trauma when determining whether the player is healthy enough to return to play hockey.

Player Cards

Player signed cards are no longer a requirement. However all players must be registered to a team prior to playing their first league game, except for the AMHL (i.e. Major Midget AAA Flames). The registrar will forward a complete team roster to the manager. The manager and coach are responsible for making sure this roster is accurate.

The AMHL has declared games at the beginning of the season as being pre-season games for the purpose of team roster declaration. This structure was developed to better reflect the current Hockey Alberta Regulations and to address the dates by which players are released from higher divisions. The AMHL registration structure is as follows:

- The first five games of the AMHL scheduled season have been declared as Pre-Season games for the purposes of team roster declaration.
- AMHL teams will register a minimum of 15 players in the Registry by their first Pre-Season game.
- Beyond the minimum 15 players registered in the Registry, teams will have access to a floating ten player auxiliary list during the course of the five scheduled Pre-Season games.
- Upon the commencement of the scheduled 6th league game all players will be registered in the Registry.

The Head Coach will be held accountable under the rules to ensure the accuracy and residential requirements are met.

The roster sizes for the various divisions are shown below.

Team	Maximum # Players	Rosters
Bantam AA	19	13-14 year olds (minimum 8, 13-year olds)
Bantam AAA	19	13-14 year olds (no minimum of 13 year olds, maximum 5, 13 year olds)
Midget A	19	15 year olds
Midget AA	19	16-17 year olds
Major Midget AAA	20	15-17 year olds
Junior B	25	18-20 year olds

Affiliates

Community Player Affiliation:

The Head Coach, Manager or Coordinator will have received a Community Player Affiliation form from the NWCAA registrar. If the coach has a community player that they wish to affiliate the form must be completed fully and returned to the NWCAA registrar. [Submit to the NWCAA registrar a list of community affiliates as well as the forms] Do NOT forward the forms to Hockey Calgary (they will be rejected). The NWCAA registrar will register the affiliate and confirm when the affiliates are approved to participate.

Internal Team to Team Affiliation:

The Head Coach, Manager or Coordinator will submit a list of requested internal NWCAA affiliates to the registrar. The NWCAA registrar will forward to each team the requested affiliates and the form that the player/parent and coach will sign and return to the NWCAA registrar. The NWCAA registrar will register the affiliates and will confirm to the team requesting the affiliates when the affiliates are approved to participate,

The NWCAA registrar will be responsible for registering the affiliates on the Hockey Calgary/Hockey Alberta Registry (the "Registry"). All 19 possible affiliates do not have to be declared at once (i.e. teams can build the list over a period of time) and there is not even an obligation to affiliate all 19 spots.

A player can only be affiliated to one team and once affiliated to Team A, he cannot be removed and affiliated to Team B. Once a player is affiliated he cannot be subsequently deleted – he has used one of the 19 positions. Note that an affiliate cannot play for his affiliated team until he has been officially registered and approved by Hockey Calgary and /or Hockey Alberta.

Hockey Calgary will only accept community Bantam and Midget affiliations to NWCAA Bantam AA and NWCAA Midget AA teams up to and including October 22nd. All remaining affiliations (Bantam AA to Bantam AAA, Bantam AAA to Midget A, Midget AA to Midget AAA, Midget AA & AAA to Junior B; including Community Junior C to Junior B) must be added no later than December 15th.

Affiliate players can be used to replace injured players or players that will be absent for any reason. *An affiliate cannot be used as a substitute for a healthy scratch, and doing so will result in a suspension of the Head Coach.* Affiliates cannot be used for a player sitting out for disciplinary reasons.

It is the responsibility of the Coach and Manager to know the rules governing the use of affiliate players and to track the use of affiliates.

Hockey Canada Amendment (effective in the 2013/14 season) to Affiliation Regulation E.35 a)

"A player of a team of a lower Division or category of the same club, or of an affiliated team, or specially affiliated player, may affiliate to a team or teams of higher Divisions and categories at any time, to a maximum of ten (10) games. However, if the player's registered team completes its regular season and playoffs before the player's affiliated team or teams, the player may thereafter affiliate an unlimited number of times. For goaltender exceptions see Regulations B.42, E.36(b)"

Exhibition and/or tournament games, which are not part of regular league games or play-off games, are excluded from the number of games referred to in Regulation E.35 (a).

Having the affiliate's name appear on the game sheet constitutes participation in the game for affiliation purposes, except for goaltenders, who must actually take part in the game for it to count as participation.

The table below lists the affiliation ties for the NWCAA teams.

Team	Affiliate's Team
Bantam AA Bruins, Stamps, Bronks	Community Bantam teams within NWCAA boundaries
Bantam AAA Flames	Bantam AA Bruins, Stamps, Bronks Community Bantam teams within NWCAA boundaries
Midget A Bruins, Stamps	Bantam AAA Flames, Bantam AA Community Midget teams Within NWCAA boundaries
Midget AA Bruins	Midget A Bruins Community Midget teams within NWCAA boundaries
Midget AA Stamps	Midget A Stamps Community Midget teams within NWCAA boundaries
Major Midget AAA Flames	Midget AA or Midget A Bruins and Stamps
Junior B Bruins, Stamps	Midget AA and Midget AAA Teams Junior C teams within NWCAA boundaries

The NWCAA objectives relating to affiliate use are to: (i) assist the higher division team in the event that its roster is reduced due to injury, or illness; and (ii) provide the affiliated players an opportunity to gain experience at a higher level of play. The policy for using an affiliated player involves the following steps:

Bantam Teams:

Teams will have a minimum of **11 forwards, 6 defense and 2 goalies** dressed for all games. Affiliation use is compulsory to meet the minimum roster size.

Bantam AA; rosters are expected to meet the requirements stated above, but are subject to player availability from the feeder communities. Every effort should be made to have a full roster at Bantam AA as much as possible.

Affiliate Player selection will follow this process:

- The Coach of the team providing the affiliate player will support the request for an affiliate player if:
 - There is no game conflict with his team
 - The player is in good standing with his/her own team
 - The player is willing to play
 - The player has been selected to be an affiliate based on need and/or as a reward for hard work/excellent play. This will require a discussion and subsequent mutual agreement between the Coach that requires the affiliate and the Coach that is providing the affiliate

- If there can be no player affiliation due to game conflicts, the Board Appointed Bantam Coordinator will intervene and determine the best scenario on a case by case basis.

Once the affiliate player(s) have been determined, the Coach who requested the affiliate will notify the parents of the player(s) selected.

Midget Teams:

Teams will have a minimum of **9 forwards, 5 defensemen, and 2 goalies** dressed for all games. Affiliation is compulsory to meet the minimum roster size. Using affiliates above the minimum numbers is encouraged, but is at the discretion of the Coaching staff.

Affiliate Player selection will follow this process:

- The Coach of the team providing the affiliate will support the request for an affiliate if:
 - There is no game conflict with his team
 - The player is in good standing with his/her own team
 - The player is willing to play
 - The player has been selected to be an affiliate based on need and/or as a reward for hard work/excellent play. This will require a discussion and subsequent mutual agreement between the Coach that requires the affiliate and the Coach that is providing the affiliate
- If there can be no player affiliation due to game conflicts, the Board Appointed Midget Coordinator will intervene and determine the best scenario on a case by case basis.

Once the affiliate player(s) have been determined, the Coach who requested the affiliate will notify the parents of the player(s) selected.

For Midget AAA affiliations, the order for use of affiliates when there are no game conflicts across the AA Midget teams and the AAA Minor Midget teams will be as follows:

- Use all possible affiliates available (based on the rules above) from Midget AA teams first, and if players are still required, use affiliate players from the Minor Midget AAA teams.

Game Responsibilities

The Manager for the home team for all league games is responsible for coordinating all on-ice and off-ice officials. If the Manager is unable to attend the game, he should appoint an acting Manager to perform his responsibilities.

The Manager's responsibilities include the following duties:

1. Monitor player behavior in the hallway as the team is entering or leaving the dressing rooms between periods. [The Head Coach is responsible for ensuring that: (i) any damage to the dressing room prior to the team entering is pointed out to the rink attendant (to avoid liability for damages caused by others); and (ii) the dressing is left in good order after the team's ice time.]
2. Fill out the game sheets prior to the start of the game (adhesive stickers of the player roster are a valuable time-saver). A reminder that you will require a sticker for each copy of the game sheets and ensure that one of the coaches signs the sheet. Ensure that comments are written beside the names of any players who are:
 - injured (i.e. "inj")
 - suspended (i.e. "game # of a # game suspension")
 - affiliates (i.e. "AP")
3. Ensure that representatives from both teams have signed the games sheet before the game begins, and that the referees, scorekeeper and timekeeper sign the sheet at the end of the game. The game sheets must be submitted (i.e. faxed or delivered) to the appropriate league coordinators and league statisticians within 24 hours of the completion of the game. The original game sheet (i.e. the white copy) must then be delivered or mailed to the appropriate league coordinator.
4. The home team must provide a scorekeeper, a timekeeper and two penalty box attendants for all games. The Manager and the NWCAA Team Coordinator are considered team officials and are therefore prohibited from working as a scorekeeper or timekeeper during a game.
5. Any Incident Reports, which will list major penalties and suspensions, must also be forwarded with the game sheets.
6. When a player has been given a suspension, they will be notified of the number of games they must sit out. They will also be notified regarding what type of game qualifies for serving the suspension (i.e. in most instances, exhibition games do not count towards serving a suspension). As indicated in (2) above, when a player sits out his suspension his name must still appear on the game sheet, and the Manager must write "suspended" beside the player's name.
7. If an injury occurs to a player, team official, spectator, or any other person as a result of a practice or game, a Canadian Hockey Injury Report should be completed and filed with Hockey Alberta. This form is included as Appendix 8. The form must be completed for injuries that require medical attention and submitted within 90 days of the injury. The attending physician or dentist must sign the form. By completing the Injury Form the injured family is potentially eligible to submit an insurance claim through the Hockey Alberta insurance program.

It is expected that the player's family will pay for the expenses first, attempt to make a claim against the primary insurer (i.e. Alberta Health Care, Alberta Blue Cross or any employer health plan), and then Hockey Alberta's insurance coverage can be addressed. See information on the Hockey Alberta website.

Team Bus Travel Guidelines

1. For all Bantam, Minor Midget and Midget AA level teams, it is permissible for the players to be driven by an adult (*that is 25 years of age and older*) to games in Airdrie, Chestermere, Cochrane, Okotoks and Strathmore. The NWCAA will not pay for busing to these destinations.
2. If the bus is required for a league or playoff game outside of the above noted destinations, payment for the bus will be the responsibility of the NWCAA and TRAXX will invoice the NWCAA directly. Unless there is a necessity for the team to overnight (i.e. back-to-back out of town games), there is the expectation that the bus will return to Calgary on the same day of the game. If the team elects to stay overnight for its own reasons, then the incremental bus and other travel related costs (accommodations, meals) will be the responsibility of the team. The team must notify the President and Treasurer of its intention in e-mail or writing to overnight at least ten (10) business days in advance of the stay.
3. TRAXX will likely have been notified of the first few dates of league games which require transportation. The team Manager is responsible for notifying TRAXX of further dates, pickup times and places. Managers should do this as soon as possible in the hockey year to ensure buses are available.
4. Payment for bus travel to exhibition or tournament games will be the responsibility of the team, and the team Manager should make arrangements to pay the bus company directly.
5. The Head Coach and Manager will determine a policy for parents traveling on the team bus for away games.

Please contact Wendy Nelson at TRAXX Coachline to confirm your bookings and make sure they are aware of any future dates.

E-mail: wnelson@traxxcoachlines.com

Phone: 1-877-872-9977 ext. 1115

Tournaments and Exhibition Games

The NWCAA does not encourage tournament or exhibition games during league play unless there is a sufficient break in the schedule to accommodate them. Scheduling Windows are available upon request to the AA Council of Hockey Calgary or through the individual leagues, but the reality is that applications must be made so early in the

season (i.e. July 15th for the Bantam AAA Flames) that it is extremely difficult to obtain a window.

Once scheduled, league games cannot be re-scheduled for any reason.

Tournament plans should be developed early in the season in order that entry applications can be submitted, travel permits obtained, travel and accommodation logistics can be organized, and financing can be arranged. All costs incurred in exhibition or tournament games are the responsibility of the team, and the NWCAA will not be responsible for any costs incurred.

Any team travelling outside of Zone 9 (i.e. the City of Calgary plus the area defined as the Springbank Minor Hockey Association) to play an exhibition or tournament game must have a Travel Permit. The team manager will be given a log in and password to their Hockey Calgary Team account from the NWCAA Registrar.

Additional insurance may be required if the team is participating in tournaments outside of Canada.

Travel Policy

Bus Travel

1. For all Bantam, Minor Midget and Midget AA level teams, it is permissible for the players to be driven by an adult (that is 25 years of age and older) to games in Airdrie, Chestermere, Cochrane, Okotoks and Strathmore. The NWCAA will not pay for busing to these destinations.
2. If the bus is required for a league or initial playoff game outside of the above noted destinations, payment for the bus will be the responsibility of the NWCAA. Unless there is a necessity for the team to overnight (i.e. back-to-back out of town games), there is the expectation that the bus will return to Calgary on the same day of the game. If the team elects to stay overnight for its own reasons, then the incremental bus and other travel related costs (accommodations, meals) will be the responsibility of the team. The team must notify the President and Treasurer of its intention in e-mail or writing to overnight at least ten (10) business days in advance of the stay.

NOTE: Should the team be successful and continue to move past the initial playoffs the extra expenses will be covered by the team.

3. Payment for bus travel to exhibition or tournament games will be the responsibility of the team and the team Manager should make arrangements to pay the busing company directly.
4. The Head Coach and Manager will determine a policy for parents traveling on the team bus for away games.

Hotel and Meals

1. Based on the statements regarding Hotel Room and Meal expenses below, a maximum of \$2500 per night will be paid to teams for required out of town travel for league and playoff games. Expenses up to this amount do not have to be included in the team budget. Expenses above this amount will be covered by the team and included in the team budget. The NWCAA will only reimburse the team account and NOT individuals directly.
 - a. **Hotel rooms:** Reasonable costs for hotel rooms only. Where scheduling for league and playoff games (including Sutter Cup for Minor Midget AAA) require and overnight stay (i.e. back-to-back out of town games), will be reimbursed by the NWCAA upon presentation of appropriate receipts to the NWCAA Treasurer. This should be arranged and communicated with the NWCAA treasurer prior to the trip. Failure to submit a proper reimbursement request directly to the NWCAA Treasurer will result in a delay in assessing and responding to the team's request.
 - b. **Out of town Meal Expenses:** League and playoff games meal expenses to a reasonable amount do not have to be part of the team budget. Meal expenses will be reimbursed by the NWCAA whenever an overnight stay is required (i.e. back-to-back out of town games). For each night stayed at a hotel, the reimbursement will be up to the following amounts: for a breakfast (\$10), lunch (\$15) and dinner (\$20) for each member of the coaching staff and for each player. Receipts and accounting must be provided to the NWCAA Treasurer by the team treasurer for the team to be reimbursed.

Travel Conduct

1. No Representative shall violate NWCAA policies and / or any specific rules established by a team traveling on behalf of the NWCAA. These rules shall include (without limiting the generality of this item) use of hotel sports and recreational equipment, dress regulation, participation in recreational activities while traveling and other rules established to assist in enhancing the performance of the team.
 - a. In situations where the Representatives travel with their families to NWCAA functions (particularly out of town tournaments and games) these rules may be modified. However, the head of the family must advise the team's Head Coach or Manager that the family is accepting responsibility for the behavior of the Representative. The Representative must still adhere to the broad principles underlying these rules.

- b. Players shall not have guests in team hotel rooms, be in other hotel rooms with anyone other than teammates or attend unauthorized private parties when traveling with the team.
 - c. No Representative shall violate curfews established while traveling. In this regard, it shall be the responsibility of the Head Coach to ensure that curfews are established while traveling and that they are communicated to all Representatives, giving regard to the age of the individuals involved and the schedule for the events. The Head Coach's decision regarding the establishment of curfews shall be final.
2. Consumption of alcohol, drugs or tobacco by players is prohibited.
3. Expulsion for the participation in the particular event. When a Representative is suspended from participation in an event as a result of the breach of the Conduct Policy, the Representative must be sent home as soon as possible. In such circumstances, all costs of travel shall be borne by the individual and no further participation in any NWCAA activity shall be permitted until the costs have been fully reimbursed. In circumstances where the Representative is a minor, the Representative's parents will be advised of details of travel plans prior to the trip and agreement will be reached on the mode of travel to be employed; however, the Representative must be sent home, that decision cannot be changed.
4. Refer to Conduct Policy regarding definitions and disciplinary actions pertaining to major and minor breaches of the Conduct Policy.

Team Supervision

1. The Manager and Head Coach will develop a team room list.
2. The Head Coach will appoint a "Safety Person" for every overnight stay. This will be the coach, assistant coach, or the Manager. The trainer is not eligible to be the "Safety Person". The duties of the Safety Person will commence when the team returns to the hotel for the evening.
3. The Head Coach will set curfew for their teams. They will notify the Safety Person and Hotel Staff of the curfew.
4. The Head Coach will identify the Safety Person to the team and to the hotel staff.
5. The player medical and contact information must accompany the team on the trip.
6. The expectations/responsibilities of the Safety Person will be to:

- a. Remain with the team at the hotel once the team has returned.
 - b. Consume no alcohol/drugs at any time on the day that they are appointed Safety Person.
 - c. Do random team curfew checks.
 - d. Notify all team members of a team meeting place outside of the hotel for use in the event of a building emergency, and to ensure all players are accounted for during such an event (Muster Point).
 - e. Notify players of exits in the hotel, don't use elevators.
 - f. Act as the on-site contact person for the team for any issues with players in their rooms (player illness/injury).
 - g. Act as the team contact for hotel officials.
 - h. Have in possession the player medical and contact information.
7. If the Head coach becomes incapacitated, the first assistant shall assume the duties of the head coach. Failing that the second assistant coach shall assume the duties of the head coach and failing that, the Manager shall assume the duties of the head coach.

Jerseys

- Team jerseys (home and away) are provided by the NWCAA and are ultimately the responsibility of the Head Coach. The Jersey Coordinator(s) will be responsible on a day-to-day basis. The Jersey Coordinator(s) is responsible for washing the jerseys and ensuring that both sets are available for each game. Four families may be needed to take care of the sets of Jerseys, splitting the time half way through the season.
- Jerseys are not to be worn during practices
- Name bars and "C's" and "A's" will be consistent and the same for all teams. The NWCAA approved name bar vendor will make no exceptions. For additional information the Equipment Director should be contacted.
- **Jersey's are *NOT* to be kept in the players bags. Jersey's are to be distributed and collected before and after each game (this is mandatory).**

- The jerseys are to be washed after each game and before being returned at season-end. Washing should be in warm water, and the jerseys should be hung to dry.
- A jersey deposit will be collected for each player in the amount of \$300.00 post dated for May 15th. The team treasurer will hold these cheques. Any one jersey that is not returned the cheque will be forwarded to the NWCAA treasurer and cashed. The cheques will be destroyed at the end of the year if they are not needed to be cashed.

NWCAA Team Coordinator

A member of the Board is assigned as a coordinator for each team and is responsible for the liaison between the teams and the Board. In keeping with their role as liaison responsibilities, NWCAA Team Coordinators may request meetings with players and parents during the course of the season to convey information, and will be available to assist in resolving any issues that you, your players or parents may encounter. If there are questions or suggestions about your team, please discuss them with your NWCAA Team Coordinator, and he or she will try to assist. The team coordinator should be at the first few team player and parent meetings and will assist/advise the Manager and Coaches as required.

Coach Evaluations/Survey

In order to ensure that the NWCAA provides the highest quality of coaching possible, players and parents are encouraged to submit confidential information on the coaching staff.

At least one evaluation/survey may be conducted during the season.

In order to retain confidentiality of the comments, the evaluation will be conducted on-line.

Coaching Conflicts of Interest

Conflicts of interest or perceived conflicts of interest with respect to the coaching staff should be brought forward to the NWCAA Team Coordinator for resolution. These conflicts will be reviewed by the NWCAA board for resolution only if necessary.

Media

It is important for the Manager to be aware of privacy concerns when dealing with the media or scouts. The Manager must respect the privacy of all team members, and will need to obtain permission before publishing photos or information regarding any team member. If the Manager is approached by a scout or other individual requesting a team list or other personal information, obtain permission from player's parents or obtain a copy of the request for personal information and pass it along to parents for permission.

Social Media Policy and Guidelines

All members shall abide by the Hockey Calgary Social Media Policy and Guidelines at all times. Where a link can be made between a negative or inflammatory post and a member of the Hockey Calgary Community, even if not named directly, the individual in questions may be subject to disciplinary action under the Hockey Calgary Rules and Regulations 19(b) Conduct Unbecoming the game of hockey and/or the NWCAA conduct policy.

TREASURER PROCEDURES

Treasurer Role

Reporting to the Manager, the Treasurer is responsible for managing the financial affairs of the team, ensuring that an operating budget is approved by the parents, that sufficient money is collected or generated by the parents to fund the team's expenses, and providing regular financial updates to the parents and the NWCAA.

Treasurer Duties

1. Collect, organize, report on, and remit NWCAA registration fees and jersey deposit cheques
2. Establish a team budget and obtain parent ratification for the size and distribution of expenditures, to be submitted to NWCAA Treasurer by November 15th.
3. Obtain consensus on revenue allocation from the parents (i.e. cheque-writing by parents vs. fundraising activities) and ensure that sufficient funds are collected/generated to cover the teams expenditures
4. Ensure that the parents are made aware of the available financial assistance programs
5. Manage the team bank account, make deposits and write cheques to cover team expenses
6. Distribute financial reports to the parents and update the NWCAA monthly as to the team's financial position
7. Distribute surplus funds at the end of season
8. Other financial duties that may arise

Team Budget Meeting with Parents and Coaches

This meeting may be held at the initial parents meeting for the year providing all information has been published regarding the seasons fees.

An agenda item at the parents meeting will be the Treasurer report, where the following items should be discussed:

1. Budgeting issues should be discussed with the parents. Team budgets have been capped by the NWCAA at \$25,000 per team (2016/17). Out of town tournament expenses typically account for the largest component of budget, so the discussions conducted earlier in the meeting by the Manager should be considered. **The Treasurer will commit to design a budget for the subsequent approval of the parents, but for the purposes of discussion, assume a revenue requirement of \$25,000 (\$30,000 Midget AAA Flames). See the section below on team budgets – what is in and what is out.**
2. There may be differing opinions about how to fund the team expenses. Some parents will prefer to write cheques and forego the obligations to fundraise. Others will prefer to conduct fundraising activities to minimize personal cash outlays. The Treasurer should allow for this discussion and try to reach a consensus.
3. If the budget is to have a component of fundraising, the Team Manager needs to obtain consensus on how the fundraising efforts will be credited to the individual families. The two most common allocations are:
 - The “all-for-one and one-for-all” approach assumes that all the families contribute equally to the fundraising efforts. In this case the Treasurer just deposits the net proceeds into the team bank account.
 - The “everyone for himself” approach dictates that each individual family will fundraise according to its own abilities and desires. It is not uncommon under this scenario for a family to just write a cheque in order to avoid the trouble of participating in fundraising activities. In this case the Treasurer must track the individual contributions to ensure that each family funds its proportionate share of the budget.
 - In many cases, fundraising will be a combination of the two approaches. Some portion of the team’s revenue may be shared (for example, raffle draws where everyone is given the same number of tickets and is responsible to sell them, or silent auctions where everyone participates), and some portion of the revenue may go straight to the individual family’s funding requirement (for example, frozen pizza or Spolumbos sales where whatever you sell goes to your own personal funding requirement)
4. Parents should be made aware of the financial assistance program offered by the NWCAA and by the Calgary Flames Hockey Team (through Hockey Calgary).

At this meeting, the Treasurer should collect the following cheques from each family and forward the cheques to the NWCAA Treasurer.

- **Jersey Deposit** - One \$300 cheque per player, dated May 15th payable to "NWCAA". The cheque will only be cashed if one or both jerseys are not returned. These cheques are shredded at year end if they are not needed to be cashed.
- **NWCAA Registration Fee (see the Registration Fees section)**

The payment options are:

- a. One cheque payable to the *NWCAA team account* with the current date.
"OR"
 - b. One cheque payable to the *NWCAA team account* ½ dated October 15th and one cheque ¼ of the amount dated December 1st and the final ¼ payment dated January 15th. A \$25 administration fee charged per family with this payment option to be added to the first (1st) cheque.
- **Team Budget (cash call component of team budget)** – The cheques should approximate the \$25,000 budget cap (\$30,000 for Midget AAA Flames). Assuming a 19-player roster (\$25,000), five cheques from each family, each written for \$263.20 will be sufficient to fund the teams operations during the season. The initial cheque should be written with the current date so that the team bank account can be opened, while the remaining cheques could be post-dated on a monthly basis.

Registration Fees

The registration fees for the 2016-17 are listed below. All registration fees are due and will be collected by the team manager and treasurer. Fees are reviewed and set annually by the NWCAA Board of Directors.

IMPORTANT: *Players will not be allowed to participate in practices and/or games if fees are not considered by team management to be up to date. The NWCAA treasurer shall be alerted of all monies outstanding immediately (this includes team fee cash calls).*

If a cheque is returned NSF (non sufficient funds), the player concerned may automatically be suspended from practicing or playing any games until the matter is resolved. There will be an additional charge of forty dollars (\$40.00) for the NSF cheque. The Team Treasurer will alert the NWCAA Treasurer, the Team Coordinator and the Team Manager immediately. The family to which this occurs must be notified by the Team Treasurer or NWCAA Team Coordinator to correct the NSF cheque immediately. If this cannot immediately be resolved the player is subject to suspension.

Any outstanding monies owed to the team/NWCAA must be paid in full before the player is allowed to step on tryout ice the following season, by such method as determined by the NWCAA. A release or transfer of the player will not be granted until all monies are paid in full.

TEAM 2016/17 Season	REGISTRATION FEE /player (1)	GST (2)	TOTAL /player	TRAVEL SURCHARGE /player (3)	TOTAL REG. FEE	TEAM FEE (cash call) /player (5)
Bantam AA	\$2,650.00	-	\$2,650.00	-	\$2,650.00	\$1,316.00
Bantam AAA	\$3,500.00	-	\$3,500.00	\$200.00	\$3,700.00	\$1,316.00
Jersey Deposit (4)			\$300.00	<i>(Dated May 15, 2017)</i>		
Minor Midget	\$3,500.00	\$175.00	\$3,675.00	\$200.00	\$3,875.00	\$1,316.00
Midget AA	\$3,300.00	\$165.00	\$3,465.00	\$200.00	\$3,665.00	\$1,316.00
Midget AAA	\$4,250.00	\$212.50	\$4,462.50	\$500.00	\$4,962.50	\$1,500.00
Jersey Deposit (4)			\$300.00	<i>(Dated May 15, 2017)</i>		
Junior B	\$1,200.00	\$60.00	\$1,260.00	-	\$1,260.00	-
Jersey Deposit (4)			\$300.00		\$300.00	

(1) Registration Fees - Team payment due Oct. 15, 2017

- If payment option plan selected: One cheque payable as follows: 1/2 on Oct. 15, 2016, 1/4 on Dec 1, 2016 and final 1/4 on Jan. 15, 2017. \$25 Admin fee charged per family with payment option plan (to be added to 1st cheque).

(Cheques for registration fee & Travel Charge - payable to team account)

- Team Treasurer will forward one cheque payable to "NWCAA" to the NWCAA Treasurer along with a statement of payments made by the team for each of the payment due dates.

(2) GST not applicable to Bantam (under the age of 15)

(3) Cost recovery for teams that travel as part of league schedule.

(4) One \$300 cheque per player, post dated May 15, 2017 payable to "NWCAA", cheque will only be cashed if one or both jerseys are not returned, and if jerseys are not in acceptable condition.

(5) Team Budget (cash calls) Bantam AA, AAA, Minor Midget and Midget AA team cash call is \$25,000.00. Midget AAA team cash call is \$30,000.00

IMPORTANT NOTE: *Playoff games extending past the initial round may require additional payments from families for these expenses. This may include payment for transportation and hotel costs per player.*

One of the most difficult aspects of the Treasurer role is collecting funds from the parents necessary to pay for the team's expenses. One recommended solution to this issue is to **collect a series of cheques that will cover the entire team operating budget from each family during the initial parents meeting.**

The cheques should approximate the \$25,000 budget cap (\$30,000 for Midget AAA Flames). Assuming a 19-player roster, five cheques from each family, each written for \$263.20 will be sufficient to fund the teams operations during the season. The initial cheque should be written with the current date so that the team bank account can be opened, while the remaining cheques could be post-dated on a monthly basis. The Treasurer should advise the parents that the **post-dated cheques will not be cashed if expenses are lower than anticipated or if the team's fundraising activities are successful.**

Financial Assistance Programs

Through the support of the Calgary Flames Hockey Club, a financial aid program is also available through Hockey Calgary [entitled Flames Even Strength]. The application form can be found at the following link

<https://www.hockeycalgary.ca/registration/flames-even-strength-program>

and should be filled in by the parents requesting the assistance and passed to NWCAA Treasurer for validation and submission to Hockey Calgary by its deadline. The registration amount net of any Flames Even Strength applied for is due to the NWCAA on October 15th. The applicant must ensure full payment of fees to the NWCAA or face suspension from play.

There are a variety of other financial aid programs that are available, however, it is up to the applicant to put together the application and ensure that it reaches the programs sponsors as these are outside of the administrative scope of Hockey Calgary. Provided below is a summary of alternate programs:

Kidsport

http://www.kidsport.ab.ca/index.php?page=calgary_apply

<http://www.kidsport.ab.ca/>

Canadian Tire Jumpstart

<http://www.canadiantire.ca/jumpstart/>

Team Bank Account

Bank accounts have been established for each of the teams at the (bank TBA). When the two signatories for your team have been selected, you can inform the NWCAA Treasurer who will contact the representative at the bank.

As you set up your account, please note the following:

1. Inform the NWCAA Treasurer of who has been appointed as manager and treasurer for your team. The NWCAA treasurer will then put you in touch with Scotiabank so you can arrange a time to set up an appointment to establish signatories.
2. The team signatories (typically the manager and treasurer) should set up a SINGLE appointment in advance to meet with the bank to facilitate enacting signing authority.
3. You will require two pieces of identification, at least one of which includes a photograph. This process shouldn't take longer than 15 minutes, since all the documentation has been pre-processed.
4. The NWCAA Treasurer and the NWCAA President are also signatories to the team account. This has been done because the accounts are designed to be used in perpetuity for each of the teams, and it allows for continuity of the account between the time that your signing authority expires at the end of this season, and when your replacement arrives at the beginning of next season.
5. The team accounts are to be set up for monthly statements to be sent to each of the team's Treasurer's addresses, but you will want to confirm this when you execute the documents.
6. The NWCAA will supply you with a batch of cheques for the season. Please contact the NWCAA Treasurer if you require additional cheques.
7. Each team bank account comes with a minimal sum of funds required to keep the account open from season to season. At season's end, after distributing the remaining funds to the parents please leave at least a \$25 float in the Team Bank Account.
8. Each team is responsible for reconciling its bank account monthly.

It is important that numerous checks and balances be adhered to in order to ensure that the funds are managed appropriately.

1. **Cheques written on the team account require two signatures**, one of which must be the Treasurer. The preference would be for the Manager to be the second signatory, but the second person could also be another team parent so long as there is not a strong personal relationship between the Treasurer and the parent.
2. *Monthly* accounting is to be provided to the parents and the NWCAA.
3. Receipts should be obtained and retained for all transactions.
4. All transactions for the team players are required to be run through the team account. It is important that you do so and adhere to the team budget limit. The NWCAA Board needs to understand the true costs of running a team so that future policies and procedures may be shaped accordingly. **Failure to operate and provide full account for team transactions will result in suspension from the NWCAA of the Team Manager, Treasurer and/or Coach.** Non monetary donations in many cases need to be accounted for in the team financials at their market value. If you have any questions please direct them to the NWCAA Treasurer.
5. Scholarship Donations - The NWCAA encourages its member teams to make a donation to the NWCAA Scholarship Fund. Each year scholarships are awarded to current players and past alumni of the NWCAA enrolled in a post secondary program that demonstrate scholastic achievement, a passion for hockey, and community involvement.

Team Budget Limits

Team Budgets 2016/17

As approved by the NWCAA Board, team budgets for Bantam AA, AAA, Minor Midget and Midget AA are capped at a maximum of \$25,000.00 per team for the hockey year 2016/17.

This \$25,000 can be any combination of cash calls, fundraising, donations, or sponsorships (including jersey sponsorships and yearbook sponsorships/contributions greater than \$2,000).

This \$25,000 is a reduction from previous years because the NWCAA organization has taken on a number of costs that teams were required to cover in the past. Primarily, NWCAA has taken on coach honorariums, trainer expenses, Hockey Canada dryland training, and Hockey Canada on-ice development program. Subsequently, we have increased the NWCAA fees, but in response we have lowered the team budgets in an effort to keep overall family costs the same or lower.

We want to continue to keep equity between NWCAA teams, and keep hockey as affordable as possible at this level.

However, the Board has also chosen to allow an exception to this budget cap. Teams will be allowed to increase their budget by up to \$10,000.00 per team if donations or sponsorships (including jersey patches and Yearbook sponsorships over \$2,000) are received. These donations cannot come in the form of expectations for all families to contribute extra. The donation must truly be a donation. It can come from a business, or even a family, but there must not be any expectation for other families to donate. This \$10,000 limit includes donations of goods or services such as hotel rooms for out of town tournaments or player equipment. The NWCAA Board is not saying that players should not benefit from donations and the goodwill of people or companies; we simply want to put a limit on so there is equity within the organization.

The other exception is for the *Midget AAA Flames* whose budget cap will be \$30,000.00 from families, and with another \$10,000.00 in possible donations.

Any questions, please direct them to the NWCAA president or treasurer.

Examples:

- 1) Team raises \$25,000 through cash calls and fund raising, and raises \$12,000 for the yearbook (\$10,000 above the \$2,000 requirement). Their total budget for the year is \$35,000. This is approved.
- 2) Team raises \$15,000 through cash calls and fund raising, and raises \$10,000 for the Jersey patches. Their total budget for the year is \$25,000. This is approved.
- 3) Team raises \$20,000 through fundraising, and \$15,000 through donations including \$8,000 cash and \$7,000 in gifts and equipment. \$5,000 of the donations goes to their standard \$25,000 team budget, and the other \$10,000 goes to their \$10,000 donation limit. Their total team budget is \$35,000. This is approved.
- 4) Team raises \$20,000 through cash calls and fund raising, and raises \$20,000 in jersey sponsorships and donations and gifts. This is **not approved** as it is \$5,000 above the total budget allowed for teams.

Team Budget Notes – Items NOT to be included Team Budgets

1. **Trainer honorariums** are now paid by the NWCAA and are included as part of the player registration fees. (This does not include costs for trainers at tournaments. This is the responsibility of the team budget.)
2. **Bus transportation** to all league and initial playoff games, as specified in the Bus Transportation Guidelines elsewhere in this document, will be paid for by

the NWCAA. Transportation to exhibition and tournament games are the responsibility of the team.

NOTE: Playoff games extending past the initial round may require additional payments from families for these expenses. This may include payment for transportation and hotel costs per player.

3. **Out of Town Travel:** Based on the statements regarding Hotel Rooms and Meal Expenses below, a maximum of \$2500 per night will be paid to teams for required out of town travel for league and playoff games. Expenses up to this amount do not have to be included in your team budget. Expenses above this amount must be covered by the team and covered in the team budget. The NWCAA will only reimburse the team account and NOT individuals directly.
4. **Hotel Rooms:** Reasonable costs for hotel rooms only, where scheduling for league or playoff games (including Sutter Cup for Minor Midget AAA) require an overnight stay (i.e. back-to-back out of town games), will be reimbursed by the NWCAA upon presentation of appropriate receipts to the NWCAA Treasurer. This should be arranged and communicated with the NWCAA treasurer prior to the trip. Failure to submit a proper reimbursement request directly to the NWCAA Treasurer will result in a delay in assessing and responding to your team's request.

NOTE: Playoff games extending past the initial round may require additional payments from families for these expenses. This may include payment for transportation and hotel costs per player.

5. **Out of town Meal Expenses:** Regular season and playoff games meal expenses to a reasonable amount do not have to be part of the team budget. Meal expenses will be reimbursed by the NWCAA whenever an overnight stay is required (i.e. back-to-back out of town games). For each night stayed at a hotel, the reimbursement will be up to the following amounts: for a breakfast (\$10) and lunch (\$15) and a dinner (\$20) for each member of the coaching staff and for each player. Receipts and accounting must be provided to the NWCAA treasurer by the team treasurer for the team to be reimbursed.
6. **Yearbook:** Each year, the charge for each team to cover the publishing costs for the NWCAA Yearbook will be \$2,000 and payment should be submitted to the NWCAA Treasurer by February 15, 2017. For more information, please read the section elsewhere in this document on Yearbooks. The \$2,000 yearbook fee does not need to be included in your team's budget. Anything raised above \$2,000 for the yearbook must be included in the team's revenues.
7. **Coach honorariums** – The NWCAA will be providing coach honorariums. Please see chart below: The award of the honorariums will be subject to the coaching staff's ability to meet the NWCAA development plan. They will be paid at season's end.

Team Budget Notes – Items TO BE INCLUDED in Team Budgets

This is not an exhaustive list, but they are the most frequent questions that have been asked

1. **Extra Ice**: The team is responsible for any extra ice times purchased by the team.
2. **Bus transportation** costs to exhibition and tournament games are the responsibility of the team and are to be included in team budgets. If a team chooses to use bus transportation to one of the locations outlined in the Bus Travel policy, the team is responsible for that costs and it must be included in the team budget.
3. **Gifts, Donations of equipment, ice time, plane fares, meals, etc**: Gifts to the team and players/or players are to be included in the team budget. This is where the additional \$10,000 donation limit can be used if the team wants. For example, if someone wanted to pay for hotel rooms during an out of town tournament, and the total cost was \$3000 for these rooms, this amount must be included within the \$10,000 donation limit for the team. The same principle applies for donations of equipment.
4. **All Tournament expenses** paid for by the team or donated to the team. Includes Hotel, meal expenses, transportation, and any other tournament related expenses. Team manager/ treasurer must arrange to pay Traxx or other bussing company directly if bussing is used.
5. **All Exhibition Game expenses**, including trainers, referees, bus transportation, meals. Team manager/ treasurer must arrange to pay Traxx or other bussing company directly if bussing is used.
6. **Team Building expenses**
7. **Required Team clothing**: NWCA mandatory team clothing; the total amount spent by players and their families must be included in the team budget. If players choose to purchase other NWCAA clothing, it does not have to be included in the budget.

Budget Expenses and Revenues Template

Expenses should be forecast on a monthly basis. Please contact the NWCAA treasurer for a standard template for all teams to utilize.

Budget Example

The table below is a simple template that might be used to present the budget for approval and to update the parents on the team's financials.

Team Operating Budget				
	<u>Budget</u>		<u>Actual</u>	
	(\$)	(%)	(\$)	(%)
<u>Expenses</u>				
Colorado Tournament	\$35,000	70.0%		
Sutter Cup	2,500	5.0%		
Team Track Suits	2,500	5.0%		
Team Building	2,500	5.0%		
Coach Gifts	2,000	4.0%		
Exhibition Games/Extra Ice	2,000	4.0%		
Post-Games Bus Meals	1,500	3.0%		
Other/Miscellaneous	2,000	4.0%		
Total Expenses	<u>\$50,000</u>	<u>100.0%</u>		
<u>Revenues</u>				
Parent Contributions	\$19,000	38.0%		
Fundraising Activities				
Silent Auction (net)	20,000	40.0%		
NWCAA Yearbook (net)	7,500	15.0%		
Grocery Cards	3,500	7.0%		
Total Revenues	<u>\$50,000</u>	<u>100.0%</u>		

Coach Honorariums

Teams	Honorarium total per team
Bantam AA	\$2,000.00
Bantam AAA	\$2,500.00
Minor Midget AAA (i.e. Midget A)	\$2,500.00
Midget AA	\$2,500.00
Major Midget AAA	\$6,000.00
Junior B**	\$2,000.00

Money Remaining at the End of the Season

All fund directly contributed by the parents and raised by the team shall be reimbursed in accordance with the team's choice of fund raising approach which was discussed earlier. The team account must show at least a \$25 balance by May 30th and return the banking card, cheque and deposit book to the NWCAA Treasurer. Any funds remaining in the team account after May 30th will be donated to the NWCAA Scholarship Fund. You will not be required to remove your name from the team bank account as this will automatically be handled by the NWCAA.

NWCAA Financial Statements

The NWCAA is a registered not-for-profit organization and may publish its financial statements on its website. Player registrations form the largest part of our revenue base. Ice rental and referee fees account for the largest proportion of expenditures, and with the increasing energy costs of recent years, will continue to increase in importance. The NWCAA now holds Casinos as part of its fundraising, while Bingos have been discontinued.