



BVHS

Team Operations

Manual



BVHS Team Operations Manual



Contents

BVHS Flames Core Values:	3
BVHS Strategic Objectives:.....	4
BVHS Team Meetings.....	4
BVHS Affiliation Policy.....	4
BVHS Policies.....	4
Managers	4
Apparel.....	4
Team Expectations.....	5
Team Rules.....	6
Captains and Assistants	6
Player Acknowledgements.....	7
Positions.....	7
Team Roles.....	8
Team Budget.....	10
Fundraising.....	12
Substance Use.....	13
Maltreatment, Bullying and Harassment.....	13
Expectations For Parents, Players, Coaches and Managers	13



BVHS Team Operations Manual



Team Operations

The BVHS Operations guideline is set out by the BVHS Board of Directors for our coaches to follow and use as a reference guide for setting up their team rules. The rules outlined in this manual are approved by the Board of Directors. The manual should be emailed to the parents and discussed at the first parents' meeting. After the parents' meeting, the coach and manager are responsible to ensure that every parent signs a copy of this document along with the team contract to acknowledge that they understand and accept the rules outlined in the Team Operations Guidelines manual. For the U11 – U18 teams, the players are required to also sign to acknowledge that they also understand the rules set out that pertain to the players. It is highly recommended that the coach or manager keep a copy of the signed manual. We also encourage coaches to use the BVHS Team Contract that each parent, player and coach is required to sign. This document can be found under the policies section of the BVHS website.

BVHS is committed to providing players with an opportunity to grow as individuals and gain self-esteem through a positive hockey experience that emphasizes fun, participation, development, safety and respect.

BVHS will strive to accomplish these goals in a consistent, transparent and collaborative environment that encourages the participation of Players, Coaches and Parents.

BVHS's strategic plan can be found on the [BVHS website](#).

BVHS Flames Core Values:

Integrity - We demand of ourselves and others the highest ethical standards. Our conduct as parents, coaches, and players will reflect the highest standards of integrity. We will demonstrate open, honest and ethical behaviour in dealing with each other, opposition, officials and administrators.

Respect - We will respect each other, parents, officials, coaches, and administrators with the utmost respect.

Teamwork - We want everyone to contribute to the best of their abilities. Teamwork sustains a spirit of excitement, fulfillment, pride and passion for our team. This pride and passion enable us to succeed both on and off the ice.

Leadership - Strong leadership advances teamwork by importing clarity of purpose and a shared sense of goals and objectives that are clearly stated and outlined within the team. We will inspire leadership skills in our players, which will make them better leaders on and off the ice.

Performance - We strive for continuous improvement in our performance. When we commit to doing something, we will do it to our best, most efficiently and effectively.

Friendship - We will form friendships with one another, both on and off-ice that will last for years to come.



BVHS Team Operations Manual



BVHS Strategic Objectives:

BE LEADERS IN OUR COMMUNITY by showing our players why giving back matters.

CONTINUED PERSONAL DEVELOPMENT supporting our players, coaches and managers to grow personally through experiences on and off the ice.

BEST IN CLASS PROGRAMS offers the right programs to prepare our players to achieve their goals both on and off the ice.

MAXIMIZE PLAYER ENGAGEMENT promotes an environment where everyone is fully engaged in the success of the Society.

BVHS Team Meetings

Each team is required to hold a team meeting at the start of the season. The date and time of the meeting will be scheduled by the respective team. BVHS teams will be permitted to book a room at the Trico Centre and the Society will cover the costs of the room rental. We encourage all coaches to put together a PPT presentation to run through at their parents' meeting. We have created a template that coaches can copy and or use as a reference point when creating their parents' PPT presentation.

For more information on templates and resources please visit the [Team Meeting](#) section of the website.

BVHS will cover the cost of the room rental for teams to host a parent's meeting and information will be circulated by office staff once teams have been formed.

BVHS Affiliation Policy

BVHS and Hockey Calgary have a guideline on our affiliation process. For an understanding of our Affiliation Policy please reference the Affiliation Guidelines document that can be found on the [Policies](#) section of the website.

BVHS Policies

Please refer to the [Policies](#) section of the website to reference and or download any one of the BVHS Policy and Procedures. Before contacting BVHS with questions regarding a team-level issue please refer to one of the Policies listed on the website.

Managers

The key to a successful season is to select an organized manager that will help assist in ensuring a successful season. For all the manager-related documents including the Manager Resource Manual please visit the [Manager section of the website](#).

Apparel

BVHS teams are required to purchase and use Adrenalin Source for Sports for all their apparel needs. We recommend voting on whether teams wish to purchase apparel at the first team meeting of the season. For more information on apparel please reference the BVHS Apparel and Equipment Policy.



BVHS Team Operations Manual



Adrenalin Source of Sports is the official apparel provider of the Bow Valley Hockey Society. No other individual and or company has permission to use the BV logo and or name. All team level apparel must be ordered through Adrenalin Source for Sports as per our agreement. This includes apparel paid through team level sponsorships.

Failure to follow this agreement may result in the Head Coach being suspended for a minimum of 5 games at the discretion of the BVHS Board of Directors.

In the event a team fails to follow these guidelines and orders third jerseys through another provider, the BVHS Board of Directors has the discretion to mandate that the team wears the BV issued jerseys for the remainder of the season. Each BV Head Coach is required to sign off on the BVHS Apparel and Equipment Policy.

Team Expectations

Player Commitment

- Parents or players will update the child's availability through TeamLinkt.
- Coaches are encouraged to track attendance at all games, practices, team events and off-ice conditioning sessions.
- Players who consistently fail to update TeamLinkt and or contact the coach regarding attendance for games or practices will be given one written warning. After this warning, if the issue continues the player will be sat for one period.
- Any player who misses three team events (games, practices, team building, team outings etc. will be sat for one period. Every time a player misses an additional three team events they will then sit again for another period. Coaches need to ensure this information is communicated to the parents and or players. We recommend a meeting between the family, the manager, and the head coach.
- Players who miss their BVHS practices or games to take part in third-party games, practices or development sessions may be sat for up to one game at the discretion of the coaching staff. No warnings need to be given out to players. BVHS teams take priority over any unsanctioned teams and or programs. Players who take part in such events may be subject to suspension by Hockey Calgary.

Practice and Game Itineraries

- Players are required to be at the arena 30 minutes before practice and 45 minutes before games. Players who are consistently late for games or practices will be given one written warning. After one warning if the issue continues the player may be sat for one period at the discretion of the coaching staff. The coaching staff has the discretion to make alternate expectations. (Exceptions will apply for the early weekday practices).
- Players should always be fully dressed, their water bottles filled, and sticks taped 15 minutes before any ice time.
- Players should be ready to go for off-ice sessions 10 minutes before the start time with their water bottles filled.
- Teams are encouraged to do a pregame warmups for all games.



BVHS Team Operations Manual



- We ask that the parents do not come into the dressing room unless they need to. With siblings and parents in one room, it gets to be overcrowded. Teams should have the coaches tie skates and help the kids with any issues they may have. The fewer people in the room, the better the team dynamic will become. There will always be a minimum of two coaches in the room as per the [Hockey Calgary Dressing Room Policy](#) (This applies to U11-U18 teams). For the U9 Age Group, parents should be out of the dressing room 20 minutes before each game or practice. (We prefer that no parents are in the room for the U9 Age Group but this is a team-level decision).

Parent and Player Expectations

- Each player, coach and parent will act professionally and respectfully while representing the BVHS Flames.
- We (parents, coaches, and parents) will respect the facilities, opponents, officials and fellow teammates, coaches, and parents at all times.
- Any issues and or concerns will be brought forward to the team manager or coaching staff. The 24-hour rule will apply to all team-related issues. Failure to follow the 24-hour rule may result in a meeting with the discipline committee.
- All team members, coaches, players, and parents will follow the BVHS Issue Resolution Guideline and will adhere to the Policies within the document. The document is posted on the Policies section of the website.
- Players who do not listen while on-ice or at an off-ice session will be given one warning. If the issue continues, they will be sent off the ice to sit on the bench. Any player who is sent off the ice because of behavioural issues will have to explain to his or her parents why they are sitting out. The coaches are not responsible to sit with the player while they sit on the bench. The coach's responsibility is to coach the team and not spend countless hours dealing with behavioural issues.
- Players with wheelie bags will carry their bags in and out of the arena.
- Players who have skates on in the dressing room will not walk around unless they are going to the washroom or heading out onto the ice.
- Foods containing nuts are not allowed in the dressing rooms.
- Players are not allowed to have electronics on while in the dressing room. This includes phones, gaming devices and iPads.
- The most important rule of all is to have fun and remember it's just a game.

Team Rules

We encourage the coaching staff to implement team rules and depending on the age group we would encourage coaches to engage the team in the development of the rules. This can include everything from dress code to consequences for shooting pucks after the whistle.

Captains and Assistants

U9 Age Group – Captains and Assistants are not allowed at the U9 Age Group.

U11 Age Groups - For each game, coaches will rotate through the team and players will be given a C or A to wear. The C' and A's provide players with the opportunity to work on their leadership skills. The C and A's will be rotated throughout the season, giving everyone equal opportunity. Coaches who use C's and A's must keep track of who wears the letters for each game.



BVHS Team Operations Manual



For U13-U18 Age Groups, the coaching staff has the right to designate specific players to wear the C and or A for the season. **The coaching staff should outline selection criteria and guidelines at the first parent meeting and or in writing via email.**

Player Acknowledgements

Teams are encouraged to use player acknowledgements for each game. These can be anything from a Hard Hat to Golden Jerseys etc. For U7 and U9 Age Groups, anyone who implements Player Acknowledgements must keep a record of who has received the acknowledgement. For U11-U18 players need to learn the importance of earning the acknowledgement. U11-U18 Age Group players need to earn the acknowledgements, and not every player has to be given the acknowledgement. This is the coaching staff's discretion, but for lower levels, it is recommended that every player receives it at least once. We encourage the coaching staff to track this in TeamLinkt using the assignments tracking option to make it clear for all the parents.

Positions

U7-U9 - These age groups play cross-ice / half-ice 4 on 4 therefore they do not have assigned positions. Goalies will rotate on one game. For the U9 Age Group, players who wish to take a turn in the net will each get to play during games and practices throughout the season. The goalie rotation must be equal throughout the season. Second-year U9 players wishing to play net in U11 DO NOT get additional turns to play net throughout the season. BVHS follows the Intro to Hockey Guidelines around goalie rotations. U9 coaches are required to track their goalie rotations as per the Intro to Hockey Guidelines.

U11 Age Group - Coaches will rotate positions on a 2-4 game rotation. Coaches are not permitted to deviate from the 2-4 game rotation. Second-year U11 players will designate a position in December. First-year players will continue to play all positions on a 2-4 game rotation depending on the number of second year players. If a second-year player wishes to change their preferred position after December, then the coaching staff will accommodate this player's request to the best of their ability. The coaches will play the player in their desired position to prepare them for the U13 Age Group. Positions will be addressed on a player-by-player basis. We encourage coaches to play players in positions that give them the best chance of winning during EMHW and Playoffs. If changes to the rotation are going to be made for EMHW or Playoffs coaches should communicate these changes with the parent groups.

For U11-U18 - Goalies will rotate game by game. Coaches are encouraged to give the goalies a role during the games that they are sitting out. Coaches must rotate goalies on a game-by-game rotation following the Hockey Calgary rules and regulations pertaining to goalie rotations.

U13-U18 - All players designate their positions at the start of the season. If a team has an odd number of players at one position and players are required to rotate to another position, we encourage the coaches to use the assignment tracking tool in TeamLinkt.



BVHS Team Operations Manual



Team Roles

Team Level Roles that Fulfill BVHS Bond Requirements

- Head Coach
- Assistant Coaches
- Assistant Goalie Coach

* Please note that all Head Coaches, Assistant Coaches and Assistant Goalie Coaches must complete at least 12 hours of evaluation in September*

The team Manager and Treasurer cannot be the spouse of the Head Coach. This also applies to the Manager and Treasurer roles cannot be spouses. This ensures transparency and helps to alleviate any conflict of interest and or nepotism.

Team Level Roles that Do Not Fulfill BVHS Bond Requirements

- Manager
- Assistant Manager
- Treasurer
- Jersey Parents
- Fundraising Coordinator
- Assistant Fundraising Coordinator
- Tournament Coordinator
- Social Events Coordinator
- Team Snap Manager
- U9 – U18 - Score Clock, Game Sheet and Penalty Box Volunteers
- Scorekeeper, Timekeeper, and Penalty Box Personnel

Team Manager

The Team Manager is a central figure in creating the flow of communication – not only within the team (players, parents and coaches), but between the team and all support systems such as the Bow Valley Hockey Society and the Hockey Calgary League Chairs. The manager is responsible for ensuring all the off-ice tasks are completed. This does not mean the manager has to do it all; he or she needs to make sure that it gets done via delegation. Also, it should be noted that some coaches will take on some of the activities that the manager is normally responsible for overseeing.

By taking on the operational aspects of the team, the manager enables the coach to focus on player development and on-ice instruction to provide the players with rewarding hockey experiences. The BVHS Managers Manual helps to outline the specific duties for our Managers, as well as helps to direct Managers in operating one of our BVHS Teams.



BVHS Team Operations Manual



Assistant Manager

The assistant manager will assist the Manager with a variety of managerial duties, and the two will work in synergy with one another throughout the season. A strong manager will delegate specific duties to his or her assistant manager to ensure the position doesn't become overwhelming throughout the season.

Treasurer

The team Treasurer will look after the administration and tracking of all finances for the team. Specific duties of the Treasurer are outlined in the Team Managers Manual. This person should have a basic understanding of accounting.

Jersey Parents

Each BVHS U9 – U18 Community team is required to have two jersey parents who look after ensuring the jerseys get to each game, as well as ensure they are washed after each game. For the U7 Age Group players are permitted to keep their own jerseys and responsible for washing them. The U7 Age Group are required to give the jerseys back at the end of the season. The Jersey parents will need to ensure they are committed to the team, and they will be at every game. The jerseys should always be washed in cold water and should always be hung up to dry. The jersey parents should always bring both sets of jerseys to every game. U9 and U11 House teams do not have jersey parents; the players are responsible for the care of their own jerseys as they keep them at the conclusion of each season.

Fundraising Coordinator

Each team that wishes to do fundraising should designate a Fundraising Coordinator for their team. This person proposes ideas for the team to do as fundraisers, and then once voted upon by teams they would take the lead role in administering and running the team's fundraising events. This person would work in conjunction with the team manager, and treasurer to ensure that everything gets tracked properly. The Fundraising Coordinator would also look after emailing the team the information and expectations for each family etc.

Social Coordinator

The Social Coordinator looks after setting up team events, and social events like the team and or parent parties etc. This person will have an outgoing personality and should be organized and a good communicator. This person will look after ensuring the details for these types of events get passed on to the Team Manager who in return sends out the details to the team.

Tournament Coordinators

The Tournament Coordinators are responsible for looking at getting their teams into tournaments throughout the course of the season. Tournaments are extremely hard to get into, so the coordinator has to be on top of tournaments and do their best to get their team into the number of tournaments that were voted on at the start of the season. The tournament coordinator will work closely with the Head Coach and Manager to ensure they get into tournaments that will be competitive for the team. They will



BVHS Team Operations Manual



also work in conjunction with the Treasurer and Manager to ensure that payments and any required info are sent to the Tournament Hosts in a timely fashion.

Off-Ice Equipment Coordinators (U7)

The off-ice equipment coordinators for the U7 Age Group will look after ensuring the dividers and U7 nets get put on and off the ice for every U7 ice time. They will ensure everything gets put back properly and in an orderly fashion. They will need to be available 15 minutes before and 15 minutes after each ice time.

Timekeeper, Scorekeeper and Penalty Box Personnel

For community hockey, the home team must supply four off-ice officials for all games. The home team will be responsible for the timekeeper, scorekeeper and both penalty boxes. All off-ice officials are responsible for conducting their duties in a manner that displays sportsmanship and shows fair play and respect to all participants. As neutral off-ice officials assisting the referee in the proper conduct of the game, they are significant contributors to the management of the game. Should their behavior warrant disciplinary action they may be relieved of their duties by the referee or other Hockey Calgary officials.

Timekeeper - The timekeeper looks after the operation of the score clock. We have user manuals on the BVHS website under the Managers section that will help users understand how to operate the score clocks.

Scorekeeper- The scorekeeper is responsible for updating the game sheet with all the pertinent details from the game. There is an [HC Manual](#) that outlines how to update the game sheets.

Penalty Box Personnel- The penalty box personnel will be responsible for opening and closing the gates for penalties.

Team Budget

Each team must prepare a budget for the upcoming hockey season. The budget will include the proposed cash calls, as well as fundraising initiatives the team wishes to take part in. Teams must decide if all the money raised goes towards one fund or if the monies raised are allocated for each player. This needs to be addressed and documented in the team's minutes from the first meeting of the season.

The treasurer should keep all the receipts until the season has concluded.

Authority

- Each team is responsible for its financial operations. All teams are required to have a designated team treasurer who will be appointed by the team manager. It is the responsibility of the treasurer to work with the coaches and manager to develop a team budget and base the cash call or team fundraising on the projected budget needs. The amount of money your team is attempting to raise should closely match the amount of money your treasurer has projected you will require to achieve your team goals.
- At any time, the BVHS Board can request team financial statements or authorize the BVHS treasurer to intervene on behalf of the society.



BVHS Team Operations Manual



Expectations

- The team treasurer will be responsible for establishing a team bank account at the BVHS approved bank (Scotiabank Cranston). The team treasurer will have signing authority on the account. All accounts need to be emptied of all funds as of April 15. The team treasurer will be responsible to close the account at that time. The team treasurer will provide the parent group with regular financial updates including an updated budget and bank statement throughout the season. The team manager will ensure majority consensus is used to direct any expenditure.
- Any funds that are remaining in these accounts will be collected by BVHS and utilized toward offsetting the costs of BVHS hockey operations. Typically, it is used to purchase on-ice equipment that all the teams will benefit from.

Benchmarks

- We have developed recommended fundraising benchmarks for teams playing at each age group level within BVHS. We recognize that some teams undertake additional commitments including out-of-province tournaments, added player development and training or other unique opportunities. We will continue to encourage and support our teams to provide our players with these opportunities. These guidelines are not intended to limit or withhold any individual team, but rather to provide some basic guidance for coaches, managers and treasurers.

The following benchmarks are the range of approximate team costs for each age group:

Age Group	Maximum Funds	Suggested Cash Call
U7	Not to exceed \$12,000, except with permission.	Suggested cash call \$100-\$200
U9	Not to exceed \$12,000, except with permission.	Suggested cash call \$150-\$200
U11	Not to exceed \$12,000, except with permission.	Suggested cash call \$200
U13-U18	Not to exceed \$15,000, except with permission.	Suggested Cash Call \$200



BVHS Team Operations Manual



Examples of costs to include in the budget may include, but are not limited to:

- Tournament entry fees
- Additional ice time above the ice time allocated by BVHS for practice or exhibition games.
- Cost of on-ice officials for exhibition play
- Team BVHS apparel
- Team social events
- Travel costs
- Player Development (i.e., Dryland Training, etc.)
- Practice Jerseys
- Year-End Party/Gifts
- Bank Fees
- Website or team tracking tool fees

Fundraising

Many teams will host pub nights, bottle drives, silent auctions, meat sales, poker nights or other fundraising initiatives. Please note that any raffles organized and hosted by a team are subject to Alberta Gaming legislation. Please refer to www.aglc.ca for more compliance information. Team managers are responsible for ensuring that their team complies with all AGLC regulations. You are not permitted to use the BVHS non-profit society number or address to support any individual team raffles.

Bow Valley Hockey Society believes that all monies collected or raised at a team level are done so in good faith and should be managed and spent accordingly. Hockey is a very costly activity for many families, and we want to ensure that we are all utilizing money responsibly. The amount of fundraising to be done is to be determined by the parents of each hockey team. There is no requirement to do any fundraising, however, fundraising done by the team will reduce costs to the parents to cover team expenses. Once prepared, the budget must be reviewed and approved by the parents of the players on the hockey team. The review needs to include a discussion at a parent meeting of the anticipated costs of the team and the level of fundraising and/or cash calls required to support the budget and should be approved by a majority of the team's parents.

At a team meeting, the team manager should invite families who feel that a cash call is a financial hardship to contact the manager and coach in private. Where possible, the manager should attempt to reduce the stress on the affected family through installments on the cash call or through additional fundraising opportunities that the affected family can use to generate the funds. If an arrangement cannot be reached to assist the family the team manager shall contact the Manager of Hockey Operations to explore other alternatives.

We encourage teams to take part in the BV Tournaments and use the raffle table to fundraise for their specific team. This helps BV host amazing tournaments while providing our teams with a means to raise money for their operating budget.



BVHS Team Operations Manual



Substance Use

Hockey is a healthy sport where we have a responsibility to the players, participants and the community to demonstrate and encourage healthy choices. Bow Valley Hockey Society (BVHS) has therefore developed this policy in the best interest of the health & safety of the players, participants, and the general public.

BVHS is unequivocally opposed to tobacco, sports enhancers such as smelling salts, alcohol, cannabis, and illegal drug use by any minor participants. Those parents and players and officials within the age of majority should not be consuming any such substances while representing this society. BVHS is also unequivocally opposed to the use by the players of banned and restricted substances for performance enhancement.

Zero tolerance means that behaviour contrary to that above will not be tolerated. Incidents are to be dealt with on an individual basis. All incidents are to be taken seriously and reported immediately (within 24 to the Manager of Hockey Operations (MHO).

Any coach that permits the use of smelling salts and or vapes in the dressing room and or on the players bench is subject to review of the BVHS Discipline Committee and may be removed from their respective role for an extended period and or permanently removed at the discretion of the BV Discipline Committee.

Maltreatment, Bullying and Harassment

Bow Valley Hockey Society (BVHS) has a zero-tolerance policy surrounding all bullying, harassment, or abuse to any of the players, coaches or officials. Reports of bullying, harassment or abuse will be investigated, and offenders will be dealt with as per the BVHS Code of Conduct and Discipline Policy as well as the BV Suspension Policy. We encourage our coaching staff to educate our members on the Hockey Canada Section 11 – Maltreatment, Bullying and Harassment rules as it pertains to [Hockey Alberta](#).

Expectations For Parents, Players, Coaches and Managers

- All coaches, players and parents must sign and submit their acceptance of the applicable Code of Conduct. Refer to the Team Rules Manual for more details. The coach and manager shall ensure team rules regarding alcohol, vape and smelling salts use are clear, fair and consistent.
- The policies and procedures of the governing bodies, Hockey Calgary, Hockey Alberta and Hockey Canada shall be observed and followed.
- The coach must report any incidents to the Manager of Hockey Operations who will direct the matter to the BVHS Discipline Committee if required.
- BVHS urges all teams, parents and volunteers to review the Province of Alberta Liquor and Gaming Act.