

# Hockey Canada Terms of Reference

Terms of Reference provide organizations with a shared understanding of what they are about and what they aim to accomplish.

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## 1.0

## Members

### Terms of Reference

**Number:** 1.0

**Name:** Members

**Mandate:** The Members are responsible for ensuring Hockey Canada acts in compliance with the Canada Not-for-profit Corporations Act (2012), the Canadian Revenue Agency's Charities Directorate regulations for Canadian Amateur Athletic Associations, and the Hockey Canada Articles, Bylaws, Regulations, Playing Rules and Policies.

**Key Duties:** The Members will perform the following key duties:

- Elect the Directors.
- If necessary, remove elected Directors and fill any vacancies.
- Make proposals to, amend, or repeal Articles, Bylaws, Regulations, and Playing Rules.
- Approve changes to the Articles by Special Resolution.
- Approve changes to the Bylaws, Regulations, and Playing Rules by Ordinary Resolution.
- Approve the Audited Financial Statement.
- Appoint the Auditor.
- Approve, by Special Resolution, the creation of new membership classes or changes to the conditions required for being a Member.
- Approve, by Special Resolution, any changes to Members' Rights or Obligations.
- Attend meetings and represent their constituents at those meetings
- Participate in competitions.
- Classify teams.
- Positively promote Hockey Canada programs and initiatives to clubs, associations, leagues, teams and registered participants.
- Solicit Grassroots to assist in decision making
- Manage, foster, conduct and control amateur hockey within their geographic region in a manner consistent with Hockey Canada's By-Laws, Regulations, Playing Rules, Policies and Board decisions
- Comply fully with all other duties arising from the By-Laws, Regulations, Playing Rules and Policies of Hockey Canada

**Authority:** The Members will exercise their authority in accordance with The Canada Not-for-profit Corporations Act (2012), Hockey Canada Bylaws, Regulations, Playing Rules and Policies, and such additional provisions as are set out in the Terms of Reference.

**Composition:** The Members are the thirteen (13) Hockey Canada regional governing bodies identified in Hockey Canada By-Law 9.1.

- Meetings:** The Members will meet in person once per year at the Members' Meeting and at any Special meetings called.
- Resources:** The Members will receive the necessary resources from Hockey Canada to fulfill their mandate. They will also receive the necessary administrative support from the National office.
- Reporting:** The Members will maintain minutes of their meeting(s) and will make those minutes available to the Members and the Board.
- Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018, and were last updated on April 11, 2020.** The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted
- Other:**

## 2.0

## Board of Directors

### Terms of Reference

**Number:** 2.0

**Name:** Board

**Mandate:** The Board is responsible to supervise the management of the activities and affairs of Hockey Canada.

**Key Duties:** The Board of Directors will perform the following key duties:

- Those duties described in Hockey Canada By-Law 37.4
- Review all Terms of Reference on a regular basis and make revisions, as warranted.
- Approve all Partner agreements.

**Authority:** The Board will exercise its authority in accordance with the Canada Not-for-profit Corporations Act (2012), Hockey Canada's Bylaws, Regulations, Playing Rules and Policies, and such additional provisions as are set out in the Terms of Reference.

**Composition:** The Board will be composed of nine (9) elected Directors, one of whom shall be the Chair of the Board, and potentially one appointed Director. The elected Board must include a minimum of two (2) male and two (2) female Directors.

Elected Directors will serve two year terms to a maximum of four (4) consecutive terms. Elections for all nine (9) elected positions will occur at each Annual Meeting of Members occurring in even numbered years.

In accordance with By-Law 26.1(b), The Board may appoint one (1) Director, whose appointment must meet the requirements of section 128(8) of the Canada Not-for-profit Corporations Act (2012).

**Meetings:** The Board will meet in person a minimum of four (4) times per year and via conference calls as needed.

**Resources:** The Board will receive the necessary resources from Hockey Canada to fulfill its mandate. It will also receive the necessary administrative support from the National office.

**Reporting:** The Board will maintain minutes of its meetings and will make those minutes available to the Directors.

**Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018, and were last updated on April 11, 2020**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted

**Other:**

## 2.1

## Directors

### Terms of Reference

**Number:** 2.1

**Name:** Director

**Mandate:** Individual Directors are responsible for exercising their powers and discharging their duties by acting honestly and in good faith with a view to the best interests of Hockey Canada and exercising the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

**Key Duties:** Individual Directors will perform the following key duties:

- Duty of Care
  - ❖ Exercise the care of a reasonably prudent person.
  - ❖ Offer personal perspectives and opinions on issues under consideration.
  - ❖ Voice clearly and explicitly at the time a decision is being taken any opposition to a decision being considered.
  - ❖ Ask for a review of a decision if there are reasonable grounds to believe the Board acted without full information or in a manner inconsistent with the Board's obligations.
  - ❖ Work cooperatively with fellow Directors and staff.
  - ❖ Know and respect the distinction between the roles of Board and staff.
  - ❖ Attend all Board meetings.
  - ❖ Participate in decision making and policy setting.
  - ❖ Participate in risk assessment and strategic planning.
  - ❖ Ensure Hockey Canada has written policies and controls in place.
- Duty of Loyalty
  - ❖ Act with honesty and in good faith in what is in the best interests of Hockey Canada and not for personal gain, or for the benefit of any third party.
  - ❖ Maintain solidarity with fellow Directors in support of a decision that has been made in good faith, by a meeting, from a reasonable presentation of facts.
  - ❖ Exercise vigilance for and declare any apparent or real personal conflict of interest in accordance with Hockey Canada's Bylaws and Policies.
- Duty of Obedience
  - ❖ Be faithful to Hockey Canada's Mission Statement.
  - ❖ Be informed of the legislation under which Hockey Canada exists.
  - ❖ Be informed of the Bylaws, Regulation, Playing Rules and Policies and other documents that pertain to the duties of the Director.

- ❖ Be generally informed about activities of Hockey Canada and general trends in sports.
- ❖ Attend and be prepared for the Board, Member and Member Forum meetings, to serve on Committees or Task Teams, and to read minutes.

**Authority:** The Directors will exercise their authority in accordance with the Canada Not-for-profit Canada Act (2012), Hockey Canada Bylaws 25 and 37, and such additional provisions as are set out in the Terms of Reference.

**Composition:** Directors are individuals who meet the following criteria:  
 (Qualifications)

- \* Have been elected by the Members or appointed by the Board.
  - A citizen or permanent resident of Canada.
  - At least eighteen (18) years of age.
  - Not be an undischarged bankrupt.
  - Have the capacity under law to contract.
  - Have not been declared incapable by a court of Canada or in another country.
  - Have divested themselves within thirty (30) days of taking office of any active executive position within a Member organization.
  - In advance of seeking election declare any conflict of interest in accordance with Hockey Canada’s Conflict of Interest Policy.

Employees of Hockey Canada are not eligible for election or appointment to the position of Director.

**Meetings:** Directors will attend in person Board, Member, Member Forum and assigned Committee or Task Team meetings and participate via conference call in meetings called by those entities’ Chairs.

**Resources:** The Directors will receive the necessary resources from Hockey Canada to fulfill their mandate. They will also receive the necessary administrative support from the National office.

**Reporting:** The Directors will report their activities and actions on behalf of Hockey Canada to the Board.

**Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018, and were last reviewed on April 11, 2020.** The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted

**Other:**

## 2.2

### Chair of the Board

#### Terms of Reference

**Number:** 2.2

**Name:** Chair

**Mandate:** The Chair of the Board's role is to manage the Board and serve as a liaison between the Board and the Chief Executive Officer and President and Chief Operating Officer of Hockey Canada.

**Key Duties:** The Chair of the Board will perform the following key duties:

- Those duties described in Hockey Canada By-Law 32
- Ensure the Board works effectively as a team.
- Ensure a Board work plan is developed annually.
- Ensure meeting agendas are focused on Board responsibilities.
- Ensure meetings are efficiently managed and decision making is transparent.
- Proof and authorize Board meeting minutes for distribution.
- Ensure Directors do not interfere in operations.
- Ensure Directors comply with Board policies.
- Ensure conflict of interest issues are addressed sensitively and resolved constructively.
- Ensure the Board's work and power is evenly distributed among the Board's Directors.
- Provide opportunities for Directors to develop skills, understand the organization's culture and programs.
- Ensure Board and Director assessments and evaluations are completed.
- Ensure communications and accountability to Members and other key stakeholders and the public are adequate.
- In consultation with the Board, appoint and dismiss standing Committee and Task Team members.

**Authority:** The Chair of the Board will exercise authority in accordance with Hockey Canada Bylaw 32, other Bylaws, Regulations, Playing Rules and Policies, and such additional provisions as are set out in the Terms of Reference.

**Composition:** The Chair of the Board is a Director and is elected by the Members for a two (2) year term in a separate election occurring at the Annual Meeting of Members. The Chair can serve a maximum of two (2) consecutive terms.



**Resources:** The Chair of the Board will receive the necessary resources from Hockey Canada to fulfill such mandate. The Chair will also receive the necessary administrative support from the National office.

**Reporting:** The Chair of the Board reports to the Members.

**Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018, and were last updated on April 11, 2020**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted

**Other:**

## 3.0

## Member Forum

### Terms of Reference

**Number:** 3.0

**Name:** Member Forum

**Mandate:** The Member Forum is a recommending body responsible for providing an opportunity for discussion and communication between representatives of the Members and the Board regarding key issues.

**Key Duties:** The Member Forum will perform the following key duties:

- Those items described in Hockey Canada By-Law 42.2
- Elect the Chair of the Member Forum.
- Exchange information and best practices, relay information from the Board or Committees, Task Teams, and collaborate on inter-Member matters.
- Discuss Hockey Canada programs and initiatives that will be promoted to clubs, associations, leagues, teams and registered participants.
- Carry out such additional duties as may be agreed to by the Board and Member Forum from time to time.

**Authority:** The Member Forum will exercise its authority in accordance with Hockey Canada Bylaws and such additional provisions as are set out in the Terms of Reference.

**Composition:** The Member Forum will consist of:

- The President, Chair of the Board or designated representative from each Member.
- The Senior operational person from each Member (e.g. Executive Director, General Manager, CEO, etc.)
- The Board.
- The Chief Executive Officer of Hockey Canada
- The President and Chief Operating Officer of Hockey Canada
- Staff Resource person(s)

Other individuals may attend at the invitation of the Chair of the Member Forum.

Two thirds (2/3) of the Members (or their appointed designates) must be in attendance at the Member Forum to constitute a quorum.

If the Chair of the Member Forum calls a vote, each Member in attendance, including the Chair, is entitled to one vote. Directors, Hockey Canada's corporate Officers and staff, and any invitees, shall not have voting rights.

- Meetings:** The Member Forum will meet in person at least twice per year with additional meetings being called at the request of 75% of the Members.
- Resources:** The Member Forum will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary administrative support from the National office.
- Reporting:** The Member Forum will maintain minutes of its meeting and will make those minutes available to the Members and the Board.
- Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **November 18, 2021**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted
- Other:** Chair of the Member Forum (Appendix A)

## Appendix A - Chair of the Member Forum

**Election:** The Chair of the Member Forum shall be elected at the end of the Member Forum meeting occurring at the Winter Congress from among the Member representatives by a majority vote of the Members in attendance at that meeting.

The Chair of the Member Forum shall serve a term of one (1) year.

**Key Duties:** The Chair of the Member Forum will perform the following key duties:

- Chair all meetings of the Member Forum.
- Prepare the agenda for meetings based on submissions from the Members and the Board.
- Ensure meeting agendas are focused on Member Forum responsibilities.
- Ensure meetings are efficiently managed and decision making is transparent.
- Proof and authorize Member Forum meeting minutes for distribution.
- Ensure conflict of interest issues are addressed sensitively and resolved constructively.
- If deemed necessary, call a vote on an item.

## 4.0

## Other Stakeholders

### Terms of Reference

**Number:** 4.0

**Name:** Stakeholders

**Mandate:** To provide their experience and expertise to Committees, Task Teams, and the Board as requested.

**Key Duties:** The following Stakeholders will perform the key duties listed below:

- The Referee-in-Chief will advise the Board and Members on playing rules.
- The Life Patrons will advise the Members and Board when requested.

**Authority:** The Stakeholders will exercise their authority in accordance with any rights and privileges granted to them by the Board in accordance with Hockey Canada Bylaw 15, and such additional provisions as are set out in the Terms of Reference.

**Composition:** The Stakeholders will include:

- Male Athlete Representative
- Female Athlete Representative
- Para Hockey Athlete Representative
- Referee-in-Chief
- Life Patrons

These individuals are not Members and will not be entitled to vote other than in the Committees or Task Teams on which they serve.

**Meetings:** The Stakeholders will attend such meetings as are outlined in their individual terms of reference.

**Resources:** The Stakeholders will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill their mandate. They will also receive the necessary administrative support from the National office.

**Reporting:** The Stakeholders will report to the individual or organization as outlined in their individual terms of reference.

**Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted

**Other:**

## 4.1

# Athlete Representatives

## Terms of Reference

**Number:** 4.1

**Name:** Athlete Representatives

**Mandate:** The Athlete Representatives represent their program's interests at Hockey Canada meetings.

**Key Duties:** The Athlete Representative will perform the following key duties:

- Attend meetings of the Committees or Task Teams to which they have been assigned.
- Represent the views of the high performance programs that they represent.

**Authority:** The Athlete Representatives will exercise their authority in accordance with Hockey Canada Bylaw 15 and such additional provisions as are set out in the Terms of Reference.

**Composition:** There shall be three (3) Athlete Representatives:

- Female Athlete Representative – the Chair of the Women's High Performance Advisory Committee, or designate.
- Para Hockey Athlete Representative – the Chair of the Para Hockey High Performance Advisory Committee, or designate.
- Male Athlete Representative – an individual appointed by the Senior Vice President, National Teams.

The Athlete Representatives are not Members and will only be entitled to vote at meetings of the Committees or Task Teams to which they have been assigned.

**Resources:** The Athlete Representatives will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill their mandate. They will also receive the necessary administrative support from the National office.

**Reporting:** The Female and Para Hockey Athlete Representatives will report to their respective High Performance Committees. The Male Athlete Representative will report to the Senior Vice President, National Teams.

**Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted

**Other:**

## 4.2

### Referee-in-Chief

#### Terms of Reference

**Number:** 4.2

**Name:** Referee-in-Chief

**Mandate:** The Referee-in-Chief is responsible for reporting to and advising the Board on matters relating to all aspects of officiating.

**Key Duties:** The Referee-in-Chief will perform the following key duties:

- Be a resource to the Board and Member Referees-in-Chiefs on Hockey Canada playing rule interpretations and clarifications.
- Assist with the development and monitoring of the playing rules.
- Participate and serve as a resource for any related work groups or Task Teams pertaining to rules review and officiating systems or procedures.
- Assist with the development of instructional and educational materials in co-operation with the Manager, Officiating and any Task Teams.
- Attend any Committee meeting or Task Team meeting to which they have been assigned.
- Attend any Member Forum, Member meeting, Board meeting, or other Committee or Task Team meeting, which they have been invited to attend.
- Participate and serve as a resource for Member Officiating meetings in coordination with the Manager, Officiating and the Member Engagement Department.
- Advise the Manager, Officiating on the composition, selection, and direction of the national officiating coach group.
- Advise the Manager, Officiating on the assignment of officiating coaches for National Championships
- Recommend officials for Officiating Program of Excellence events and National Championships.
- Assist the Manager, Officiating in the selection of officials for National team exhibition games, Canada Winter Games, World Junior A Challenge and Para Hockey Cup.
- Advise the Manager, Officiating on the selection of officials for IIHF licensing to officiate at international championships.
- Serve on the selection committee for Officiating Scholarship Awards.
- Assist in the preparation of agendas and materials for National Officiating Seminars.
- Such additional duties as may be delegated to the Referee-in-Chief by the Board from time to time.

<b>Authority:</b>	The Referee-in-Chief will exercise their authority in accordance with Hockey Canada Bylaw 15 and such additional provisions as are set out in the Terms of Reference.
<b>Composition:</b> (Qualifications)	<p>The Referee-in-Chief will be appointed by the Board from a short list of two (2) individuals recommended by a Selection Committee composed of a Director, as Chair; the Vice President, Member Engagement; the Manager, Officiating; and two (2) Member Referees-in-Chief selected by the Member Referees-in-Chief.</p> <p>Candidates will have a background in officiating within the Hockey Canada Officiating Program structure and be knowledgeable and supportive of the current officiating program, procedures, techniques and playing rules.</p> <p>The appointment will occur in even numbered years and will be for a term of two (2) year, which can be renewed.</p> <p>The Referee-in-Chief is not a Member and will only be entitled to vote at meetings of the Committees or Task Teams to which <del>he has</del> they have been assigned.</p>
<b>Meetings:</b>	The Referee-in-Chief will participate in meetings of the Committees or Task Teams to which they have been assigned, and, upon request, in meetings of the Board, Member Forum, Members, and other Committees or Task Teams.
<b>Resources:</b>	The Referee-in-Chief will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill their mandate. They will also receive the necessary administrative support from the National office.
<b>Reporting:</b>	The Referee-in-Chief will report to the Vice-President, Member Engagement.
<b>Approval &amp; Review:</b>	These Terms of Reference were approved by the Board of Hockey Canada on <b>November 18, 2021</b> . The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted
<b>Other:</b>	



## 4.3

## Life Patrons

### Terms of Reference

**Number:** 4.3

**Name:** Life Patron

**Status:** Life Patrons are individuals acknowledged for their distinguished contributions to Hockey Canada.

**Rights and Privileges:** Life Patrons are entitled to:

- Receive notices of meetings.
- Attend the Annual Meeting of Members at Hockey Canada's expense.
- Speak at the Annual Meeting.
- Attend other Congresses (at their own expense).
- Receive a symbol or pin to be worn recognizing their status as a Life Patron.
- All other rights and privileges as the Board of Directors may, from time to time, decide.

**Authority:** The Life Patrons will have such rights and privileges as the Board may from time to time determine, in accordance with Hockey Canada Bylaw 15 and the provisions set out in the Terms of Reference.

**Composition:** The current Life Patrons are:

- Clair Sudsbury

Life Patrons shall have no voting rights and are not Members of Hockey Canada.

**Meetings:** The Life Patrons will attend the Annual Meeting of Members at Hockey Canada's expense, and may attend other Congress meetings at their own expense.

**Resources:** The Life Patrons will receive the necessary resources from Hockey Canada to attend the Annual Meeting of Members.

**Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **October 14, 2022**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted

**Other:** Life Patron Selection Guidelines (Appendix A)  
List of Life Patrons (Appendix B)

## Appendix A - Life Patron Selection Guidelines

Life Patron is the highest and most prestigious honour that may be bestowed by Hockey Canada

The awarding of a Life Patron designation is regarded as a very significant decision.

It is important to uphold the highest possible standard when selecting individuals worthy of Life Patron designation.

### Selection Committee

- The Board of Directors and the Members shall be the Selection Committee who review individual nominations and, through a voting procedure, elect distinguished nominees to be awarded status as a Life Patron of Hockey Canada.
- The Hockey Canada Chief Executive Officer shall be the secretary of the Selection Committee. The secretary shall be ex-officio, a non-voting member of the Committee.

### Qualifications for Nomination

- Candidates are restricted to those who have provided significant and long-term recognition to Hockey Canada at the national or international level and/or have made outstanding contributions to the growth and development of Hockey Canada or the game of hockey in general. Candidates who meet the criteria described above must have:
  - (i) served as a Member's President or Board Chair;
  - (ii) served on the Hockey Canada Board of Directors; or
  - (iii) served Hockey Canada as a volunteer in a capacity other than as described in (i) or (ii) above.
- Candidates are restricted to those who have served as a Member's President or Board Chair and/or on the Hockey Canada Board of Directors and brought recognition to Hockey Canada at the national or international level and/or made an outstanding or extraordinary contribution to the growth and development of Hockey Canada.
- Following retirement as a Member's President or Board Chair or as a Hockey Canada Board Director, potential candidates for Life Patron must complete a three (3) year waiting period before being nominated. The Selection Committee could waive the waiting period under extraordinary circumstances.

### Method of Election

- The election of candidates shall take place at the Member Forum during Hockey Canada's Spring Congress in even numbered years.
- The quota of elected Life Patrons shall not exceed two (2) for a given selection year.

## **Nomination of Candidates**

- In January of each even numbered season, a Life Patron Bulletin will be sent to the Selection Committee advising them that nominations for election as a Hockey Canada Life Patron are open until thirty (30) days prior to the next Spring Congress.
- Nominations shall be made in writing and must be filed with the secretary of the Life Patron Selection Committee. All nominations to be date stamped when received and acknowledged in writing.
- Each candidate's nomination must have four endorsements via any combination of Members or Board Directors.
- A Member or Board Director may only nominate and/or endorse one (1) candidate.
- Nominations shall contain the fullest possible data outlining the distinctive services rendered to Hockey Canada.
- Only nominations submitted during the current selection year will be considered eligible for election.

## **Meeting Procedures**

- The Members and the Board Directors shall each have one (1) vote.
- A quorum for the Selection Committee requires a collective voting strength of at least seventy-five percent (75%) of the total eligible votes of this Committee and they are present and ready to conduct business.
- The Chair of the Board shall preside and the following order of business shall be observed, so far as it is possible:
  - Confirmation of the quorum.
  - Distribution to the Selection Committee of the roster of nominees certified by the secretary as having been duly nominated in accordance with the procedure as outlined in the nomination of candidates and that they are eligible for selection as a Life Patron under the Criteria outlined in the Qualifications for Nomination referenced above.
  - The Chair will report any objection filed to any candidate by any member of the Selection Committee. The number and names of honoured candidates certified for selection shall be confirmed.
  - At the Chair's discretion, the party who nominated a particular candidate may be afforded a brief opportunity to speak on behalf of the candidate's merits to be elected as a Life Patron.
  - Elections shall proceed.
  - Election results shall be reported by the Board Chair. The report shall be limited to identifying the candidate(s), if any, who have received the number of eligible vote required to become a Life Patron. Vote counts shall not be reported.
  - A motion shall be made to destroy the ballots.

## **Election of Life Patrons**

- Each ballot will list the name(s) of the candidates. Besides each candidate's name will be a "YES" box and a "NO" box. The number of ballots to be distributed will equal the number of eligible "votes" that are present and ready to conduct business. On each ballot, a maximum of two (2) candidates may be supported for Life Patron.
- The ballots shall be collected, counted, and the results announced. To be elected, a candidate requires at least seventy-five percent (75%) of the eligible votes. Ballots that are spoiled or not cast will be declared ineligible votes and not counted in determining the results.

- Life Patrons shall have the rights and privileges outlined in the Terms of Reference and may act in an advisory capacity to the Board and Members, as requested.

## Appendix B - List of Life Patrons

### Current Life Patrons:

Clair Sudsbury

### Deceased Life Patrons:

C.C. Robinson

William Northey

Capt. Jas T. Sutherland

W.A. Fry

Dr. W.G. Hardy

Cecil Duncan

A.W. Pickard

W.A. Hewitt

J.A. Dunn

Earl Dawson

Frank Sargent

Jack Devine

Hon. Justice J.J. Kryczka

Gordon Jukes

Lionel Fleury

Art Potter

Fred Page

Hon. Hanson T. Dowell, QC

Robert Lebel

Roland Mercier

Frank Libera

Don Johnson

Frank McKinnon

Gordon Renwick

## 4.4

# Hockey Partners

## Terms of Reference

**Number:** 4.4

**Name:** Partners

**Status:** Partners are organizations that Hockey Canada recognizes as significant stakeholders in the game of hockey in Canada.

**Key Duties:** The rights, responsibilities and role of Partners are outlined in agreements negotiated by Hockey Canada with each Partner

**Authority:** Organizations granted Partner status are identified in Hockey Canada Bylaw 12, and have the rights and responsibilities outlined in their individual signed agreements with Hockey Canada and such additional provisions as are set out in the Terms of Reference.

**Composition:** The current Partners of Hockey Canada are:

- Canadian Hockey League
- Canadian Junior Hockey League
- National Hockey League
- National Hockey League Players' Association
- U Sports
- Hockey Canada Foundation
- Aboriginal Sport Circle
- National In-Line Hockey Association
- Canadian Ball Hockey Association
- Canadian Deaf Hockey Association
- Canadian Amputee Hockey Committee
- Canadian Armed Forces

Partners shall have no voting rights and are not Members of Hockey Canada. Through their signed agreements, individual Partners may be given representative status and voting rights at any Committees and/or Task Teams which they are entitled to attend either through their Partner Agreement or by appointment by the Board.

**Meetings:** The Partners will attend such meetings as outlined in their signed agreements, or via invitation from a Committee Chair, Task Team Chair, the Chair of the Board, or the Chair of the Member Forum. Committee Chairs and Task Team Chairs must obtain the approval of the Board Chair before making any such invitations.

**Resources:** The Partners will receive such resources from Hockey Canada as may be outlined in their signed agreements.

**Reporting:** The Partners report to the Board and staff as outlined in their signed agreements.

**Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted

**Other:**

## 4.5

### Appointees

#### Terms of Reference

**Number:** 4.5.1

**Name:** Chief Medical Officer

**Mandate:** The Chief Medical Officer is responsible for providing Hockey Canada's Board and staff with medical advice.

**Key Duties:** The Chief Medical Officer will perform the following key duties:

- Act as the medical consultant for Hockey Canada.
- Maintain professional status and be in good standing with their respective licensing College.
- Be the medical spokesperson for Hockey Canada.
- Advise Hockey Canada on protective equipment.
- Advise Hockey Canada on safety programs.
- Advise Hockey Canada on risk management issues especially with respect to medical issues.
- Advise Hockey Canada on research projects and issues especially with respect to medical issues.
- Advise Hockey Canada's Men's and Women's high performance teams on medical care standards, player medical documentation and selection of Team Canada Physicians for all international events.
- Advise Hockey Canada's Men's and Women's high performance teams on doping controls.
- Act as a consultant for international tournaments held in Canada.
- Act as a liaison with the IIHF, NHL and NHLPA concerning medical issues and doping controls.
- Act as a liaison with the Canadian Centre for Ethics in Sport concerning anti-doping initiatives.
- Act as a liaison between Hockey Canada, the Member Chief Medical Officers and relevant health authorities.
- Such additional duties as may be delegated to the Chief Medical Officer by the Board from time to time

**Authority:** The Chief Medical Officer will exercise his authority as set out in the Terms of Reference.

**Appointment:** The Chief Medical Officer shall be appointed by the Chair of the Board, in consultation with the President, for a one year term that is renewable.

The Chief Medical Officer is not a Member of Hockey Canada and has no voting rights.



- Meetings:** The Chief Medical Officer will attend meetings in person and via conference call, via invitation by the Chair of the Board, the Chair of any Committee or Task Team, or the Chair of the Member Forum. Committee Chairs and Task Team Chairs must obtain the approval of the Board Chair before making any such invitations.
- Resources:** The Chief Medical Officer will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill his mandate. He will also receive the necessary administrative support from the National office.
- Reporting:** The Chief Medical Officer will report to the Board as required and to the Chief Operating Officer.
- Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted
- Other:**

## 5.0

### Standing Committees

#### Terms of Reference

**Number:** 5.0

**Name:** Standing Committees

**Mandate:** The Standing Committees have an advisory role and bring the experience, expertise and judgement of a group of interested and informed individuals to bear on specific areas of the corporation's responsibility.

**Key Duties:** The Standing Committees will perform the following key duties:

- Advise the Board on financial issues (Audit and Finance Committee).
- Advise the Board on human resource issues (Human Resources Committee).
- Advise the Board on risk management issues (Risk Management Committee).
- Advise the Board on nominations (Nominating Committee).
- Advise the Board on program issues (Program Standards Committee).
- Advise the Board on governance issues (Governance Committee).
- Review policies for which they are responsible, at least every two years.
- Review its Terms of Reference at least every two years.

**Authority:** The Standing Committees will exercise their authority in accordance with Hockey Canada Bylaws 44-50- and such additional provisions as are set out in their Terms of Reference.

**Composition:** Standing Committees are composed of the following:

- A Committee Chair, appointed by the Chair of the Board, who meets the requirements of By-Law 44.2.
- A minimum of 4 and a maximum of 8 members (including the Committee Chair), appointed by the Chair of the Board in consultation with the Board.
- Staff resource person(s) (non-voting)

A quorum for meetings shall be a majority of the individuals who serve on the Committee.

Committee members may serve a term of up to two (2) years, at the discretion of the Board Chair, and may be reappointed for subsequent terms.

Committee members serve at the pleasure of the Chair of the Board and may be removed from office at any time at the absolute discretion of the Chair of the Board.

- Meetings:** Standing Committees will meet in person a minimum of once per year and via conference calls, as determined by the Committee Chair, in consultation with the Board Chair.
- Resources:** The Standing Committees will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill their mandate. They will also receive the necessary administrative support from the National office.
- Reporting:** The Standing Committees report to the Board. They will maintain minutes of their meetings and will make those minutes available to the Board.
- Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **November 18, 2021**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted
- Other:** Committee Chairs (Appendix A)

## Appendix A - Committee Chairs

### Key Duties:

The Committee Chairs will perform the following key duties:

- Preside over all meetings of the Committee.
- Prepare meeting agendas focused on Committee responsibilities.
- Ensure the Committee works effectively and follow principles of best practices in governance.
- Ensure meetings are efficiently managed and decision-making is transparent.
- Ensure Committee members know and respect the distinction between the roles of the Committee and staff.
- Ensure conflict of interest issues are addressed sensitively and constructively.
- Approve the meeting minutes prior to their distribution.
- Ensure Committee recommendations are reported to the Board.
- Provide Committee with updates on actions taken with respect to its recommendations.

## 5.1

## Audit and Finance

### Terms of Reference

**Number:** 5.1

**Name:** Audit and Finance Committee

**Mandate:** The Audit and Finance Committee is responsible for oversight related to Hockey Canada's auditing and reporting, financial policies and strategies, and financial risk management.

**Key Duties:** The Audit and Finance Committee will perform the following key duties:

- Advise the Hockey Canada Board on compliance with legal and regulatory requirements including filings with Sport Canada and as a Canadian Amateur Athletic Association (CAAA) with the Canada Revenue Agency.
- Determine the adequacy of Hockey Canada's internal financial controls and procedures for financial reporting to the Board and Members.
- Develop and oversee the implementation of financial policies to safeguard Hockey Canada's assets and revenue streams.
- Ensure development of appropriate standards, authorities, policies and procedures in the finance department and audit management compliance with these.
- Review and approve the scope of the annual audit and audit fees to be paid, and annually recommend the appointment of an auditor to the Members.
- Review the annual audit and submit that report to the Members.
- Ensure that any problems, issues or concerns raised by the auditor are promptly and satisfactorily addressed by the Board and staff.
- As required, receive reports and advise the Board on any material government investigations, litigation, contractual disputes, or legal matters.
- Advise the Board on financial risk management.
- Work with staff to review and assess budgets, and advise on budget recommendations to the Board.
- Review financial reporting at its discretion.
- Provide expertise to enhance the quality of Board discussion on financial matters and facilitate effective Board financial decision-making.
- Conduct investigations and retain, with the approval of the Board and at the expense of Hockey Canada, the services of outside resources, including legal counsel or other experts.
- Review policies for which they are responsible at least every two years.
- Such additional duties as may be delegated to the Committee by the Board from time to time.

**Authority:** The Audit and Finance Committee will exercise its authority in accordance with Hockey Canada Bylaw 45 and such additional provisions as are set out in the Terms of Reference.

The Committee is a limited agent of the Board in relation to audit matters, and is an active advisor to the Board on all other financial matters.

**Composition:**

The Audit and Finance Committee will be composed of:

- The Committee Chair, a Director appointed by the Chair of the Board.
- Committee members, a minimum of 4 and a maximum of 8 members (including the Committee Chair) appointed by the Board.
- The Chief Executive Officer and/or the President and Chief Operating Officer, as an ex-officio member(s).
- Staff resource person(s) (non-voting)

At least one member of the Committee will be a CPA, CGA, CMA or its equivalent professional designation, or will be financially literate as such qualifications are interpreted by the Board in its business judgment.

**Policy Responsibilities:** Investment Policy, Expenses, Travel, Bonding, Fees & Assessments, Events,

**Meetings:**

The Audit and Finance Committee will meet in person twice per year and via conference call, as determined by the Committee Chair, in consultation with the Board Chair.

**Resources:**

The Audit and Finance Committee will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary administrative support from the National office.

**Reporting:**

The Audit and Finance Committee reports to the Board. The Committee will maintain minutes of its meetings and will make those minutes available to the Board.

**Approval & Review:**

These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted

**Other:**

## 5.2

## Human Resources

### Terms of Reference

**Number:** 5.2

**Name:** Human Resources Committee

**Mandate:** The Human Resources Committee is responsible for overseeing the establishment of employment policies for Hockey Canada staff, policies related to volunteers, and for monitoring compliance with those policies.

**Key Duties:** The Human Resources Committee will perform the following key duties:

- Review human resource management practices
- Approve policies for human resource management.
- Ensure fair hiring policies and procedures are in place.
- Monitor trends in key human resource areas.
- Monitor compliance with legislation requirements relevant to human resource management.
- Ensure development of appropriate standards, authorities, policies and procedures in the human resources department and audit management compliance with these.
- Establish self-assessment tools for the Directors and the Board.
- Ensure there is proper orientation, support and continuing education for the Directors, including both initial orientation and ongoing education on policy governance.
- Ensure there is an annual evaluation of the performance of individual Directors and the Board as a whole, including tools to assess the policy governance practices of the Board collectively and individually.
- Monitor appropriate professional development opportunities for volunteers.
- Review policies for which they are responsible at least every two years.
- Such additional duties as may be delegated to the Committee by the Board from time to time

**Authority:** The Human Resources Committee will exercise its authority in accordance with Hockey Canada Bylaw 46 and such additional provisions as are set out in the Terms of Reference.

**Composition:** The Human Resources Committee will consist of:

- The Committee Chair, a Director appointed by the Chair of the Board.
- Committee members, a minimum of 4 and a maximum of 8 members (including the Committee Chair) appointed by the Board.
- Staff resource person(s) (non-voting)

**Policy Responsibilities:** Code of Conduct, Gifting, Social Networking, Dispute Resolution, Bullying/Harassment, National Registry, Privacy, Privileges for Award Winners, Recognition of Service by the

Chair of the Board, Out of Country Medical Insurance, Neutrality and Non-Discrimination.

**Meetings:** The Human Resources Committee will meet in person at least once per year and via conference calls, as determined by the Committee Chair, in consultation with the Board Chair.

**Resources:** The Human Resources Committee will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary administrative support from the National office.

**Reporting:** The Human Resources Committee reports to the Board. The Human Resources Committee will maintain minutes of its meetings and will make those minutes available to the Board.

**Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018 and were last updated on May 30, 2019**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted

**Other:**



## 5.3

## Risk Management

### Terms of Reference

**Number:** 5.3

**Name:** Risk Management Committee

**Mandate:** The Risk Management Committee is responsible for ensuring the development and implementation of a comprehensive risk management program and for monitoring compliance with program standards and objectives.

**Key Duties:** The Risk Management Committee will perform the following key duties:

- Ensure the development and implementation of a comprehensive risk management program including establishing context to assist in the identification, analysis, treatment and monitoring of the organization's internal and external risks.
- Consider hazard, operational, strategic and financial risks as outlined in the Hockey Canada Risk Management manual and make appropriate recommendations and improvements.
- Oversee the reviewing and monitoring of the Hockey Canada Risk Management Register every two years.
- Provide the expertise to enhance the quality of Board discussions on risk management and facilitate effective Board decision-making.
- Review and advise the Board on the adequacy and effectiveness of key risk management policies, existing relevant research, and playing rules and regulations that impact Hockey Canada's positive and negative risks.
- Review policies for which they are responsible at least every two years.
- Oversee and make recommendations with respect to the Hockey Canada insurance policies.
- Facilitate the sharing of Risk Management related information with Hockey Canada Members.
- Facilitate communication between the CMO Task Force and the Hockey Canada Board.
- Such additional duties as may be delegated to the Committee by the Board from time to time.

**Authority:** The Risk Management Committee will exercise its authority in accordance with Hockey Canada Bylaw 47 and such additional provisions as are set out in the Terms of Reference.

**Composition:** The Risk Management Committee will consist of:

- The Committee Chair, a Director appointed by the Chair of the Board.

- Committee members, a minimum of 4 and a maximum of 8 members (including the Committee Chair) appointed by the Board.
- The President and Chief Operating Officer, as an ex-officio member.
- Staff resource person(s) (non-voting)

**Policy Responsibilities:** Insurance, Maltreatment, Bullying and Harassment Protection and Prevention Policy, Co-ed Dressing Room Policy, Concussion Policy, Screening Policy, Canadian Anti-Doping Program (Review only), Criminal Record Searches, Return to Play Policies following player injury, and the Hockey Canada COVID-19 Vaccination Policy.

The Risk Management Committee will also review any policy, rule, or regulation referred to the committee on the basis that it associates with the ongoing management of an identified or potential risk to the organization.

**Meetings:** The Risk Management Committee will meet in person and/or virtually at least once per year and via conference calls, as determined by the Committee Chair, in consultation with the Board Chair.

**Resources:** The Risk Management Committee will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary administrative support from the National office.

**The Risk Management Committee will consider the input and expertise of the Hockey Canada Chief Medical Officer and other subject matter experts as required.**

**CMO Task Force** The Chief Medical Officer (CMO) Task Force is made up of a Chief Medical Officer from each Member and reports to the Risk Management Committee. The task force will be Chaired by the Hockey Canada CMO who is responsible for reporting to the Risk Management Committee through the Hockey Canada Risk Management Committee staff resource person.

The CMO Task Force will meet virtually as required and face to face at selected Hockey Canada Congresses.

**Reporting:** The Risk Management Committee reports to the Board. The Committee will maintain minutes of its meetings and will make those minutes available to the Board.

**Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018 and were last updated on March 18, 2022**. The Committee will review and revise the Terms of Reference on a bi-annual basis, send to the Governance Committee for further review, and then to the Board of Directors for approval.

**Other:** Identifying Risks (Appendix A)

Hockey Canada Risk Management Manual

## Appendix A – Identifying Risks

Risk Management involves three steps: 1. Identify the risks, 2. Evaluate the risks, and 3. Treat the risk, using a combination of methods to retain, reduce, transfer and avoid risks. The Sport Law and Strategy Group has adapted for sport the categories used by the Chartered Accountants of Canada in their publication *20 Questions Directors of Not-For-Profit Organizations Should Ask About Risk* as a resource for national sport organizations in identifying risks.

- **Consider Operational/Program Risks:** Risk related to key programs in the areas of coach, official and athlete development; management of human resources, including staff and volunteers; organizational capacity to meet Member and stakeholder expectations; event and competition management; planning so as to remain vital and relevant to our Members; the inherent physical risks of our sport.
- **Consider Compliance Risks:** Risk related to failure to comply with existing laws and regulations governing employment, privacy, workplace safety, new corporations legislation (NFP Act), tenant legal responsibilities, CAAA charitable status, Imagine Canada standards, anti-doping standards, Sport Canada/Own The Podium/other agency standards for funding and accountability, fulfillment of contractual obligations.
- **Consider Communication Risks:** Risks related to internal and external communications, information management systems, crisis and issues management, media relations, image and reputation management, missed opportunities to promote and exploit successful outcomes, management of intellectual property, social media opportunities and pitfalls, confidentiality.
- **Consider External Risks:** Risks that are not in direct control of the organization such as funding frameworks from government, Own The Podium and other agencies; relations with governments, games organizations and international federations; involvement in other sport partnerships; hosting decisions and requirements; changing political priorities.
- **Consider Governance Risks:** Risks related to clarity of roles and responsibilities, decision-making and oversight, organizational structure and performance; management of disputes and conflict of interest, planning for diversity and succession of the Board and committees, retention of corporate knowledge, staying current with trends affecting the organization.
- **Consider Financial Risks:** Risks related to financial monitoring and reporting, flexibility to control and direct funds, sponsorship attraction and retention, investment and management of reserve funds, protection of revenue streams, long-term financial sustainability.

(Source: Corbett, Rachel. *Managing Risks – Where Do I Start?* November 26, 2013. Sport Law and Strategy Group website: [www.sportlaw.ca/2013/11/managing-risks-where-do-you-start/](http://www.sportlaw.ca/2013/11/managing-risks-where-do-you-start/))

## 5.4

## Nominations

### Terms of Reference

**Number:** 5.4

**Name:** Nominating Committee

**Mandate:** The Nominating Committee is responsible for ensuring, on a continuing basis, that the Hockey Canada Board of Directors is composed of qualified and skilled persons capable of, and committed to, providing effective governance leadership to Hockey Canada.

**Key Duties:** The Committee will perform the following key duties:

- Seek, identify, and recruit qualified individuals to stand for election or appointment as Directors.
- Accept nominations of qualified individuals from Members.
- Ensure that candidates for election meet the qualifications to serve as a Director.
- Promote a regional balance in the composition of the Board by recruiting candidates from different regions of the country.
- Promote diversity of the Board in relation to gender, age, language, ethnicity, professional backgrounds and personal experiences.
- Have regard to the specific and desired competencies required on the Board as a whole in soliciting nominations.
- Oversee all aspects of the election procedures leading up to and at the Annual Meeting of Members, including identifying and enforcing timelines and any other administrative requirements.
- Where appropriate, identify individuals for future nomination as directors and maintain this information for use by future Nominating Committees of Hockey Canada.
- Carry out these duties in a manner that encourages a long-term view of Hockey Canada's leadership need, as well as Board succession planning.
- Provide the Board with the names of individuals recommended to fill any appointed Director positions.
- Solicit candidates from the Members to fill any vacancy on the Board for the remainder of the unexpired term of the previous Director whose position is being filled.
- Oversee any election conducted under By-Law 28 or 31, including ensuring that all candidates' names appear on the ballots, distributing and collecting the ballots, counting votes, announcing the results, and destroying the ballots immediately after a motion is made directing such action to be taken.
- Such additional duties as may be delegated to the Committee by the Board from time to time.

- Authority:** The Nominating Committee will exercise its authority in accordance with Hockey Canada Bylaws 29, 35 and 48 and such additional provisions as are set out in the Terms of Reference.
- Election of the Directors and Chair of the Board shall be in accordance with Bylaws 28 and 31.
- Composition:** The Nominating Committee will consist of:
- The Committee Chair, appointed by the Chair of the Board.
  - Committee members, a minimum of 4 and a maximum of 8 members (including the Committee Chair) appointed by the Chair of the Board.
  - Staff resource person(s) (non-voting)
- The Committee members shall be individuals who are at arm's length from the Board.
- No member of the Nominating Committee may be seeking office in the election.
- Meetings:** The Nominating Committee will meet in such manner, and with such frequency as determined by the Chair.
- Resources:** The Nominating Committee will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary administrative support from the National office.
- Reporting:** The Nominating Committee will report to the Chair of the Board. The Nominating Committee will maintain minutes of its meetings and will make those minutes available to committee members.
- Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018 and were last updated on May 2, 2019**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted
- Other:**

## 5.5

## Governance

### Terms of Reference

**Number:** 5.5

**Name:** Governance Committee

**Mandate:** The Governance Committee is responsible for advising the Board on matters relating to the Board's governance structure, processes and policies, evaluation of the Board's effectiveness, education and evaluation of Board Directors, and for establishing policies for the hiring and evaluation of the Chief Executive Officer.

**Key Duties:** The Governance Committee will perform the following key duties:

- Make recommendations to the Board and the Nominating Committee with respect to the structure and functioning of the Board to ensure that policy governance is successfully implemented and maintained,
- Make recommendations to the Board to assist the Nominating Committee in identifying ideal candidate profile(s), skills matrix and diversity needs.
- Audit compliance with the Canada not-for-Profit Corporations Act (2012) and the Canada Revenue Agency Charities Directorate guidelines for Canadian Amateur Athletic Associations.
- Audit compliance with Bylaws, Regulations and governance policies.
- Ensure the Board and the Standing Committees review policies, for which they are responsible, at least every two years.
- Review Bylaws, Regulations, and Playing Rules and recommend revisions as required.
- Monitor and recommend revisions to the Conflict of Interest policy.
- Assist the Board, as requested, in developing the strategic plan.
- Assist the Chair of the Board, as requested, in developing the annual work plan for the Board.
- Propose policies for the recruitment, selection and evaluation of the Chief Executive Officer of Hockey Canada.
- Create the policies that will support the policy governance model
- Ensure the Members understand their duties and responsibilities under the policy governance model.
- Ensure Committee Chairs and Task Team Chairs receive appropriate orientation and training to carry out their duties.
- Such additional duties as may be delegated to the Committee by the Board from time to time.

**Authority:** The Governance Committee will exercise its authority in accordance with Hockey Canada Bylaw 50 and such additional provisions as are set out in the Terms of Reference.

- Composition:** The Governance Committee will consist of:
- The Committee Chair, a Director appointed by the Chair of the Board.
  - Committee members, a minimum of 4 and a maximum of 8 members (including the Committee Chair) appointed by the Board.
  - The Chief Executive Officer of Hockey Canada as an ex-officio member.
  - The President and Chief Operating Officer (non-voting)
  - Staff resource person(s) (non-voting)
- Policy Responsibilities:** President Hiring, Non-Sanctioned Hockey, Trophy, Hockey Canada Representatives on Other Sport Federations' Boards, Hockey Canada Trademark, Official Languages, Conflict of Interest, Record Keeping, Transfer Agreements, and Appeals.
- Meetings:** The Governance Committee will meet in person at a minimum of once per year and via conference calls, as determined by the Committee Chair, in consultation with the Board Chair.
- Resources:** The Governance Committee will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary support from the National office, and may seek external expertise, as required.
- Reporting:** The Governance Committee reports to the Board. The Committee will maintain minutes of its meetings and will make those minutes available to the Board.
- Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018 and were last updated on May 30, 2019**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted
- Other:**

## 5.6

## Program Standards

### Terms of Reference

**Number:** 5.6

**Name:** Program Standards Committee

**Mandate:** The Program Standards Committee is responsible for the general oversight of Hockey Canada's programs by ensuring the establishment of program practice standards and for monitoring compliance with such standards and performance of programs against approved objectives.

**Key Duties:** The Program Standards Committee will perform the following key duties:

- Provide general oversight of Hockey Canada's programs and services.
- Ensure the establishment of program, service or practice standards.
- Conduct or oversee audits to monitor compliance with such standards.
- Ensure that adequate systems exist to assess program performance and evaluate effectiveness in meeting approved objectives.
- Generally monitor the performance of programs against approved objectives.
- Review complaints to ensure that approved procedures and standards have been followed.
- Review policies for which they are responsible at least every two years.
- Ensure that Hockey Canada's Members deliver programs and services consistent with national standards.
- Ensure that the requisite Board approval has been obtained by a Member who wishes to apply Hockey Canada's Regulations, Policies, Board of Directors' decisions and national rulings, related to programs and services, in a less restrictive manner.
- Such additional duties as may be delegated to the Committee by the Board from time to time.

**Authority:** The Program Standards Committee will exercise its authority in accordance with Hockey Canada Bylaw 49 and such additional provisions as are set out in the Terms of Reference.

**Composition:** The Program Standards Committee will consist of:

- The Committee Chair, a Director appointed by the Chair of the Board.
- Committee members, a minimum of 4 and a maximum of 8 members (including the Committee Chair) appointed by the Board.
- Staff resource person(s) (non-voting)

**Policy Responsibilities:** Forfeiture, Hockey Helmet, Individual Program Policies



- Meetings:** The Program Standards Committee will meet in person at least once per year and via conference calls, as determined by the Committee Chair, in consultation with the Board Chair.
- Resources:** The Program Standards Committee will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary administrative support from the National office.
- Reporting:** The Program Standards Committee reports to the Board. The Committee will maintain minutes of its meetings and will make those minutes available to the Board.
- Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted
- Other:**

## 6.0

## Task Teams

### Terms of Reference

**Number:** 6.0

**Name:** Task Teams

**Mandate:** Task Teams are established to undertake a specific task that is to be completed within a defined period of time established by the Board.

**Key Duties:** Task Teams will perform the following key duties:

- Ensure they have an understanding of the task they have been assigned.
- Perform their assigned task in a manner that does not intrude into areas of management responsibility or usurp management authority.
- Become familiar with opportunities and challenges associated with completing the task.
- Develop strategies for executing the task, including establishing timelines for achieving certain objectives/milestones leading to the task's completion.
- Determine the best method for communicating the results arrived at by the Task Team.
- Make recommendations related to the task to the Board.

**Authority:** The Task Team will exercise its authority in accordance with Hockey Canada Bylaw 51 and such additional provisions as are set out in the Terms of Reference.

**Composition:** **Task Teams** will be composed of:

- The Task Team Chair, appointed by the Chair of the Board.
- A Director appointed by the Chair of the Board, who will serve in a non-voting role, and will act as a liaison between the Task Team and the Board.
- Task Team members, a minimum of 4 and a maximum of 8 members (including the Task Team Chair, and not including the appointed Director) appointed by the Chair of the Board. On an interim basis, Task Teams can include up to 14 members (subject to review by no later than December 31, 2018).
- Staff resource person(s) (non-voting)

The Task Team will be dissolved after it has completed its assigned task.

**Meetings:** The Task Team will meet in person and via conference calls, as determined by the Task Team Chair, in consultation with the Board Chair.

**Resources:** The Task Team will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary administrative support from the National office.

**Reporting:** The Task Team will maintain minutes of its meetings and will make those minutes available to the Board.

**Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted

**Other:** Task Team Chair's Duties (Appendix A)

Task Team Template (Appendix B)

## Appendix A – Task Team Chair’s Duties

### Key Duties:

The Task Team Chair will perform the following key duties:

- Preside over all meetings of the Task Team.
- Prepare meeting agendas focused on Task Team responsibilities.
- Ensure the Task Team works effectively and follows principles of best practices in governance.
- Ensure meetings are efficiently managed and decision-making is transparent.
- Ensure Task Team members know and respect the distinction between the roles of the Task Team and staff.
- Ensure conflict of interest issues are addressed sensitively and constructively.
- Approve the meeting minutes prior to their distribution.
- Work in collaboration with the Director/liaison appointed to the Task Team, to ensure that Task Team recommendations are reported to the Board, and that feedback and directions from the Board are communicated to the Task Team.

## Appendix B - Template

### Title

#### Terms of Reference

**Number:** ABC

**Name:** ABC Task Team

**Mandate:**

**Deadline for  
Completion:**

**Key Duties:** The ABC will perform the following key duties:

**Authority:** The ABC will exercise its authority in accordance with Hockey Canada Bylaw X and such additional provisions as are set out in the Terms of Reference.

**Composition:**

**Meetings:** The ABC will meet in person ABC per year and via conference call, as determined by the Task Team Chair, in consultation with the Board Chair.

**Resources:** The ABC will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary administrative support from the National office.

**Reporting:** The ABC will maintain minutes of its meetings and will make those minutes available to ABC.

**Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on ABC. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted

**Other:**

**Number:** 7.0

**Name:** National Appeals Committee

**Mandate:** The National Appeals Committee is responsible for making final decisions on any matters that may be brought before it, including the interpretation of the By-Laws, Regulations, Playing Rules and Policies of Hockey Canada, providing special dispensation from those Bylaws, Regulations, Playing Rules and Policies, and for any of the matters referenced in Hockey Canada By-Law 52.

**Key Duties:** The National Appeal Committee will conduct appeal hearings at the request of a Registered Participant to:

- Determine if a Member decision was in conflict with the Member's or Hockey Canada's Bylaws or Regulations.
- Determine if the Member committed a procedural error or failed to provide the aggrieved party with a fair hearing.
- Determine if the Member had the authority or jurisdiction to make the decision.
- Determine if there are special circumstances that would merit granting dispensation from the By-Laws or Regulations of Hockey Canada.
- Such other matters as are described in By-Laws 52, 53 and 56
- Such additional duties as may be delegated to the Committee by the Board from time to time.

**Authority:** The National Appeals Committee will exercise its authority in accordance with Hockey Canada Bylaws 52, 53 and 56 and such additional provisions as are set out in the Terms of Reference.

**Composition:** The National Appeals Committee will consist of:

- The Committee Chair, appointed by the Chair of the Board.
- Committee members:  
An odd number of members (including the Committee Chair) appointed by the Board, with the minimum being three (3) members.
- Staff resource person(s) (non-voting)

**Meetings:** The National Appeals Committee will meet in person once per year and via conference calls, as determined by the Committee Chair, in consultation with the Board.

**Resources:** The National Appeals Committee will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary administrative support from the National office.

- Reporting:** The National Appeals Committee reports to the Board. The Committee will maintain a record of their decisions.
- Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **May 24, 2018**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted
- Other:** Appeal Procedures of Hockey Canada (Appendix A)

## **Appeal Procedures of Hockey Canada**

The jurisdiction and procedures in respect of matters that can be appealed are outlined in Hockey Canada By-laws 52 to 56, and include the consequences for non-compliance with those procedures. This policy details the various types of appeals that can be filed, the procedures for submitting and hearing an appeal, and the manner in which decisions by the National Appeals Committee will be delivered.

### **Right to Appeal**

1. Any Registered Participant of Hockey Canada shall have the right to appeal to Hockey Canada regarding any dispute, difference or question arising from a decision by Hockey Canada or any Member (hereinafter referred to as a “Member”) where the By-Law, Regulation, Playing Rule or Policy under which such decision was made grants such a right of appeal. No such appeal to Hockey Canada may be taken until the Registered Participant has exhausted all rights of appeal within the Member in which such Registered Participant resides.
2. Any Registered Participant of Hockey Canada shall have the right to appeal to Hockey Canada when a Member to which the Registered Participant belongs, makes a ruling affecting such Registered Participant and, in that Registered Participant’s opinion:
  - a. such decision is in conflict with the Member’s or Hockey Canada’s By-Laws ,Regulations, Policies and Playing Rules;
  - b. the Member committed a procedural error, or failed to provide the aggrieved party with a fair hearing; or
  - c. the Member did not have the authority or jurisdiction to make the decision.

### **Appeals of a Member Decision**

3. In the event of any dispute, difference or question arising from a Hockey Canada or Member decision, and where a right to appeal is granted under the By-Laws, Regulations, Policies or Playing Rules, the procedures as outlined herein, shall be the recourse available to any Member or Registered Participant dissatisfied with such decision.
4. An appeal shall:
  - a. Be brought within seven (7) Working Days of the written decision of the Member appealed from. Working Day is defined as: Monday to Friday both inclusive, with the exception of any statutory holidays;
  - b. Be in writing;
  - c. Describe, in numbered paragraphs, the decision appealed from, the grounds for appeal, and the relevant facts. Pertinent documents, if any, shall be attached;
  - d. Be filed-with the Co-ordinator, Administration and Transfers of Hockey Canada, at the address described in paragraph 24;
  - e. Include the fee described in paragraph 23.



5. Hockey Canada shall forward a copy of the Appellant’s appeal materials to the Member which rendered the decision. The Member shall respond to the appeal:
  - a. Within seven (7) Working Days of receipt of the appeal from Hockey Canada.
  - b. In writing;
  - c. By describing, in numbered paragraphs, the position of the Member including the grounds for the decision appealed from, and the facts supporting the decision.  
Pertinent documents, if any, shall be attached;
  - d. The Member shall deliver a copy of its response to the Co-ordinator, Administration and Transfers of Hockey Canada who in turn will provide a copy to the Appellant, if the nature of the appeal or the response from the Member, suggests that a further response from the Appellant might be appropriate.
  
6. After the Member response has been received, the submission of further material by either party shall only be permitted at the discretion of the National Appeals Committee. All parties to the appeal may be requested to respond to any material provided by any party to an appeal within timelines as established by the National Appeals Committee.  
  
Failure by a party to respond within the timelines may be regarded by the Committee as evidence that the non-responding party is in agreement with the material provided by any other party.
  
7. In order to provide for adequate preparation by the National Appeals Committee, all material shall be submitted to the Co-ordinator, Administration and Transfers of Hockey Canada, no later than four (4) Working Days prior to the scheduled hearing date. Failure to provide material within the four (4) Working Day timeframe may result in a postponement of the hearing until the next scheduled hearing date.

As a general guideline, appeal material filed by the parties should include the following:

### **Member Decisions**

<b>Appellant Materials</b>	<b>Member Position</b>
<ul style="list-style-type: none"> <li>• Grounds for the appeal in accordance with Hockey Canada By-law 52.2.</li> <li>• The decision being appealed.</li> <li>• Rationale for the appeal.</li> <li>• Relevant facts.</li> <li>• Pertinent documents, if any.</li> <li>• Appeal fee.</li> </ul>	<ul style="list-style-type: none"> <li>• Position of the Member on the appeal.</li> <li>• Facts supporting the decision.</li> <li>• Pertinent documents, if any.</li> </ul>

## Member Suspension Decisions

Appellant Materials	Member Position
<ul style="list-style-type: none"> <li>• The specific reason why the appeal is being submitted to Hockey Canada.</li> <li>• Grounds for the appeal in accordance with Hockey Canada By-law 52.2.</li> <li>• The decision being appealed.</li> <li>• Rationale for the appeal.</li> <li>• Relevant facts.</li> <li>• Pertinent documents, if any.</li> <li>• Appeal fee.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete description of the incident that led to the suspension.</li> <li>• Name and position of person (s) who handed out the suspension.</li> <li>• Specific authority used to render suspension i.e. applicable Member Regulations, code of Discipline.</li> <li>• Appeal process used in reviewing suspension i.e. names and positions of people who sat on the appeal board, who was in attendance at the appeal, who was allowed to speak, process followed at the meeting.</li> <li>• The relationship, if any, of the people hearing the appeal to the people who handed out the suspension.</li> </ul>

### Registration Appeals Including Transfer Requests

8. An appeal may be filed with Hockey Canada in disputes involving:
- a. An Inter-Member transfer; or
  - b. A transfer of a player between Hockey Canada and another IIHF Federation (both incoming and outgoing) including USA Hockey.

When a player has registered for the current season, he may not appeal to secure his release and/or to obtain an Inter-Member transfer, USA Hockey transfer or an International transfer.

9. All Registration appeals must be accompanied by the following:
- a. Notice of Appeal form (see forms attached);
  - b. Detailed rationale for appeal;
  - c. Release from former team, where applicable;
  - d. Letter of Approval from parents (for U18);
  - e. Verification of school registration or exchange, when available and applicable;
  - f. Appropriate transfer form;
  - g. Parent Acknowledgement form; and
  - h. The appeal fee described in paragraph 24. This fee does not include the Inter-Member transfer, USA Hockey transfer or International transfer fee if a request for such a transfer is part of the appeal.
10. The appealing party (the “Appellant”) shall file the appeal setting fully the grounds of the appeal, with the Co-ordinator, Administration and Transfers of Hockey Canada; who shall give notification of such

appeal, and grounds therefore, to the Executive Director of the Member which the player wishes to leave, if applicable, and to the Executive Director of the Member to which the player desires to be transferred. Both Members shall have the opportunity to provide their position regarding the player's transfer request.

In appeals relating to a transfer request, a copy of the Member response will only be provided to the Appellant if the National Appeals Committee determines that it requires further information from that Appellant.

11. Each Member must forward its position on the transfer request by email or by such other means as is appropriate, according to the request of the Co-ordinator, Administration and Transfers. If that position is not received within seven (7) Working Days, or such other period of time as the Co-ordinator, Administration and Transfers may advise, the Member concerned shall lose its right to participate in the appeal.
12. The preceding provision (paragraph 11) concerning timelines for transfer-related appeals shall not be in effect from February 11 to July 31 of each year. Should an appeal for a transfer be received by the Co-ordinator, Administration and Transfers within that time frame, a decision will be rendered by August 15.
13. The National Appeals Committee, upon receiving and verifying information that a player participated in Hockey Canada activities without proper approval from a previous Member, USA Hockey, the IIHF, or the National Appeals Committee, may take, in its sole and unfettered discretion, any of the following actions against the responsible Member or team: issue a warning to the Member or team; assess a fine to the Member or team; or suspend any of the team officials involved.
14. For Minor or Female players, all appeals filed, if granted, shall only be for the current playing season. Minor and Female players shall be required to file a new appeal for any subsequent season, and the National Appeals Committee shall consider any subsequent appeal as a new appeal, and shall not be bound by any previous year's decision. If the player appealed successfully to the National Appeals Committee the previous season, and either wishes to play for the same team or attend the same school in the following season, the player may submit a "Renewal" appeal using the appropriate form, and shall only be required to pay the \$50.00 administrative fee.

### **Minor to Minor Inter-Member Transfer**

<b>Appellant Materials</b>	<b>Member Position</b>
<ul style="list-style-type: none"> <li>• Notice of Appeal form.</li> <li>• Compelling reason why the move is necessitated over and above hockey, e.g. unique personal circumstance.</li> </ul>	<ul style="list-style-type: none"> <li>• Position of the Member on the appeal.</li> <li>• Specific opportunities for the Player if they remain in their Home Member (e.g. U18 AAA etc.).</li> </ul>

<ul style="list-style-type: none"> <li>• The minor hockey association and level (e.g. U15 House, U18 AAA) where the player will be playing.</li> <li>• Playing History – previous two seasons.</li> <li>• Player’s immediate athletic / educational goals.</li> <li>• Summarize the specific living arrangements for the player if the appeal is granted.</li> <li>• Appeal fee.</li> </ul>	
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### **Minor to Junior Inter-Member Transfer**

<b>Appellant Materials</b>	<b>Member Position</b>
<ul style="list-style-type: none"> <li>• Notice of Appeal form.</li> <li>• Compelling reason why this player should be permitted to transfer to another Member.</li> <li>• Academic situation for the player in the “new” location: <ul style="list-style-type: none"> <li>○ School / Principal name;</li> <li>○ How academic performance will be reviewed;</li> <li>○ Position of Parents on the proposed transfer.</li> </ul> </li> <li>• Hockey Background of player i.e. <ul style="list-style-type: none"> <li>○ CHL Draft status or protected list;</li> <li>○ Verification letter from respective CHL team.</li> </ul> </li> <li>• Playing History – previous two seasons.</li> <li>• Player’s immediate athletic / educational goals.</li> <li>• Summarize the specific living arrangements for the player if the appeal is granted.</li> <li>• Appeal fee.</li> </ul>	<ul style="list-style-type: none"> <li>• Specific opportunities available for the player if he remains in his Home Member: <ul style="list-style-type: none"> <li>○ Name of team with player’s rights.</li> </ul> </li> <li>• Letter of intent to sign the player.</li> </ul>

### **Junior to Junior Inter-Member Transfer**

Appellant Materials	Member Position
<ul style="list-style-type: none"> <li>• Notice of Appeal form.</li> <li>• Compelling reasons why the move is being requested.</li> <li>• Has the necessary release been obtained?</li> <li>• Is the player in agreement with the move?</li> <li>• Academic situation for the player in the “new” location: <ul style="list-style-type: none"> <li>○ School / Principal name;</li> <li>○ How academic performance will be reviewed.</li> </ul> </li> <li>• Position of parents on the proposed transfer.</li> <li>• Is the player required to change his residence?</li> <li>• Playing History – previous two seasons.</li> <li>• Player’s immediate athletic / educational goals.</li> <li>• Summarize the specific living arrangements for the player if the appeal is granted.</li> <li>• Appeal fee.</li> </ul>	<ul style="list-style-type: none"> <li>• Specific opportunities available for the player if he remains in his Home Member: <ul style="list-style-type: none"> <li>○ Name of team with player’s rights;</li> <li>○ Letter of intent to sign the player.</li> </ul> </li> </ul>

### USA Hockey and International Transfers (Incoming)

Appellant Materials	Member Position
<ul style="list-style-type: none"> <li>• Appropriate Notice of Appeal form.</li> <li>• Academic situation for the player in the “new” location: <ul style="list-style-type: none"> <li>○ School / Principal name;</li> <li>○ How academic performance will be reviewed.</li> </ul> </li> <li>• Position of parents on the proposed transfer.</li> </ul>	<ul style="list-style-type: none"> <li>• Member support or denial of appeal submission.</li> </ul>

<ul style="list-style-type: none"> <li>• Level of hockey in which the player wishes to play.</li> <li>• Playing History – previous two seasons.</li> <li>• Player’s immediate athletic / educational goals.</li> <li>• Summarize the specific living arrangements for the player if the appeal is granted.</li> <li>• Appeal fee.</li> </ul>	
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### Tampering

Appellant Materials	Member Position (Incoming and Outgoing)	Alleged Offending Team
<ul style="list-style-type: none"> <li>• Review Tampering Regulation in Hockey Canada Regulations.</li> <li>• Provide written statements or other documentation which will substantiate the charge.</li> <li>• Appeal fee.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide an indication of what release fees are normally paid for players at similar levels in the Member.</li> <li>• Provide an indication as to what action would be taken within Member if one of their teams was found guilty of tampering at the Member or League level.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a written statement or other documentation which responds to the allegations of tampering.</li> </ul>

### Other Appellate Jurisdiction

15. If a team requires special assistance through any unusual situation which develops, that team may appeal to the National Appeals Committee to obtain imports in addition to the number of imports allowed under Hockey Canada’s Regulations, provided:
  - a. The appeal is submitted with the written consent of the team’s Member accompanied by majority consent of the teams in the league in which the team operates;
  - b. No such assistance may be granted after January 10 in any year;
  - c. The player or players, if obtained, shall be from the same or lower categories of the same Division or from lower Divisions.
  - d. The player or players, if obtained, shall be signed by the team not later than February 10.

## Team Special Assistance

Appeal Submission	Member Position
<ul style="list-style-type: none"> <li>• Written documentation explaining the reason(s) for requesting assistance.</li> <li>• The assistance being requested.</li> <li>• Appeal fee.</li> </ul>	<ul style="list-style-type: none"> <li>• Position of the Member on the appeal.</li> <li>• Written confirmation of League and teams consent.</li> </ul>

16. Notwithstanding restrictions referred to in any other regulations, the National Appeals Committee shall have the right to hear any appeal received on behalf of any team or individual concerning residential qualifications as stated in Regulation C.5, teams playing in other jurisdictions as stated in Regulation B.9 and replacements for players turned professional under Regulation E.21. Such appeals must be filed in strict compliance with the appeal procedures set out in paragraph 4.

### Appeals Related to Regulations B.9, C.5, and E.21

Appeal Submission	Member Position
<ul style="list-style-type: none"> <li>• What is being appealed?</li> <li>• Rationale for the appeal.</li> <li>• Relevant facts.</li> <li>• Pertinent documents, if any.</li> <li>• Appeal fee.</li> </ul>	<ul style="list-style-type: none"> <li>• Position of the Member on the appeal.</li> <li>• Pertinent documents, if any.</li> </ul>

17. Any registered player in regular full-time attendance at a recognized university or college who has failed to meet the academic standard at such university or college at mid-term in the current season, may appeal to secure his release and/or Inter-Member transfer under paragraphs 8-14 inclusive, as provided for in By-Law 52.4.

Such player may only be registered by February 10 with the last team or club with which he was registered prior to registering at the aforementioned university or college.

### Mid-Season Return from University or College [By-Law 52.4]

Appeal Submission	Member Position
<ul style="list-style-type: none"> <li>• What is being appealed?</li> <li>• Rationale for the appeal.</li> <li>• Relevant facts.</li> <li>• Confirmation of team's ability to add the player to their roster.</li> <li>• Pertinent documents, if any.</li> <li>• Appeal fee.</li> </ul>	<ul style="list-style-type: none"> <li>• Position of the Member on the appeal.</li> <li>• Pertinent documents, if any.</li> </ul>

18. All appeals under paragraphs 15-17 must be accompanied by the appeal fee described in paragraph 23. This fee does not include the Inter-Member transfer, USA Hockey transfer or International transfer fee that may apply.

## **Hearing Process for Appeals**

19. The National Appeals Committee shall conduct all hearings in the manner in which it sees fit, including but not limited to written presentations only, teleconferences, or face to face hearings.
20. The decision of the National Appeals Committee shall be transmitted to any party to the hearing within five (5) Working Days from the time of the decision.
21. After a decision, the National Appeals Committee may reconsider a decision once if any of the interested parties to the decision provides new information to the National Appeals Committee that was not available to a party at the date of the original decision. In order to determine whether to reconsider any decision made by it, the National Appeals Committee must first determine that the new information was not available to the interested party at the time of hearing. The decision as to whether new information exists shall rest solely with the National Appeals Committee and is not subject to review.
22. The National Appeals Committee has jurisdiction to determine whether or not statements made by any interested party to an appeal were misleading or false. If any interested party has provided such information, the National Appeals Committee, in its unfettered discretion, may rescind, or vary any order made by it, and recommend to the Chair of the Board that disciplinary action be considered against said party as set forth herein.

## **APPEAL FEES**

23. Unless otherwise stated in this document, every appeal filed with the Co-ordinator, Administration and Transfers must be accompanied by a cash payment or certified cheque payable to Hockey Canada in the amount of three hundred dollars (\$300.00) which includes a hearing fee of two hundred and fifty dollars (\$250.00) and a non-refundable administrative fee of fifty dollars (\$50.00).

## **ADDRESS FOR SERVICE**

24. All appeal material shall be filed with Hockey Canada to the attention of:

Mr. Josef Scheier  
Coordinator, Administration and Transfers  
Hockey Canada  
2451 Riverside Drive  
Ottawa, Ontario K1H 7X7



Appeal material may also be filed with Hockey Canada electronically at:

[jscheier@hockeycanada.ca](mailto:jscheier@hockeycanada.ca)



## NOTICE OF APPEAL FORM



### Appeal to Transfer – International, US/Canada or Inter-Member

To: Hockey Canada National Appeals Committee (pursuant to Hockey Canada By-Law Fifty-Six).  
All appeals must be filed with the Co-ordinator Administration and Transfers of Hockey Canada.

Date Submitted (D/M/Y): \_\_\_\_\_ Member (incoming):  
\_\_\_\_\_

Appeal of Regulation: \_\_\_\_\_

Name of Appellant: \_\_\_\_\_ Birth Date (D/M/Y) \_\_\_\_\_  
Surname First Name

Contact Info: Phone (\_\_\_\_) \_\_\_\_\_ Email: \_\_\_\_\_

Former Member or Federation: \_\_\_\_\_

Team requesting Appeal: \_\_\_\_\_ Division/Category: \_\_\_\_\_

School Information: \_\_\_\_\_  
School Name City Province

The following **MUST** be included in this appeal or it will **NOT** be brought forward to the Hockey Canada National Appeals Committee:

- This Form
- Specific detailed rationale for appeal, including all facts and information concerning the uniqueness of this request
- Release from former team
- Letter of Approval from parents (if under 18 years of age)
- School Registration (if applicable)
- Appropriate transfer form
- \$300.00 fee (payable to Hockey Canada )
- Completed Parent Acknowledgement form (if applicable)
- Any further information deemed to be appropriate for the appeal

Please forward the completed appeal package to: National Appeals Committee c/o Josef Scheier, Hockey Canada Ottawa Office, fax: 613-562-5676 or [jscheier@hockeycanada.ca](mailto:jscheier@hockeycanada.ca)

Hockey Canada will subsequently request the former Federation or Member position following the appeal submission to the National Appeals Committee. The National Appeals Committee may request further information from the Appellant or the Member.

Player is **NOT eligible** to participate in any Member/Federation activity until such time as a decision is made to approve this appeal. The decision will be communicated to the Member and the player within five (5) Working Days after it has been made.



## NOTICE OF REGISTRATION APPEAL RENEWAL FORM



This form should only be used if:

- (1) The player appealed successfully to the National Appeals Committee during the last hockey season to play away from his/her usual place of residence; and
- (2) The player wishes to either:
  - (a) play for the same team in the following hockey season; or
  - (b) attend the same school that he/she attended the previous year.

Renewal appeals by Canadian players who wish to continue playing within Canada (but outside their home Member), or foreign players who wish to continue playing within Canada can be filed directly with Hockey Canada.

(Please Print)

Date Submitted: \_\_\_\_\_ Member: \_\_\_\_\_

Appeal of Regulation: \_\_\_\_\_ Date of Birth (D/M/Y): \_\_\_\_\_

Name of Applicant: \_\_\_\_\_  
Surname First Name Initial

In the previous season the player was approved by the National Appeals Committee to play with the:

Team: \_\_\_\_\_ Division/ Category: \_\_\_\_\_

Minor Hockey Association, : \_\_\_\_\_

City: \_\_\_\_\_ Province: \_\_\_\_\_

New Division/Category this year, if applicable: \_\_\_\_\_

The following **MUST** be included in this appeal or it will **NOT** be brought forward to the Hockey Canada National Appeals Committee:

- This form
- \$50.00 non-refundable fee (payable to Hockey Canada)
- Any further information deemed appropriate to explain any differences in the application this year as compared to the past year.

Hockey Canada will subsequently request the former Federation or Member position following the appeal submission to the National Appeals Committee. The National Appeals Committee may request further information from the Appellant or the Member.

- Player is **NOT eligible** to participate in any Member/Federation activity until such time as a decision is made to approve this appeal.
- The decision will be communicated to the Member and the player within five (5) Working Days after it has been made.

Please forward the completed registration appeal renewal package to: National Appeal Committee c/o Josef Scheier, Hockey Canada Ottawa Office, fax: 613-562-5676 or jscheier@hockeycanada.ca.



**NOTICE OF APPEAL FORM**  
**Appeal of Member Decision**



Date Submitted:

Appellant:

Contact Information:

Appeal Member Decision:

- Such decision is in conflict with the Member or Hockey Canada's Articles, By-Laws or Regulations
- The Member committed a procedural error, or failed to provide the aggrieved party with a fair hearing:  
or
- The Member did not have the authority or jurisdiction to make the decision

Please briefly outline why you feel your appeal falls within one of the above criterion:

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The following **MUST** be included in this appeal or it will **NOT** be brought forward to the Hockey Canada National Appeals Committee:

- This form
- Relevant facts
- Reason
- Relief being sought
- \$300.00 fee (payable to Hockey Canada)
- Pertinent documents, if any, shall be attached

Please give a brief description as to the reasoning behind your appeal:

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Please give a brief description on the relief being sought:

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Please forward the completed appeal package to: National Appeals Committee c/o Josef Scheier, Hockey Canada Ottawa Office, fax: 613-562-5676 or [jscheier@hockeycanada.ca](mailto:jscheier@hockeycanada.ca)

Hockey Canada will subsequently request the Member's position following the appeal submission to the National Appeals Committee. The National Appeals Committee may request further information from the appellant. Decision will be communicated to the appellant and/or to the respective Member within five (5) Working Days after the decision has been made.

## 8.0

# Female Hockey Policy Committee

## Terms of Reference

**Number:**

**Name:** Female Hockey Policy Committee

**Mandate:** The Female Hockey Policy Committee is responsible for monitoring the needs of the Female hockey player playing either in “Female only” Divisions or on hockey teams that include non-Female players and making such recommendations to the Board as it deems appropriate to address those needs.

**Key Duties:** The Female Hockey Policy Committee will perform the following key duties:

- Monitor the policy needs of the Female hockey player and make such recommendations as deemed appropriate to address those needs.
- Recommend changes to the Playing Rules and Regulations that affect the Female hockey player.
- Foster and encourage policies for the development approach to the teaching of the game to Female hockey players.
- Review and consider audits on the state of “Female only” hockey and make recommendations for improving policies related to the game for all Female players.
- Monitor and recommend policy changes to the Minor/Female Hockey Minimum Suspension Guidelines.
- Recommend to the Board the requirements and actions for a Female Hockey Task Team(s)
- To receive reports from the Female CDM Work Group
- Other duties as may be assigned by the Board from time to time.

**Authority:** The Female Hockey Policy Committee will exercise its authority in accordance with powers delegated to it by the Hockey Canada Board of Directors in accordance with Hockey Canada Bylaw 37.3 and such additional provisions as are set out in the Terms of Reference.

**Composition:** The Female Policy Committee shall consist of:

- A Chair appointed by the Chair of the Board
- Up to three (3) other people appointed by the Board
- One (1) Director from the Hockey Canada Board of Directors (Liaison)
- Staff resource person(s) such as General Counsel and VP Grow the Game
- The Chief Executive Officer, President and Chief Operating Officer, and Chair of the Board of Hockey Canada as *ex officio* members.

**Meetings:** The Female Hockey Policy Committee will meet in advance of all Hockey Canada Board of Directors Meetings.

- Resources:** The Female Hockey Policy Committee will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary administrative support from the National office.
- Reporting:** The Female Hockey Policy Committee reports to the Board. The Female Hockey Policy Committee will maintain minutes of its meetings and will share these minutes with its representatives, the Board, and the Members.
- Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **January 26, 2019**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted.

**Other:**

**Name:** Personnel Committee

**Mandate:** The Personnel Committee is responsible for overseeing sensitive and confidential compensation related policies and procedures.

**Key Duties:** The Personnel Committee will perform the following key duties:

- Review and, if considered appropriate, recommend to the Board for approval the following;
  - CEO and President/COO recommendations for appointment to C-Suite
  - Major organizational structure changes proposed by the CEO and President/COO
- Take into consideration the description of the duties of the CEO and Hockey Canada's mandate and strategic objectives and;
  - Recommend the CEO's performance ratings against performance objectives
  - Review and recommend for Board approval CEO compensation
- Ensure development of appropriate standards, authorities, policies and procedures for compensation such as;
  - Review compensation strategies including pay band design and regular reviews
  - Review market and economic evaluation for annual salary adjustments
  - Review and approve employee benefit plan coverage as required
  - Authorize the framework for expenditures such as sums as may be required for payment of pensions, retirement allowances, and group plans as required
  - Monitor the employee benefit plans and make recommendations with respect to any changes to the plans that have a material financial impact.

**Authority:** The Personnel Committee will exercise its authority as delegated by the Board.

- Composition:** The Personnel Committee will consist of:
- The Committee Chair, who will be the Board Chair or their designate
  - Committee members, maximum of 3 Board Directors appointed by the Board Chair
- Policy Responsibilities:** All compensation related policies and procedures
- Meetings:** The Personnel Committee will meet in person at least once per year and via conference calls, as determined by the Chair or at the request of the CEO or COO/President
- Resources:** The Personnel Committee will receive the necessary resources from Hockey Canada, to the extent approved in the annual budget, to fulfill its mandate. It will also receive the necessary administrative support from the National Office
- Reporting:** The Personnel Committee will report to the Board on its activities, findings and recommendations
- Approval & Review:** These Terms of Reference were approved by the Board of Hockey Canada on **January 30, 2020**. The Board will review these Terms of Reference on a regular basis and will make revisions, as warranted
- Other:**