

FOOTBALL ALBERTA

POLICY AND PROCEDURE MANUAL

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INTRODUCTION

Alberta Amateur Football Association, operating under the trade name as "Football Alberta", has produced this policy and procedure manual with the intent of ensuring that everyone connected with developing amateur football in Alberta has a clear and ready reference to the Association's agreed policies, constitution and bylaws.

The procedures, which flow from the basic policies, have been kept as simple as possible and, in most cases, formalize methods that have been developed over the years.

Comments and constructive criticism from all users will be readily appreciated. As new policies and procedures are required or as circumstances demand, changes and revisions will be made to this document. Members of the Association are encouraged to draft amendments or new articles they consider necessary for consideration by the Board of Directors. Recommended changes will be circulated to all concerned and once approved, should be inserted in this manual. All questions of interpretation of the policies contained in this manual should be directed to the Executive Director.

Your cooperation and input are essential if we are to keep this document accurate, informative and timely.

March 1, 1991 by:	Paul McCracken, Past President Brian Fryer, Executive Director
Updated January 1997 by:	Membership at AGM
Updated January 2002 by:	Membership at AGM
Updated January/June, 2006 by:	Membership at AGM of 2006
Updated February 2012 by:	Membership at AGM of 2012
Updated, February 2017 by:	Membership at AGM of 2017
Updated June 2018 (tentative)	Board of Directors, June 2018
Updated January 2019	Membership at AGM of 2019
Updated January 2020	Membership at AGM of 2020

DISTRIBUTION

The purpose of the Football Alberta Policy and procedure manual is to make available to all of its membership clear and concise information on:

- How Football Alberta is organized.
- The agreed policies that guide its activities.
- The procedures by which these activities are initiated, conducted and controlled.
- The responsibilities, duties and privileges of the Board of Directors, the employed staff and the members.

MISSION STATEMENT

- **Mission:** To develop, promote, coordinate, regulate and foster the growth of all aspects of amateur football in Alberta
- **Vision:** To promote the enhancement and development of football in Alberta.
- **Code of Ethics:** The Board of Directors must meet the code of Honesty, Dedication and Integrity. Each member of the Board of Directors accepts his/her position understanding that these three basic leadership concepts will be adhered to throughout their term on the board.
- **Target/Aims:** To establish an administrative structure that will provide programs and services to accomplish this stated mission.

AMENDMENTS

AMENDMENTS	ARTICLE/SECTION	DATE
1. Re-write	Policy & Procedures Manual	1991 AGM
2. Revised and amended	Bylaws	1997 AGM
3. Revised	Policy & Procedures Manual	1997 AGM
4. Revised and amended	Bylaws & Policy & Procedures Manual	2002 AGM
5. Revise and amended	Policy & Procedures Manual	2006 AGM
6. Revised and edited	Policy & Procedures Manual	June, 2006
7. Revised and edited	Policy & Procedures Manual	2012 AGM
8. Revised and edited	Bylaws & Policy & Procedures Manual	2017 AGM
9. Revised and amended	Policy & Procedure Manual	June 2018
10. Revised and amended	Policy & Procedure Manual	2019 AGM

1.0 CONSTITUTION AND BYLAWS

THE “ALBERTA AMATEUR FOOTBALL ASSOCIATION” (Trade Name: Football Alberta)

BY-LAWS

ARTICLE 1 - THE ASSOCIATION

- 1.1 **Operating Name:** The Association shall operate as its trade name, Football Alberta.
- 1.2 **Head Office:** The head office of the Association shall be in the City of Edmonton in the Province of Alberta or at such other place as the Directors may determine.

ARTICLE 2 - MEMBERSHIP

- 2.1 **Ordinary Members** The Ordinary members shall be as follows:
- a) Any individual who competes regularly for an amateur football club within the geographical boundaries of the Province of Alberta is eligible to be an ordinary member.
 - b) Any individual who is associated with amateur football in an Alberta based league in an administrative, officiating, coaching or training capacity is eligible to be an ordinary member.
 - c) Any individual, from the above designated eligible group whose membership fees in football are paid for the current membership year.
- 2.2 **Associate Members**
- a) Individuals not actively involved with an amateur football club who have a genuine interest in the program and progress of the association are eligible to become associate members.
 - b) Businesses and organizations that wish to support, sponsor or promote football in Alberta are eligible to become associate members.
- 2.3 **Honorary Life Members**
- a) The Board of Directors of the Association may appoint people as Honourary Life members to recognize outstanding and/or prolonged service to the association or to the sport of football.
- 2.4 **Members In Good Standing**

To be considered as a member in good standing and thus have all the privileges of an ordinary member, the following requirements must be satisfied:

- a) Members must be in good standing with their team, league, association, etc. that they are involved with.
- b) Must have adhered to the by-laws of the association and must not be found guilty of committing any act that is detrimental to the purposes or existence of the association.
- c) The member has the option to take the membership benefit package but is not required to do so to be considered a member in good standing.

The following apply to members on the basis of what type of member they are:

Player – to be considered in good standing with Football Alberta, a player must strive to follow all of the rules of the game and be respectful of his/her coaches, opponents, officials and fellow competitors. Failing to do so may result in sanctioning at the League Level. For players involved in Provincial Team programming who fail to meet those standards, they will face sanctioning directly from Football Alberta. Sanctioning will be dealt with on a case by case basis and can be as strong as outright banning from the sport. An appeal process should be in place.

Coach – to be considered in good standing with Football Alberta, a coach must strive to follow all of the rules of the game, the regulations of their league and/or level of play and be respectful of his/her players, opponents, officials and fellow coaches. Failing to do so may result in sanctioning at the League Level. For coaches involved in Provincial Team programming who fail to meet those standards, they will face sanctioning directly from Football Alberta. Sanctioning will be dealt with on a case by case basis and can be as strong as outright banning from the sport. An appeal process should be in place.

Official – to be considered in good standing with Football Alberta, an official must strive to follow all of the rules of the game, the regulations of the leagues they are officiating for and be respectful of the coaches and players they are dealing with. Failing to do so may result in sanctioning at the League Level. For officials involved at the Provincial level who fail to meet those standards will face sanctioning directly from Football Alberta. Sanctioning will be dealt with on a case by case basis and can be as strong as outright banning from the sport. An appeal process should be in place.

Administrator – to be considered in good standing with Football Alberta, an administrator (either paid or volunteer) must strive to follow all of the regulations of the leagues or events they are responsible for and be respectful of his/her coaches, players, and officials. Failing to do so may result in sanctioning at the League Level. For Administrators at the Provincial level who fail to meet those standards will face sanctioning directly from Football Alberta. Sanctioning will be dealt with on a case by case basis and can be as strong as outright banning from the sport. An appeal process should be in place.

See **Appendix “G”** for Code of Conduct Policy

2.5 **Withdrawal From Membership**

- a) Any member may withdraw from the association by submitting his intention to withdraw in writing to the mailing address of the association. Such withdrawal shall take effect upon receipt by the association of such notice.
- b) Any member who withdraws is still liable for any debts to the association but shall not be entitled to any privileges offered by the association or any refund for fees it has paid.

- 2.6 **Suspension or Expulsion of Members**
- a) A member of the association may be suspended or expelled for just cause by a 75% vote of all of the Directors.
- 2.7 **Membership Fees Package**
- a) The fees for the membership benefit package shall be decided each year by the Board of Directors, subject to the approval of the membership of the Annual General Meeting (AGM). This fee package provides programs and services of the association to members in good standing. Members who have not paid for this package will fall under a user pay system established by the Directors.
- b) The membership year of the association shall be January 1 to December 31.
- 2.8 **Limitation of Liability of Members**
- a) No member or association is, in **his or her** individual capacity liable or will incur any debt or liability for the association, without prior approval by the Board of Directors.

ARTICLE 3 - MEETINGS OF THE ASSOCIATION

- 3.1 **General Meetings:** The Association may hold two types of general meetings at which the entire membership is called to assemble:
- a) **Annual General Meeting (AGM):** The Association shall hold an Annual General Meeting each year in Alberta, within 2 weeks of January 31.
- b) **Special Meetings:** A special meeting of the Association may be called by order of the President or any two (2) Vice-Presidents or upon the written request of a 3/4 majority of the Board of Directors of the Association, to be held at a time and place subject to the provision regarding notice below.
- c) **Conference Calls:** A special meeting of the Association may be conducted by telephone conference call and/or electronic conveyance by order of the President or any two (2) Vice-Presidents or upon the written request of a 3/4 majority of the Board of Directors of the Association, to be held at a time and place subject to the provision regarding notice below.
- 3.2 **Notice of Meeting**
- a) Written notice of general meetings shall be sent to voting league members of the Association who are entitled to receive notice and vote at any such meeting not less than fifteen (15) days prior to the meeting.
- b) Notice of the general meeting shall specify the place, the day and hour of the meeting, and, in the case of special business, enough information to make informed decisions concerning that business.
- c) The accidental omission to give notice of a meeting to, or the non-receipt of a notice by, any member entitled to receive notice does not invalidate proceedings at that meeting.

- d) At a special meeting called on request, only the business specified in the request shall be discussed, save and except any further business that the Directors may wish to bring before the meeting having given proper notice.
- e) Notice of each meeting of the Board must remind voting members of their right to vote by proxy.

3.3 **Voting**

- a) One ordinary member, per league, in good standing, is entitled to vote at the Annual General meeting.

Interpretation examples: High School; Edmonton Metro would have one vote regardless of how many divisions within each league (each league might be composed of both senior and junior but the league itself would only get one vote). If the District Representative (DR) and the league representative were in attendance then each would get one vote. If the league cannot send their president/representative they would still have the option of sending in a proxy vote.

- b) Each appointed Director of the association should have one (1) vote at any general or directors' meeting.
- c) Each elected Executive member of the Association shall have one (1) vote at any general, directors' or executive meeting. Advisory, associate and honorary members are entitled to attend any general meeting and take part in the discussions. They are not entitled to a vote on any business items.
- d) All resolutions and ordinary motions to a meeting of the Association must be moved and seconded. The chairperson of any such meeting may move or second a resolution.
- e) All resolutions shall be decided by a show of hands unless a resolution for a secret poll is requested and passed.
- f) A simple majority of the voters is required to receive approval of an ordinary motion or resolutions.
- g) For changes to the by-laws or constitution, a 3/4 majority of the votes is required for approval.

3.4 **Proxy Voting**

- a) In the event that an Ordinary member is unable to attend a general meeting, the member may appoint an alternate or proxy to the annual general meeting of the Association, in writing, seven days prior to the meeting. A proxy holder must be a representative of an Ordinary member of the Association.
- b) Written proxy votes at meetings are allowed as long as they are received in the office at least seven days prior to the start of the AGM.

- 3.5 **Equality of Votes:** In the case of an equality of votes on any resolution or item of business, the chairperson shall not have a second or casting vote, and the proposed resolution shall not pass.
- 3.6 **Rules of Procedure:** For all meetings of the Association: general, board, executive and sub-committees--Roberts' Rules of Order shall determine conduct.
- 3.7 **Quorum** The presence of a majority of voting Board of Director members at the beginning of a meeting shall constitute a quorum. All business transacted at such a meeting shall be valid notwithstanding the departure of some members during the meeting and the resulting absence of a majority of voting members before the meeting is adjourned.

ARTICLE 4 - DIRECTORS

- 4.1 **Powers** The affairs of the Association shall be directed by a Board of Directors who may exercise all the necessary powers and acts for good governance of the Association, and are not by these by-laws or statutes or otherwise lawfully directed or required to be exercised or done by the Association in general meetings, but subject, nevertheless to:
- a) all criminal laws affecting the Association;
 - b) Association by-laws;
 - c) rules, not being inconsistent with these by-laws, which are made from time to time by the Association in general meetings.
- 4.2 **Directors** The Association shall have the following Directors:
- a) **Elected Executive Directors (See Appendix "A" for description of positions and duties):** Each Ordinary member in good standing and the incumbent Directors will elect the position of President, by ballot, on a year that is between the terms of the other three Executive positions, which are 2 years in duration. (Vice-President Programs; Vice-President Finance; Vice-President Officials). The President's term will also be 2 years. For example, if the 3 Vice presidents are elected in 2016 for a 2 year term, the President's 2 year term would start with an election in 2017.
 - b) If an Executive position such as the Vice-President Programs, Vice-President of Finance or Vice-President Officials is left vacant to assume the role of President, this position vacancy may be filled by the appointment as voted on by the Executive Committee. The duration of this appointment will be 1 year or until the next election period, at which time it will be open for election at the AGM.

- c) An elected Executive member's position as an officer and member of the Executive Committee shall expire automatically when he/she, for any reason, is not re-elected at AGM
 - d) **Past President:** The immediate Past President of the Association may be appointed as a member of the Board of Directors at the Annual General Meeting and is then part of the Executive Committee.
 - e) If the immediate Past-President is unable to serve, a previous Past-President that is able to serve may be named by the Board of Directors to fill that position.
 - f) Any ordinary member in good standing is eligible to serve on the Executive Committee of the Association.
 - g) **Appointed District Directors (DR's)**
 - 1) The Executive Committee will obtain suggestions, recommendations or nominations from each of the eight districts (10 representatives), and will then appoint a District or Zone Representative (DR's) to the Board of Directors from each district.
 - 2) The Province is divided into eight geographical districts yielding 10 representatives as follows: North East, North West, Edmonton & District Minor, Edmonton & District Other, Central, Calgary Minor, Calgary Other, South Central, South West and South East.
 - 3) In making appointments to the Board of Directors, the Executive must insure representation from throughout the Province and strive to find DR's who will equitably represent the different levels and types of football played within that district.
 - h) **Other Members of the Board of Directors**
 - 1) The executive may appoint ordinary members as chairpersons of standing or sub-committees of the Association as need arise.
 - 2) The chairperson of each standing committee will become a member of the Board of Directors of the Association.
 - 3) The duties of each standing committee chairperson will be determined by the Executive as per terms of reference specific to each committee.
- 4.3 **Terms for Elected Directors (Executive Committee)**
- a) The term of the elected Directors shall be two (2) years.
 - b) The elected Executive Directors shall retire from office at the end of their 2-year term. A retiring elected Director shall be eligible for re-election. If no new successor is elected, the person previously elected or appointed continues to hold office.
 - c) An election may be by acclamation; otherwise it shall be by ballot.
 - d) If an elected Executive Member resigns their office or otherwise ceases to hold office, the remaining Executive Members may appoint a person to take the place of the former Executive Member. Such an appointed Executive Member will hold office only until the term expires at the next appropriate Annual General Meeting of the Association but is eligible for re-election.

4.4 **Removal:** The members at a General Meeting of the Association may, by special resolution approved by a least 3/4 of the members present, remove any elected Director before the expiration of their term of office for any valid reason.

4.5 **Remuneration of Directors:** No Director shall be remunerated for being or acting as a Director, but a Director shall be reimbursed for all expenses necessarily and reasonably incurred by them while engaged in the affairs of the Association, as prior approved by the Board or Executive Director (ED) as per travel expense allowance in the Policy & Procedure Manual.

4.6 **Duties of Directors**

a) A Director of the Association shall:

- 1) Act honestly and in good faith and in the best interest of the Association; and
- 2) Exercise the care, diligence and skill of a reasonably prudent person in exercising his powers and performing his function as a Director.
- 3) Nothing in any contract, the constitution or the by-laws of the Association, or the circumstances of his/her appointment relieves a Director:
 - i) from the duty to act in accordance with the law; or
 - ii) from liability that by virtue of a rule of law would otherwise attach to him or her in respect to negligence, default, breach of duty, or breach of trust of which he/she may be guilty in relation to the Association.

4.7 **Indemnities to Directors, Officers, Staff and Others:** Every Director or Officer of the Association or other person who has undertaken or is about to undertake any liability on behalf of the Association or any company controlled by it and their heirs, executors and administrators, and estate and effects respectively, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the Association, from and against:

- a) All costs, charges and expenses whatsoever which such Director, Officer, Staff or other person sustains or about any action, suit or proceeding that is brought, commenced or prosecuted against them, for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by them, in or about the execution of the duties of his office or in respect of any such liability;
- b) All other costs, charges and expenses that they sustain or incur in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by their own act, neglect or default if such act, neglect or default is both willful and wrongful.

4.8 **Conflict of Interest**

Conflict of Interest situations that may arise in the ongoing business of Football Alberta can include:

- Financial Benefit to a Board or Staff members through business dealings with Football Alberta.

- Team Selection issues where a Coach/Administrator is involved in selection to a team where a relative is a candidate.

In the case of Financial Benefit the following criteria must be met for disclosure and approval

- a) Less than \$500 – Must be disclosed to and approved by the Executive Director*
- b) Between \$500 - \$2000 – Must be disclosed to and approved by the Executive**
- c) Over \$2000 – Must to disclosed to and approved by the entire Board of Directors**

* - If this situation involves a financial benefit to the Executive Director, then the decision would lie with the President of the organization.

** - In both of these cases, if the benefit in question applies to an existing Executive or Board Member then that individual would not be a part of the discussion nor given a vote to approve or disapprove.

In the case of Team Selection Issues:

- For any situation involving player, coach, official or staff member selection where an individual directly involved in making the decision is a direct blood relative (i.e. nuclear family) of one of the candidates, that person should recuse themselves from the selection process. Once that process has been completed and there is more business to conduct, that person who recused themselves would be free to return.

- For any situation involving player, coach, official or staff member selection where an individual directly involved in making the decision is involved with the football program involving one or more of the candidates, that person should NOT be the sole decision maker and must have his or her decisions validated by at least one other neutral individual.

- All player selection decisions must be validated by the Head Coach or Head Administrator.

4.9 **Proceedings of Directors**

a) **Meetings**

1) Board of Director's meetings shall be held at the call of the President or by any two (2) Vice-Presidents of the Association.

2) Notice of a Board of Director's meeting shall be given to the Directors at least fifteen (15) days prior to the date of the meeting, provided, however, that the Directors may meet on regular dates without notice, or may, by unanimous consent, meet at any time and place without notice or signified their consent in writing to a meeting being held in their absence.

3) No notice of a first meeting of the Board of Directors held immediately following the Association's Annual General Meeting shall be necessary.

4) A Board of Director's meeting can be conducted by a telephone conference call, by call of the President or any two (2) Vice-Presidents of the Association.

- b) Quorum A simple majority of the Directors in office shall constitute a quorum for the transaction of business.
- c) Chairperson: The President of the Association shall preside at all meetings of the Board of Directors. In the absence or inability or refusal of the President to act in such capacity, the Board may appoint one of the Vice-Presidents or Past-President to perform these duties. When topics or selected items of business need to be addressed by the president which may place the president in a conflict of interest position, the President should ask one of the executive members to assume the role of the chair in order to speak to the topic and/or item of business.
- d) Voting: Each member of the board of Directors shall have one (1) vote. Motions arising at a meeting of the Board of Directors will be decided by a simple majority vote. In the case of an equality of votes, the chairperson shall not have a second or casting vote and the resolution is defeated.
- e) General Planning Meeting: The Association may convene a General Planning Meeting annually, in addition to the AGM. This meeting may be held on a separate date or in conjunction with the AGM, subject to consent by a majority of the Board of Directors.
- f) Board of Directors Meetings: At least four meetings of the Board of Directors will be held annually, two of which may be in conjunction with the AGM and the Annual Planning Meeting of the Association.
- g) Executive Meetings: The Executive Committee of the Association may meet in addition to the already stated Board meetings, as dictated by business arising that requires immediate attention.

4.10 **Standing or Sub-Committees**

- a) The Board of Directors may appoint committees as it sees fit, composed of such persons who may, but need not be, members of the Board of Directors.
- b) The terms of reference for such committees shall be at the discretion of the Board of Directors and will be included in the motion establishing the committee(s).
- c) The Board of Directors, at its sole discretion, shall have to power to appoint, remove or replace members appointed to such committees or to disband such committees at any time.
- d) A committee so formed, in exercising the powers so delegated, shall conform to any terms or rules imposed on it by the Board of Directors and shall report every act or business item in the exercise of those powers at the next earliest meeting of the Board of Directors.
- e) The chairperson of a sub or standing committee shall be appointed by the Board of Directors. Committees may meet from time to time and adjourn as they see proper. All committee matters will be decided by a simple majority vote.
- f) No sub or standing committee members shall be remunerated for being or acting as a Committee member, but shall be reimbursed for all expenses necessarily and reasonably

incurred while engaging in the affairs of the Association, subject to the Board or Executive Director's approval as per the P. & P.M. travel expense allowance guidelines.

4.11 **Membership Information Committee (MIC) – Terms of Reference**

- a) The purpose of this committee is to provide information to the Football Alberta (FA) membership on issues of importance to the sport of football that is evidence based and of practical value to players, coaches and parents. The information that is provided by this committee will be used to inform and suggest best practices for our membership. This committee will be asked to focus on, but not limited to, issues (such as) player safety and coaching excellence.
- b) **Committee Composition**
 - 1) Chair, as appointed by the Executive Committee.
 - 2) One appointed representative for a 2 year term from i) minor football, ii) high school football, iii) post secondary football and iv) resource members, when required* (*The chair, in conjunction with the other standing committee members, may invite ex-officio resource members from time to time for a limited term to deal with selected topics that fall outside the committee's expertise).
 - 3) Following the initial two-year term, appointed members may elect to continue on the committee for one (1) additional 2-year term.
 - 4) The Technical Director of Football Alberta will be an on-going member of this committee, with no term limitation.
- c) **Operating guidelines:**
 - 1) The MIC comes under the jurisdiction of Article 4.10 in Football Alberta's Policy and Procedure manual for the establishment of "Standing or Sub-Committees".
 - 2) Lines of inquiry for the committee will be accepted through the Chair of the standing committee from the sources such as the President, executive members, and a FA member in good standing with approval of the Executive Committee. The Membership Information Committee may also generate and present to the Board timely topics that need evidenced based support.
 - 3) The Chair will have the ultimate decision on the lines of inquiry that the standing committee shall address. Therefore, the Chair has the right to refuse requests deemed spurious or lacking of importance based on his/her judgment.
 - 4) Dissemination of information and/or position statements generated by the committee will normally be communicated in a timely manner through the "Wideside" publication, Membership e-memos, Football Alberta coaches' clinics and/or as policy discussion and recommendations at regularly scheduled Broad meetings.
 - 5) The Chair will report to the Board and the membership through a written annual report when the committee is active on an issue. This report to be presented for information

at the AGM.

- 6) The Chair has the right to provide input and guidance on proposed topics to the Board, Staff or membership as well as provide guidance to the Executive Committee.
- 7) Article 4.2, section (d) of the Football Alberta bylaws allows any member in good standing to serve on the Executive Committee. The Chair of the MIC will be a member on the Executive Committee until such time that this position becomes an elected officer.
- 8) The Chair and standing committee members may step down from the committee at anytime, with appropriate notice to the Executive Committee.

4.12 **Minor Football Committee**

- a) This Committee will be made up of representatives from each participating league/association and designated Football Alberta minor representatives and will meet each year at the annual Planning Meeting in early December. The purpose of the meeting will be to plan the following years playoff structure for the Football Alberta Minor Provincials and deal with any issues relevant to minor football.
- b) The chair will be selected from the committee members. It is recommended that the chair responsibilities, from time to time, be rotated to other members of the committee.
- c) The committee may make recommendations to the Board for revisions to the Policy and Procedure Manual that governs Minor Provincial Playoffs and Championship games. In addition, as the voice of minor football for the province, it may present and make recommendations to the Board on timely issues that affect minor football throughout the province.

4.13 **Executive Director**

- a) The Board of Directors may appoint an Executive Director and delegate to the Executive Director such powers and authority to manage and direct the affairs of the Association, except for those matters which, by law, must be dealt with by the Board of Directors or those members.
- b) The Executive Director shall:
 - 1) conform to all lawful orders given by the Board of Directors or the officers of the association;
 - 2) keep the Directors informed of all information they may require concerning the affairs of the association;
 - 3) supervise the Association's office and the agents or employees of the Association.
- c) The Executive Director or, if one is not appointed, the Vice-President Finance, shall be the Secretary of the Association and shall ensure that:
 - 1) an accurate record of the proceedings of all meetings - general, board, executive and

committee - is kept and that the minutes of such meetings, once approved, are maintained as a permanent record;

2) the correspondence of the Association is conducted;

3) notices are issued to all meetings;

4) the register of members maintained;

5) the annual reports and statements for submission to the Annual General Meeting are prepared; and

6) safe custody is maintained of all documents and records of the Association, except those kept by the Vice-President Finance.

- d) The Executive Director shall attend, as a non-voting advisor, all general, board, and executive meetings within the Association. He/She shall be an ex-officio member of all committees.

4.14 **Meetings**

a) Executive Committee meetings maybe called by the President or two other executive members of the Association.

b) A simple majority of officers constitutes a quorum.

c) Oral or written notice of Executive committee meetings shall specify the place, day and hour of the meeting and shall be given to Executive Committee members at least seven (7) days prior to the meeting date, provided that the notice is sent by regular mail or electronic conveyance a minimum of fourteen (14) days prior.

d) An Executive Committee meeting can be conducted by a telephone conference call by call of the President or any two (2) Vice-Presidents of the Association.

4.15 **Dispute Resolution**

Disputes within the organization can happen at many levels and if they are at an impasse then the following protocols can be adopted.

Staff vs. Staff – in the event two staff members are at an impasse then it shall be resolved by the Executive Director – no appeal process available.

Staff vs. Executive Director – in the event a staff member and the Executive Director are at an impasse (not including a disagreement over a Staff vs. Staff impasse resolution imposed by the Executive Director), it can be taken to the Executive where a three-person panel would be convened to resolve the dispute. This ruling must be decided the same day it is presented and the decision is final with no appeal process available.

Executive Director vs. Board Member - in the event a member of Football Alberta's Board and the Executive Director are at an impasse, it can be taken to the Executive where a three-person panel would be convened to resolve the dispute. The Board Member in question cannot be a part of this panel and the panel must be chosen by the President (unless it involves the President in which case the next highest ranking Executive Member would

make the decision). This ruling must be decided the same day it is presented and the decision is final with no appeal process available.

Board Member vs. Board Member - in the event two board members are at an impasse, it can be taken to the Executive where a three-person panel would be convened to resolve the dispute. Neither Board Member in question can be a part of this panel and the panel must be chosen by the President (unless it involves the President in which case the next highest ranking Executive Member would make the decision) This ruling must be decided the same day it is presented and the decision is final with no appeal process available.

Member at Large vs. Board/Staff Member/Executive Director – in the event a member of Football Alberta and any staff of Board member are at an impasse, it can be taken to the Executive where a three-person panel would be convened to resolve the dispute. The Board Member in question cannot be a part of this panel and the panel must be chosen by the President (unless it involves the President in which case the next highest ranking Executive Member would make the decision). This ruling must be decided the same day it is presented and the decision is final with no appeal process available.

General Complaints – In the event the complaints or concerns come into the office or directly to the Executive regarding programming or other concerns about the operation of Football Alberta it would be:

- a) First dealt with by the staff or Executive Member to which the issue directly relates. This can include action ranging from dismissing the concern/complaint outright to bringing it to the full attention of the Executive for a decision.
- b) If the complaint/concern does not follow the proper channels and the staff member or Executive Member is not first given the opportunity to deal with the matter, then the concern/complaint can be dismissed outright. It will always be the right of the individual with the concern/complaint to move up the chain of command if they are not satisfied with the result as long as they follow the proper chain of command.
- c) Any complaint/concern that is expressed anonymously will not be considered for resolution. An individual with a concern/complaint that will not identify themselves will be given the opportunity to do so and if they choose to remain anonymous that is where the conversation ends. Staff members are not required to listen to any concern/complaint no matter how it is submitted (i.e. phone, email, social media) unless the complainant identifies themselves immediately.
- d) Any complaint/concern that deals with issues of the criminal code must immediately be referred to the local police or the RCMP and any complainant filing such a concern/complaint with either the staff or Executive of Football Alberta must be informed of that immediately.

Any issues between Member at Large and other Member at Large must be appealed to the league in which they belong to. Football Alberta will only become involved with resolving disputes that deal with their staff and elected officials.

ARTICLE 5 - FINANCES

- 5.1 **Fiscal Year:** The fiscal year of the association will be from January 1 to December 31.
- 5.2 **Execution of Documents**
- a) The Board of Directors and/or a general meeting shall have power, by motion, to appoint any officer or officers, or any person or persons on behalf of the Association either to sign contracts, documents and instruments in writing generally or to sign specific contracts, documents or instruments.
 - b) The term "contracts, documents or instruments in writing" as used herein shall include deeds, mortgages, hypothecs, conveyances, charges, transfers and assignments of property, real or personal, movable or immovable, agreements, release, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, share warrants, stocks, bonds, debentures or other securities, and all paper writings.
 - c) In particular, without limiting the generality of the foregoing, the President, the Vice-President of Finance, the Chief Financial Officer (CFO) and the Executive Director shall have authority to sell, assign, transfer, exchange, convert or convey any and all shares, stocks, bonds, debentures, rights, warrants or other securities owned by or registered in the name of the Association and to sign and execute all assignments, transfers, conveyances, powers of attorney and other instruments that may be necessary for the purpose of selling, assigning, transferring, exchanging, converting or conveying any such shares, stocks, bonds, debentures, rights, warrants or other securities.
- 5.3 **Auditors**
- a) The Association shall prepare an annual audit for presentation to the membership and the Registrar of Companies. This presentation is to be made at the Annual General Meeting.
 - b) The Board of Directors must either use the services of a professional chartered accountant, or appoint two Executive Committee officers (other than the Vice-President of Finance), and/or one of these appointments may be an ex-officio resource person, to prepare the annual audit.
- 5.4 **Disposal of Funds and Signing Authority**
- a) The Vice-President Finance, the Chief Financial Officer and/or the Executive Director will maintain appropriate accounts in a chartered bank, trust company or financial institution for the Association.
 - b) All disbursements shall be made by cheque.

- c) The Vice-President of Finance will approve all expenditures upon presentation by the Chief Financial Officer and/or Executive Director.
 - d) Any two signatures of the President, Vice-President Finance, Chief Financial Officer and Executive Director (one signature must be the President or VP Finance) are required for authorization of cheques.
- 5.5 **Books and Records** The books and records of the Association will be available, upon request, for inspection by members in good standing at the Annual General Meeting of the Association. The Vice-President of Finance, in conjunction with the Chief Financial Officer and/or the Executive Director shall prepare and present year-end summary financial statements for inspection and approval by the membership at the AGM.
- 5.6 **Borrowing Power** The Board of Directors may borrow funds for the benefit and further development of the Association.
- 5.7 **Provincial Team "Bursaries"** Football Alberta will subsidize up to 2 or 3 players for the U18 Team and a max of 2 for U16 to participate per program as long as their families can prove the need. The process of proving the need would be that if they qualify for Kidsports Elite Program funding we would make up the difference. These would be known as Football Alberta Program Bursaries. Fund the U18 bursaries through 2 current Scholarships and the Alberta Bowl if funds are available. The U16 Team will budget for 2 players less for revenue.
- 5.8 **Provincial Team Refund Policy** No refunds within two weeks of any event unless accompanied by a letter from a doctor specifically stating they are injured and physically incapable of playing (i.e. no "he needs to rest" letters would be acceptable). Prior to two weeks full refunds less an admin fee of 20% of the total paid will be refunded for any reason. All physically incapable of playing approved refunds at any time will be subject to a 20% admin fee.

ARTICLE 6 - AMENDMENT OF BY-LAWS

- 6.1 **Alteration:** To amend the by-laws of the Association a notice of the proposed amendment must be circulated to the members at least twenty one (21) days prior to the Annual General Meeting at which the amendment is to be considered.
- 6.2 The amendment requires a 3/4 majority of those voting, to be approved.
- 6.3 The by-laws of the Association can only be amended, altered or rescinded by the approval of a Special Resolution according to the above procedures.

ARTICLE 7 - INTERPRETATIONS

In all by-laws of the Association, the singular shall include the plural and the plural, the singular; the word "person" shall include firms and corporations, and the masculine shall include the feminine. Wherever reference is made to any statute or section thereof, such reference shall be deemed to extend and apply to any amendment or to re-enactment of the said statute or section.

ARTICLE 8 - ARBITRATION

These bylaws are not governed by the arbitration act of Alberta.

ARTICLE 9 - DISSOLUTION

Upon the dissolution of the Association, and after the payment of all debts and liabilities, the remaining assets shall be distributed among similar non-profit amateur sport Associations within the Province or to some charitable organization as determined by the Board of Directors.

2.0 BOARD OF DIRECTORS AND STAFF JOB DESCRIPTIONS

BOARD OF DIRECTORS

- Includes the Executive Committee, Zone District Representatives and Standing Committee Chairs

Executive Committee: as per Bylaws 4.2 (See Appendix “A” for description and duties)

2.1 District Representatives (Zone D.R.’s)

Each position is an appointed representative of their local zone who represents their constituent’s views and opinions to the board of Football Alberta. They are an active member of the Football community within their zone in some capacity or designation.

Primary Focus

The primary focus of the District Representative will be to enhance/cultivate the football community within their designated zone. The “DR” will primarily act as the communicator from their zone to the Football Alberta Board. As well, the “DR” will be the disseminator/contact of information to their zone on all Football Alberta initiatives. The “DR” must be the coordinator of all Football Alberta functions within their Zone (ie. Summer Games).

Specific Accountabilities

- Maintain a high level of communication with all designated constituents within their zone
- Attend zone/area events as available as the representative of Football Alberta. These would include Annual Banquets, league meetings and functions, Provincial play-off games and championships.
- Advisor to the Football Alberta Board on their areas activities and issues
- Award presenter at all Football Alberta/Provincial Championship events within their zone
- Complete periodic formal/informal surveys of the zone membership as to their satisfaction with Football Alberta and any other outstanding issues
- Complete an annual report on Zone highlights of the year for submission for the annual AGM
- Encourage all Football “bodies” to be paid members of Football Alberta within their Zone
- Attend all designated Football Alberta meetings and functions as a member of the board. 100% attendance is required. If this is not possible, arrangements must be made with the President and/or Ex. Directors for a mutually acceptable arrangement. Non-attendance at 2 meetings within a year may result in requested resignation from the board.
- Keep the overall betterment of Football Alberta in mind while managing the expectations of the respective zone/area they represent.

Competencies/Skills desired

- A member in good standing within their zone

- 3-5 years experience in some football role within their zone
- Past leadership experience (Head Coach Etc.)
- Knowledge of not only the game but the issues facing the sport
- Ability to effectively deliver information in both written and verbal form
- Good personal & Professional skills

Nomination Process

Position is open for application to the board of Football Alberta and the outgoing DR should recommend a replacement candidate. In the case where there is no active DR, the executive will solicit a worthy candidate from that zone or league's recommendation. The Executive of Football Alberta will then review all applicants and appoint the successful candidate.

2.2 NCCP Coaching Development and Training

- To act as the Master Learning Facilitator for the province
- Assist the Technical Director to plan, organize and implement NCCP sessions throughout the province
- To ensure Learning Facilitators are trained and certified throughout the province
- To act as an instructor, when available, at NCCP training sessions throughout the province
- To help certify, provide feedback and mentorship for the NCCP throughout the province
- To promote and advocate the virtues of NCCP training throughout the province
- Act as a representative at Football Canada/Coaching Association of Canada initiatives related to the delivery of NCCP training as required

STAFF

2.3 FOOTBALL ALBERTA POSITION TITLE: Executive Director (ED) POSITION SUMMARY:

The Executive Director (ED), who reports to the President, is to oversee all technical and administrative responsibilities of Football Alberta. The ED is responsible for the supervision of all aspects of day-to-day operation and routines in accordance with established policies. The ED will be responsible for implementing all related courses, clinics, grants and communications as directed by the Board of Directors and/or President. The ED, in conjunction with the Executive, will be responsible for evaluating staff (TD and Administrative Coordinator); communicating personnel concerns to the Board of Directors; ensuring the promotion of all FA programs and assisting in the evaluation of these programs. The ED is responsible for the development of new and/or expanded endeavors of Football Alberta.

TECHNICAL DUTIES:

- Coordinate Provincial teams: U18 Team AB, Football Canada Cup, International Games/Camps, Women's Nationals, etc.

- b) Assist Technical Director (TD) with annual Senior Bowl.
- c) Alberta Bowl liaison with ASAA.
- d) Coordinate and distribute on a weekly basis the High School Tier Provincial Rankings.
- e) Coordinate with the TD, officials' clinic requirements and the assignment of officials for ASAA and provincial minor playoffs in conjunction with the Vice-President of Officials.
- f) Coordinate the Hawaii Summer camp program.

ADMINISTRATIVE DUTIES:

- a) Oversee the implementation and monitoring of Football Alberta's Key Strategic Initiatives, policies and Policy and Procedures manual (PPM).
- b) Schedules all Football Alberta related meetings/workshops, including the annual general meeting, planning meeting, board of director meetings and executive committee meetings (when requested by the executive).
- c) Oversees the supervision, evaluation and retention of all Football Alberta employees and the operation of the Provincial Office from which the business of the Association is conducted and to oversee the general day-to-day business of the Association.
- d) Oversees communication on several platforms including Directory, By-Law revisions and educational/resource materials.
- e) Oversee the development and maintenance of Football Alberta's website & platforms.
- f) Provides input into all position summaries related to staffing, as per the PPM.
- g) Prepare and distributes agendas for all regular meeting, as outlined under "b" above.
With the Administrative Coordinator (AC), ensures all submitted reports, agendas, minutes and support documents are circulated to all Board members for each meeting in a timely manner.
- h) Ensure office accommodation, administration and liaison in the Percy Page Centre or home office is maintained. Negotiates leasing and office insurance coverage if required.
- i) Prepared and submits the Annual Funding Grant application to the Alberta Sport Connection (ASC).
- j) Liaise with government agencies and other parties as it pertains to Football Alberta business, as required.
- k) Responsible for the inventory control of all Football Alberta educational resources.
- l) Maintains working relationship with Zone District Representatives (DRs), Executive and Standing Sub-Committee Chairpersons. Provide assistance, advice and support services as required.
- m) Files annual return/report on behalf of Football Alberta pursuant to the Societies Act (Alberta Consumer & Corporate Affairs).
- n) Act as official spokesperson and take an advocacy role on behalf of the Association's programs and services.

2.4 **POSITION TITLE: Technical Director (TD)**
POSITION SUMMARY:

The TD, who reports to the Executive Director, will be responsible for growth development of amateur football in Alberta. The position will be one that primarily focuses on the development of the game at the minor level as well through coaching development. Responsibilities will include the coordination and assistance of the following duties.

TECHNICAL DUTIES:

- a) Coordinate the further development and implementation of the National Coaching Certification Program (NCCP) and other coaching opportunities to all members.
- b) Coordinate and oversee all Minor Provincial Championships
- c) Organize the bi-annual Bantam Bowl all-star game and selection camps.
- d) Coordinate annual Coaches Awards and relevant Coaching Clinics.
- e) Coordinate and manage the bi-annual Alberta Summer Games.
- f) Assist in the coordination of the Senior Bowl and U18 programs.
- g) Coordinate Novice Youth Flag program Province wide.

ADMINISTRATIVE DUTIES:

- a) Assist in website and all other Football Alberta platforms.
- b) Assist with Program and Membership database for communication purposes.
- c) Coordinate with ED any fundraising opportunities.
- d) Assist office staff with the organization of Casinos

2.5 **POSITION TITLE: Chief Financial Officer (CFO)**
(To be revised when present CFO leaves the position)

Overall Duties:

- a) Manage fiscal operations including budget, timely updates of the budget, forecasts and financial statements, investments funds accounting, gaming and payroll.
- b) Monitor and ensure that the organization's financial and accounting systems operate within the financial parameters and guidelines as outlined in the PPM.

Specific Duties:

- a) Advisor and overseer of all finances for the association.
- b) Assist the Vice-President Finance in the preparation of the annual budget.
- c) Organize and prepare statements related to the annual audit.
- d) Maintain control of all receipts and disbursements as per budget requirements.
- e) Assist and provide financial advice in the association's business plan.
- f) Coordinator for 50-50 proceeds from Edmonton Eskimos.
- g) Develop a 2-3 year budget for board approval at each AGM.

- h) Within limits determined by the Board of Directors, authorize expenditures necessary for the day-to-day operation of Football Alberta.
- i) Undertake additional financial responsibilities as recommended by the Vice-President Finance and/or President.
- j) Make recommendations to the Board regarding financial software to be used to monitor the Associations finances.
- k) Reports to the Executive.

2.6 **POSITION TITLE: Administrative Coordinator (AC)**

DUTIES:

- a) Daily administration duties to include reception, processing of mail and mail-outs, resource product sales/office inventory.
- b) Manage website and online registration programs.
- c) Assist in E-Memo newsletter development and distribution.
- d) Maintain and update online membership registration program.
- e) Manage team program registration with various online platforms.
- f) Assist with social media platforms.
- g) Manage credit card payments with reconciliation each month.
- h) Assist in membership and program revenue accounting.
- i) Assist in program onsite registration as required.
- j) Reports to the Executive Director.

3.0 PROVINCIAL OFFICE STAFFING

3.1 ORGANIZATIONAL STRUCTURE

Policy

- a) That the Football Alberta organizational structure places full responsibility and authority on the position of the Executive Director for the operation of the programs and affairs of Football Alberta with direct accountability to the Football Alberta Board of Directors.
- b) The structure is such that the Technical Director, and Administrative Coordinator will be individually accountable to the Executive Director.
- c) The Chief Financial Officer will be accountable to the Executive.
- d) Any other positions shall be primarily responsible to the Executive Director; however, from time to time, will work with the Technical Director or various Executive members, as required.
- e) The Football Alberta Executive will be responsible for handling all staffing requirements in conjunction with the Executive Director, as required.
- f) Football Alberta is a fair and equal opportunity employer.

3.2 APPLICATION AND HIRING

Policy

- a) Applicants for the positions within the Association will be handled as follows:
 - i) Executive Director: Application and hiring procedures for this position will be supervised by the Executive.
 - ii) Technical Director: Application and hiring procedures for this position will be supervised by the Executive in concert with the Executive Director.
 - iii) Other Personnel: Application and hiring procedures for these positions will be supervised by the Executive Director.
- b) All short-listed applicants unsuccessful in employment competitions shall be notified in writing of their disposition within one week of the successful candidate agreeing to accept the position.

- c) Budget permitting, applicants selected for interviews will be reimbursed for out of pocket expenses.

3.3 **HOURS OF WORK**

Policy

- a) Office hours will be from 8:45 am to 4:15 pm, Monday to Friday. All statutory holidays are as per Provincial Public Service.
- b) Staff members are responsible for informing the Executive Director as to whereabouts during office hours.
- c) Overtime work is a responsibility of the paid position. For interpretation see section 3.8.

3.4 **EMPLOYMENT COMMITMENT**

Policy

Each full-time staff member will be under written agreement for a minimum employment period of twelve months, subject to budget and funding and to coincide as close to the fiscal year of January 1st to December 31st.

Procedure

- a) The Executive Director (ED) will negotiate his/her annual compensation (salary and benefits) package with the Executive Committee Members (includes Chief Financial Officer, CFO). Upon satisfactory conclusion of the compensation package, the ED will sign an employee agreement with the Executive Committee.
- b) Each staff member answering to the ED will negotiate his/her annual compensation (salary and benefits) package and conclude his/her negotiations by signing an employment agreement with the Executive Director and the Executive Committee.
- c) Extended employment agreements (greater than 1 year) are negotiable. All extended contracts must be in multiple year periods.
- d) Employee requests for termination of employment prior to the expiration of the written agreement are negotiable.

Exception

Newly hired staff will enter into an agreement for a probationary period of 6 months. Benefits will be activated as per start date of employment. Health benefits (Life, AD&D, Disability) are active 3 months after employment start date.

3.5 **VACANT POSITION**

Policy

In the event of a staff absence, the President will appoint responsibilities using the following:

- a) The Executive Director is unable to perform duties due to illness, an emergency, leave of absence or dismissal; the Technical Director will act as the Association's administrator.
- b) If the Technical Director is unable to perform duties due to illness, and emergency, leave of absence or dismissal, the Executive Director will co-ordinate the job responsibilities of that position and report these changes to the Board.
- c) Alternatively, depending on the needs, a vacant position, resulting from resignation or dismissal, may be filled by a temporary appointment by the Executive Committee. This temporary appointment is not to exceed three months.

3.6 EMPLOYEE EVALUATIONS

Policy

All Football Alberta full-time employees submit written staff annual reports on job performance and duties, annually. Evaluation of these reports is carried out for the protection of the employee and employer and may assist in annual salary negotiations. These written evaluations also assist the Executive Committee and Staff member in developing mutually understood annual goals.

Prior to contract renewal, the Executive Committee and Staff member shall review all salaries, benefits and perquisites allotted within the Association and any other significant changes to the contract and/or position summary.

Procedure

Normally the Executive Committee will evaluate the work performance of the Executive Director. The Executive Director, in conjunction with the Executive Committee will evaluate the work performance of all other staff members. In the case of the CFO, the Executive Committee will provide the evaluation. All year-end staff annual reports reporting to the Executive Director will be submitted to him/her for initial review and evaluation. The Executive Director makes recommendation to the Executive Committee for the specific employee contract renewal and salary increases.

3.7 VACATION TIME

VACATION AND HOLIDAYS

ANNUAL VACATION

The set out vacation and lieu time policy will be applicable to all full time staff of Football Alberta and it will be as follows:

If one or more Statutory Holidays fall during employees annual vacation period, another day or days may be added to the beginning or end of the approved vacation period, or taken at another mutually agreed upon time.

1. No vacation time will be paid out.
2. Vacation Schedule: First 3 full calendar years –15 days with pay
4 to 10 calendar years –20 days with pay
11 to 20 calendar years –25 days with pay
20 or more calendar years –30 days with pay

Statutory and lieu time

The recognized statutory holidays that all staff will receive every year with pay are as follows:

January 1 – New Years day	Labour Day
Third Monday of February – Family Day	Thanksgiving Day
Good Friday	Remembrance Day
Easter Monday	Christmas Eve
Victoria Day	Christmas Day
Canada Day	Boxing Day
Heritage Day (August)	

In the event that the Percy Page Centre is closed (Easter and Christmas), the staff of Football Alberta will have those days (usually 3 to 5 days) off with pay in recognition of extra hours or lieu time worked over the calendar year.

3.8 OVERTIME

Policy

Weekend work for meetings and other related job activities are expected work responsibilities and part of the job and are not considered accumulated time off, unless previously approved by the Executive Director or in the case of the Executive Director, the Executive Committee.

3.9 SPECIAL LEAVE

SICK LEAVE (Full Time)

Policy

- a) Definition: Sick leave is defined as the period of time an employee is absent from work with full pay by virtue of being sick, disabled, contagious, under examination or treatment by a physician, chiropractor, dentist or specialist or due to an accident. Probationary employees are not eligible for sick leave.
- b) A medical certificate may be required for more than three (3) consecutive days of illness and he/she will be required to submit a medical certificate within five days following his/her return to work. TD and other staff to submit to ED and ED would submit to the President.
- c) An employee at the commencement of each year of employment shall be entitled short term general illness leave at the following specified rates:
 - 1) In the first year (after probation completion), ten (10) working days with full pay.
 - 2) In the 2nd full year of (12) months of employment, twenty (20) days with full pay and forty (40) days with half pay.
 - 3) After the completion of two (2) full years [(24) months] a maximum of sixty (60) working days, with full pay will be granted.

If in the event that an injury or disablement qualifies an employee for long term disability insurance payments, commencement of same will mean termination of payroll commitments upon first disability payment. Also, an employee under illness (2 months or longer) will be able to negotiate with the Association to remain under contract if disability payment is not taken.

- d) A day designated as a Statutory Holiday, which falls within a period of sick leave, shall be considered a paid holiday.
- e) Sick leave is not accumulative from one year to the next.

3.10 **COMPASSIONATE LEAVE**

Negotiated between the Executive Committee and employee. If an agreement cannot be reached, then the following will apply: In the event of serious family illness, death or situation of severe duress, a maximum of four days leave will be granted, with pay, with the immediate supervisor being notified in advance of departure. In the case of the Executive Director, the President should be notified.

3.11 **EDUCATIONAL AND CONFERENCE LEAVE**

Policy

- a) Permission paid time off for education and/or conference leave must be approved in advance by the Executive Director or in the case of the Executive Director, by the President.

Procedure

- b) Financial support or reimbursement to cover any or all costs of attendance at an approved professional educational event, conference, training camps etc., must be within budget limitations as approved by the Executive Director or in the case of the Executive Director, by the Executive Committee.

3.12 **OTHER SPECIAL**

Policy

- a) Upon advance request and subsequent approval, leave may be granted for: jury duty, elections, and attendance at birth or adoption of daughter/son, citizenship procedures.

Procedure

- b) The granting of any leave not outlined in this manual shall be done so only with acceptable approval in keeping with existing policy.

3.13 **EMPLOYMENT TERMINATION/RESIGNATION**

Policy

As determined by the employee's contract, or as stated by individual contracts.

Procedure

In addition to the contractual salary obligations, appropriate accumulated "vacation time" earned in the year of termination will be paid out upon termination.

- a) Certain offenses committed by the employee may be considered "just cause" for immediate dismissal, these being: insubordination, theft, assault, abusive language, absenteeism, neglect of duties, damage to property and similar such offenses.
- b) In the event of the Association closure due to a short fall in funding, the affected employees will be granted 1 year's salary.

3.14 **APPEAL**

Policy

- a) Under any employer-initiated termination, the employee has the right to know the reason(s), in writing, from the immediate supervisor. In the case of termination of the Executive Director, the Executive Committee will provide the reasons, in writing, for the termination.

Procedure

- a) Every employee has the right to appeal to the next highest level of authority against any decision or action by a supervisor, which he/she feels unfair, unjust, inconsistent with policy, or against the best interests of the Association. An appeal's committee would then be set to include the Executive Committee. In the event of an appeal from the Executive Director, a separate appeal committee, consisting of 3 members from the Board of Directors, will be struck.

4.0 GENERAL INFORMATION

4.1 BANKING

Policy

- a) That all of the banking affairs of the Association be carried out at the Alberta Treasury Branch, and/or other recognized financial institution, as determined by specific branches based on the bank accounts/investments and banking consultants and/or managers.
- b) That the Bank accounts to be operated are to be approved by the Vice President of Finance (VPF) and/or Board of Directors.
- c) That the signing authorities of these accounts are to be any two of the Vice President of Finance, President, Chief Financial Officer (CFO) and/or Executive Director (At least one signature is to be from an executive member).

Procedure

- a) The Vice President of Finance and the CFO, in conjunction with the Executive Director, shall be responsible for ensuring that all signing authorities are properly recorded.
- b) The CFO shall be responsible for maintaining current revenue and expense registers with FA's accounting software on computer. In the event that the CFO leaves the organization, the Executive Committee, in conjunction with the ED, shall determine how these duties will be performed and by whom.

4.2 INVESTMENT POLICY

- a) The V.P. Finance and the CFO in consultation with the Executive Director, in association with a qualified and certified Investment Advisor, are authorized, on an on going basis, to review current Football Alberta investments, if any, and to investigate future Football Alberta investments, if any.
- b) That only comparably low to moderate risk investments, shall be contained in Football Alberta's investment portfolio. This should include a balanced portfolio that may contain money market, fixed incomes sources, equity/securities and mutual funds, as established and approved by the Executive Committee.
- c) The V.P. Finance and the CFO shall prepare and present an Investment Portfolio Report to the Board of Directors and the general membership at the AGM.

- d) The Investment Portfolio Report shall detail the performance of the previous year's investments and recommend changes, if any, to Football Alberta's overall Investment Portfolio.

4.3 **INSURANCE**

Policy

The Association requires complete office content and liability insurance for Football Alberta employees and Board of Directors.

4.4 **FINANCIAL STATEMENT/BUDGET**

Policy

- a) A financial statement is to be distributed to the Board of Directors on a quarterly basis (or on a board-meeting basis) by Football Alberta's V.P. of Finance, prepared by the CFO and sent to the V.P. Finance for approval.
- b) A preliminary annual 2-year budget is to be distributed to the Board of Director's prior to the AGM in preparation for discussion at the AGM. The CFO and V.P. Finance prepare this preliminary 2-year budget.
- c) The Football Alberta fiscal year is January 1 to December 31.

4.5 **FOUNDATION FUNDED PROGRAM POLICY**

That Football Alberta apply for funding under the Alberta Sport Connection guidelines as per submission date and enter into a formal agreement by ensuring that the terms and conditions are met.

4.6 **TRAVEL EXPENSE ALLOWANCES**

Policy

Football Alberta, as budget permits, is responsible for providing travel allowances for its Board of Directors, Provincial Office Staff, and all its Standing Committees while conducting business on behalf of the Association. The following standardized rates are in effect:

- a) Travel expenses
 - air travel, train & bus - 100% reimbursement
 - private motor vehicle - .45 cents per km

NOTE: If travel is within 70 km, no support will be given for travel or accommodation expenses.

- b) Accommodation Expenses
 - hotel - 100% reimbursement

- c) Meal Expenses
 - \$50.00 per day (includes GST)
 - per diem is calculated as follows: Breakfast (\$10.00) Lunch (\$15.00) Dinner (\$25.00)
 - Staff professional development conference meals in the U.S. to be reimbursed as \$50 U.S. per day
- d) Ground Transportation
(Ground transfer, parking) - 100% reimbursement

Procedure

The Executive Director, in consultation with the CFO, shall approve all such expenditures of the Association's travel in advance and shall be responsible for legitimizing employee expense items not covered in this document in consultation with the President and/or Vice President Finance. The Provincial Office will make all the necessary travel arrangements for Football Alberta travel as required.

4.7 **DONATIONS**

Policy

That Football Alberta uses the Donation Fund Program under the Alberta Sport Connection (ASC) or its successor provincial government organization or through Football Canada's Donation for tax receipt program.

Procedure

The ASC administers the Donation Fund, which can provide tax-deductible receipts for unconditional contributions to amateur sport or recreation in Alberta. Donations are only eligible for tax receipts if the donor or related party does not directly or indirectly benefit from the donation in any way other than the tax benefit. Details on this program are on file in the offices of Football Alberta and online, administered by the Executive Director and the CFO.

4.8 **HONORARIA**

Policy

As a matter of policy, Football Alberta, where honoraria are not available or acceptable, will negotiate other required contractual arrangements with the Committee or individual concerned before the commencement of their work.

Procedure

To review honoraria with the Executive Director and legal advice, if required.

4.9 **ACCOUNTS RECEIVABLE**

Policy

That all payments for Football Alberta services and/or materials are due within thirty (30) days of invoicing and are subject to 1.5% net interest monthly on all overdue accounts.

Notification of **such** delinquency, either by “E” mail or Canada Post, shall be sent to accounts 60 days overdue. Accounts 90 days overdue will be advised that further shipments or services are suspended until payment in full is made.

4.10 **ACCOUNTS PAYABLE**

Policy

To pay all accounts within thirty (30) days of receipt of invoices by authorized signature only.

Procedure

Within 30 days of receipt of an invoice, a cheque or credit card is issued and the account paid.

4.11 **PRICING POLICY ON MATERIALS**

Selling prices should be calculated at least 25% over and above Association cost. The percentage increase for non-members will be no less than 30% and no more than 50% over and above Association costs. See materials resource price list on file in office.

4.12 **MEMBERSHIP FEES.**

- a) The fees for the respective categories of membership shall be decided each year by the Board of Directors, subject to the approval of the operating budget, by the membership at the Annual General Meeting.
- b) The membership year of the Association shall be January 1 to December 31.
2021

PLAN #1 (Insurance)	FEES (Includes GST)	LATE FEES
Atom, PeeWee, Midget	Team fee of \$157.50 + \$40.00 per person	\$125.00 per team
Bantam	Team fee of \$236.25 + \$40.00 per person	\$125.00 per team
Minor: (6-man tackle)	Team fee of \$ 78.75 + \$40.00 per person	\$65.00 per team
High School: 9 & 12-man	Team fee of \$262.50 + \$40.00 per person	\$125.00 per team
High School: 6-man	Team fee of \$78.75 + \$40.00 per person	\$ 65.00 per team
Junior/University	Team fee of \$262.50 + \$40.00 per person	\$125.00 per team
Senior Men/Female	\$40.00 per person	\$65.00 per team
Flag/Touch	\$17.00 per person	

PLAN #2 (No Insurance)	FEES (Includes GST)	LATE FEES: After Oct. 7
High School: 9 & 12-man	Team fee of \$262.50	\$125.00
High School: 6-man	Team fee of \$78.75	\$65.00
Junior/University	Team fee of \$262.50	\$125.00

Plan #3 Associate Member: \$25.00 per person

4.13 **AGM ELECTION PROCEDURE**

- a) All elections will be by secret ballot. To be declared elected, a candidate must have a simple majority of the voting delegates (ie. if there are 20 voting delegates, then one will require 11 or more votes to win the election).
- g) Alternatively, if, after three calls for further nominations, a candidate is unopposed, then that candidate shall be declared elected by acclamation.
- c) Each position shall be elected separately from the other and accordingly, ballots will be cast in the following order:
 1. Election for the position of President
 2. Election for the position of Vice President of Programs
 3. Election for the position of Vice President of Officials
 4. Election for the position of Vice President of Finance
- d) If, in the process of nominations, there are more than two persons nominated for the position being elected, and if on the first ballot there is no clear majority of more than 50 percent of the voting delegates, then the candidate with the fewest votes will be eliminated. Following a second round of balloting, this process will continue until only two candidates remain, or until such time as one candidate has a clear majority.
- e) Ballots will be blank, except for being serially numbered for control purposes and color-coded for position being elected. Voting delegates will place one name, from the list of those nominated, on the ballot.
- f) Past President and one scrutinizer appointed by the Chair, from the observers available, shall count the ballots. It shall be their responsibility to distribute, collect, and report the results.

4.14 **NATIONAL COACHING CERTIFICATION PROGRAM (NCCP)**

Any member of the Association or league may apply to FA to sponsor a NCCP Coaches Clinic session. Coaching training sessions should only be requested if the member of league could guarantee a minimum of 10 paid participants. The normal time frame for clinic requests is January through June. Clinics requested outside this time frame may be granted, subject to course

Learning Facilitators' availability and budget. Learning Facilitators must be certified under the NCCP.

Coaches representing the province via Football Alberta programming (i.e. U-18), shall be NCCP trained, including a "Safe Contact" workshop, online "Making Headway in Football" and on-line completion of "Making Ethical Decisions" (MED).

Procedures:

- a) Request must be placed through the FA office either in writing, E mail or by telephone. The location, time, date and type of clinic required should be indicated.
- b) FA office will contact FA Master Learning Facilitators to see if arrangements can be made for Learning Facilitators to be available that weekend.
- c) Host contact or league to provide, at their cost, a classroom with AV equipment and a gym or field for demonstrations. The host and/or contact must also insure that footballs, cones/pylons, and blocking bags are available. In the case of a "Save Contact" workshops, the host/contact should insure that equipped players are available. It is recommended, but not required, that some beverage and light snack (coffee and donuts) be provided for the morning sessions.

(1) NCCP Coach Courses... Suggested Pricing as of January 1st, 2017.

Note: GST is in addition to fees...Non-members add \$40

- a) Community Sport-Initiation: Novice course Cost \$ 39
-Online course thru Football Canada at: <http://nccp.footballcanada.com/index.php?page=272>
- b) Safe Contact Cost: \$ 85
- b) Competition Introduction: Position course Cost: \$110
- c) Competition Introduction: Coordinator course Cost: \$150
- d) Competition Introduction: Head Coach course Cost: \$175
- e) Competition Introduction: Extra Position Module Only (2-3 hour) Cost: \$ 50
- f) To be Evaluated Cost: \$ 75

**(2) Facilitator Honoraria: Learning Facilitator (LF)
Master Learning Facilitator (MLF)**

- a) Instructing at Competition Introduction courses: Hon.: (LF: \$40/hr., MLF: \$50/hr.)
- Position, Coordinator and Head Coach courses
- b) Expert position coach for specific positions Honoraria: \$100
- c) MLF honoraria to mark Workbook Fee: \$20/workbook
- d) MLF/LF honoraria per evaluation Fee: \$50/evaluation

Expenses of facilitators to include meals, travel and accommodation as per 4.6 travel policy and as per annual budget for NCCP.

4.15 **NEWSLETTER AND DIRECTORY**

- a) The "Wideside" newsletter is published twice a year (January and September) or distributed via E-Memo in monthly/bi-monthly communications.
- b) The Directory is to be produced annually in September/October. Both publications are to be distributed to the Board of Directors, membership, provincial associations, and noted football contacts as per e-mail memos and mail depending on publication.

4.16 **OFFICIALS CERTIFICATION DEVELOPMENT**

- a. FA shall work in conjunction with the local league official organizations towards developing officials in the Province. The officials development program shall be based on the CFOA (tackle) and the National Flag & Touch certification programs.

4.17 **ADVANCED COACHES CLINICS**

- a) To provide coaches with specialized coaching education at more of an advanced level.
- b) Assist in financial support of an advanced football coach's clinic in conjunction with the U of A Golden Bear and University of Calgary Dinosaur's football program's. Golden Bear and Dinosaur contacts will organize speakers, class room/gymnasium space, advertisement/promotion materials and provide suitable registration. The Master Learning Facilitator, in conjunction with Football Alberta and the contacts with both universities, may offer an NCCP course during the clinic sessions.

4.18 **FOOTBALL ALBERTA AWARDS**

FA will annually present the following awards to be awarded at the Annual Senior Bowl Game Banquet. Nominations are requested from the football community and the deadline for nominations will be the 31st of December. All nominations are submitted the FA office to the attention of the Executive Director. Voting on all awards to be completed prior or at the AGM with the final recipients be announced at the AGM.

Award Policy for the Board to vote on is as follows:

- Place a 1 beside your first choice and a 2 beside your second choice.
- Return your completed ballot in a sealed envelope to Executive Director at or preferably before, the AGM. If you cannot attend, please send in your proxy ballot form to the office prior to the AGM.

- The Executive Director & Past President tabulates the votes and the award winners are announced to the delegates at the AGM. First place ties are broken by awarding it to the nominee with the most second place votes. If a tie still exists, then co-winners are announced.
- For the various categories and description of the awards, see Appendix C, Coaches Awards

4.19 **SCHOLARSHIPS**

- a) Applications will only be received from Alberta tackle football high school programs that are confirmed paid members of F AB in the year of received.
- b) The applicant must be a graduating Grade 12 player having played tackle high school within the ASAA system.
- c) The recipient must be registered in full time (as stipulated by the institution) attendance at an accredited Alberta post-secondary institution all year or both semesters. Program of study must be a minimum two years in duration.
- d) The applicant must be participating on a post-secondary elite Alberta football team (Junior or University) of their choice during the year of application while attending the post-secondary program.
- e) Eight scholarships whose value will be recommended by the scholarship subcommittee and approved by the Board of Directors will be available. Base value of each scholarship is determined as per budget.
 - 1) Five scholarship/award regions are created with each demographical region having the capability of receiving at least one award winner each year. Calgary to receive a sixth scholarship based on a donation from the Calgary Stampeders while the Edmonton region will receive an additional scholarship based on funding from the Edmonton Eskimos. An eighth scholarship, named in honour of Board of Director, Brock Jacobs, is available province wide to any player who has played minor football, in addition to the above requirements.
 - 2) The regions will be Northern AB, Edmonton, Central AB, Calgary and Southern AB based on approximately the same number of teams in each region. If there is more than one applicant in a region then the applicants will be ranked, in case the winner does not meet the requirements set above.
 - 3) There must be a minimum of five applicants in a region/zone in order to be awarded a scholarship. If a region does not meet the minimum threshold of five applicants, then applicants from that region will be pooled with the region that has the next lowest number of applicants. If there is a vacant zone/region, it will be awarded to an applicant from the

region with the highest number of applicants. If there were two or more regions that have less than the five required applicants, those regions would be combined to create a suitable number of applicants eligible for one scholarship. If two regions were combined, the region with the highest number of applicants would be granted the remaining scholarship.

- 4) One extra scholarship will be awarded to a player on one of the finalist teams that participated in the ASAA AB Bowl Provincial finals. This scholarship is dependent on revenues raised from the sale of tickets at the Provincial Alberta Bowl games and may not be awarded each year.

4.20 **TRAVEL GRANTS**

- a) To establish a progressive system for the developing athlete via funding for teams under set Alberta Sport Connection criteria. Football Alberta to help with a grant to offset expenses for the Football Canada Cup and U16 National Championship teams from Alberta. In years where there is a recognized women's national tackle championship, the Alberta representative will be eligible for travel funding.

4.21 **ALBERTA SUMMER GAMES**

- a) To establish an Alberta Summer Games system for Bantam aged teams. Each zone in Alberta is eligible to qualify a team under the guidelines set forth by the Alberta Sport Connection and FA.
- b) FA, under the coordination of the Technical Director, to organize and assist zone coordinators in creating zone teams.
- c) Technical Director to develop, in conjunction with the Alberta Sport Connection, a technical package that outlines the rules and regulations for team composition, eligibility and event structure to follow for zone play-offs and competition at the Games site.
- d) Application is made from Football Alberta to the Alberta Sport Connection for approval and acceptance every 2 years for inclusion into the Games.

4.22 **MINOR PROVINCIAL CHAMPIONSHIPS**

- a) To establish a Minor Provincial system for Atom, Pee Wee and Bantam aged teams.
- b) Teams must be a member in good standing of FA.
- c) Leagues to commit by posting a written commitment by the FA AGM and a financial commitment by June 1.

- d) Only the league champions will be eligible for Provincials with no additions.
- b) Must ensure that all teams follow FA's Provincial standards of level of play at and leading up to Provincial Championship.
- c) FA to provide a Travel Grant to all teams that travelled to the final PeeWee and Bantam championship game in all Tiers under the following format:

-100 – 300 km:	\$ 500.00
- 301 – 600 km:	\$1000.00
- 601 – 1200 km:	\$2000.00
- 1201 +:	\$3000.00

(Note: this is round trip total km's)

4.23 **ALL-STAR GAMES (12 and 6 man)**

i) SENIOR BOWL (Provincial High School All-Star Competition)

- a) The purpose of this program is to deliver a high profile, well organized High School All-Star game and intensive training camp for graduating Seniors that may lead into the creation of a representative provincial All-Star team for Inter-provincial or National championship play. The Technical Director will co-ordinate the delivery of this event.
- b) The training camps to be held in April and the game will normally be held during the long weekend in May.
- d) The Technical Director to help select and co-ordinate a separate coaching staff for the North and South All-star teams.
- d) An awards banquet for the players and parents of both 12 and 6 man teams will be organized in conjunction with the Senior Bowl game weekend. The annual awards will also be presented at this banquet.
- e) Note: The Senior Bowl policy manual is available in the association's office with all related detailed policies, procedures and forms.
- f) A six man all-star game will also take place in conjunction with the 12 man provincial all-star game. Football Alberta will assist this game by booking facility and practice times, collect participation fees and provide jerseys.

ii) **BANTAM BOWL, PROVINCIAL BANTAM ALL-STAR COMPETITION**

- a) The purpose of the program is to deliver a high profile well-organized Bantam aged All-Star game and intensive training camp for graduating Bantam aged players that played there last year in the season prior to the training camps and game. The format will be similar to the Senior Bowl format.
- b) The selection camps to be held every second year in April. The game will normally be held during the long weekend in May in alternating years with the AB Summer Games.
- c) The Technical Director to help select and co-ordinate a separate coaching staff for the North and South All-star teams based on the Bantam Bowl policy and procedures manual on file in the office. All appointments will be on a yearly basis and subject to renewal by the Technical Director.
- d) An awards banquet for the players and parents will be organized in conjunction with the Bantam Bowl game weekend.

4.24 **U 18 FOOTBALL CANADA CUP and U-16 Program**

- a) The purpose is to develop an elite, high performance, program that would be available for top athletes from Alberta to continue onto an Alberta Provincial team that would play in a Canadian Championship, tournament or International play.
- b) Final Team Alberta selections and training camp activities as per Football Alberta Team Alberta Policy & Procedures Manual (PPM), which is on file in the association's office.
- c) Football Canada Cup PPM governs and directs all team operations and activities upon the completion of the Provincial Team Training Camp. (On file with FA).

4.25 **MEMBERSHIP FUNDRAISING PROGRAMS**

a) **CASINO**

The Executive Director (ED) makes application for a Casino license in Edmonton. ED to secure all volunteer shifts for the Casino including all required paperwork required by the Alberta Gaming and Liquor Commission. The Executive Director to ensure that sufficient volunteers are available to cover all duties, as laid out by the Alberta Gaming and Liquor Commission. CFO or designate to ensure the approved expenditures are handled as per the Gaming Commission guidelines.

4.26 **HAWAII SUMMER CAMP**

- a) The purpose of this camp is to organize a summer high school football experience that is dedicated to improving football players' skill level as well as providing a once in a lifetime cultural travel experience.
- b) The TD will make all arrangements including the selection of an experienced coaching staff. The staff may be made up of current and former Team AB or Senior Bowl coaches whose main focus is to improve football players' skills through, drills, practice, video sessions and game situations. Players register on a first come basis subject to position allotments on offense and defense. Eligible players must be entering Grade 10, 11 or 12 as of the camp date.
- c) Camp details is based on the trip to Maui, but may be held at another geographical location based on the above guidelines.

4.27 **ALBERTA SCHOOLS ATHLETIC ASSOCIATION (ASAA)**

a) **ALBERTA BOWL**

- i) ED or designate to distribute the high school results in a timely fashion following the games via both email and web postings, as well match-up previews prior to each round of provincials (note: these releases also included the Minor Provincials)
- ii) Upon request the ED or designate will coordinate the production of program information and script development as well as assist at the banquet and serve as volunteer for the local host committee for all four ASAA Provincial Tier Finals.
- iii) Funding for travel expenses for ED or designate to the host site is based on budget.

b) **HIGH SCHOOL TOP 10 RANKINGS**

- i) ED to coordinate the rankings that are distributed to every high school in the province, posted to FA's website as well as distributed to media outlets.
- ii) Rankings to include all for tiers of 12 and 6 man football.

4.28 **EQUIPMENT INSPECTION CLINICS**

- i. To make available to the members in good standing free equipment inspection clinics at school or clubhouses.

- ii. Clinicians providing the expertise are the equipment managers for the Stampeders and the Eskimos. They will check all protective equipment for safety concerns/risk management and suggest a course of repair or reconditioning via an equipment inspection form that is left with the coach.
- iii. Encourage sessions with several teams within one area to maximize the use of time and funding available.

4.29 **NON-CONTACT FOOTBALL (FLAG/TOUCH)**

- 1. To promote flag and/or touch development throughout the Province
- 2. Provide an entry level Novice 5 on 5 Flag football league, following the Long Term Athlete Development (LTAD) model, for youth novice development of boys and girls. The goal is to introduce basic skills and increase membership/participation in the game of football.
- 3. Provide a Youth Novice Flag Football manual for new growth areas (players, coaches and teachers).

Appendices

APPENDIX “A” - EXECUTIVE COMMITTEE/DUTIES OF OFFICERS

The Executive Committee

- a) The officers of the Association, as named in Article 4.2. (a) (b), constitute the Executive Committee of the Association.
- b) The Executive Committee may from time to time, as it deems necessary, elect, appoint or engage such other officers or agents, including an Executive Director, who shall have such authority and perform such duties as shall be prescribed by the Executive Committee and approved by the Board of Directors.
- c) The remuneration of all officers or agents elected, appointed or engaged by the Executive Committee shall be determined from time to time by the Executive Committee and approved by a motion and a simple majority vote of the Board of Directors. All appointed or engaged officers or agents, in the absence of an agreement to the contrary, shall be subject to removal by a motion and simple majority vote of the Board of Directors at any time.
- d) No Executive Committee member shall be remunerated for being or acting as a Committee member, but shall be reimbursed for all expenses necessarily and reasonably incurred by said committee member while engaged in the affairs of the Association, as per P. & P.M. travel expense allowance guidelines.

EXECUTIVE COMMITTEE

President

Primary Focus

The President implements and ensures all key strategies, initiatives, and programs/services are executed according to the organizations' plan and the membership requirement. The President of Football Alberta is responsible for the overall implementation of the vision and mission of FAB.

Specific Accountabilities

- Main driver/enabler in ensuring all key strategic initiatives are implemented and completed in the stated manner and within reasonable time frames.
- Attend events as designated. Be the “face” of Football Alberta and represent the organization in a professional manner.

- Attend all Football Canada meetings as designated to represent the overall sport of football in Alberta and report to the Board the main items of business from the meeting with Football Canada.
- Oversee all district representatives of Football Alberta as well as its executive members, the executive director and office staff. (See organizational chart.)
- Chair all Football Alberta meetings/functions to ensure proper decorum and the vision, mission, and policies of Football Alberta are adhered to.
- Sit as a member of a variety of committees within Football Alberta and Football Canada.
- Maintain a harmonious and positive relationship with all key stakeholders such as membership, Football Canada, sponsors, and Alberta Sport Connection.
- Chair the Staff relations committee for annual performance reviews for all staff.
- Be an alternate signatory on all cheques issued by Football Alberta.
- Sign and aid in completion of all pertinent correspondence of Football Alberta.
- Be a visionary and a leader for the sport of football in Alberta. It is very important that the President look beyond day-to-day or routine issues so the sport in Alberta flourishes.
- Deal with all disciplinary issues within Football Alberta whether it is with Board members, staff or membership.
- Complete a “Presidents Report” for all Football Alberta meetings.

Competencies/Skills Required

- A member in good standing within Football Alberta
- 3-5 years experience as a member of the Board of Football Alberta. Previous executive experience would be an asset but not a requirement.
- Past leadership experience.
- Knowledge of not only the game but also the issues facing the sport.
- Ability to effectively deliver information in both written and verbal form.
- Solid professional and inter-personal skills

Vice President Officials

This position is an elected position by the Board of Football Alberta. The VP of Officials will represent all levels of officials within our sport. Being able to provide the technical expertise to the sport and Board is imperative.

Primary Focus

The primary focus of the Vice President of Officials will be to promote the development of officials and coordinate the football officials within the football community in Alberta.

Specific Accountabilities

- Maintain a high level of communication with all designated constituents within the officials association.
- Attend all official clinics/meetings throughout the province as needed and also be part of the organizations in some form to promote Football Alberta.
- Advisor to the Football Alberta Board on official's activities and challenges.
- Aid the Technical Director in scheduling officials for the Provincial playoffs.
- Act as the troubleshooter/resource when the membership has concerns about officials and be a voice and leader in solving these concerns.
- Act as a liaison between officials and coaches when needed.
- Member of the Executive Committee.
- Member and Chair of the Officials Enhancement and Development Committee.
- Be a Master Official

Competencies/Skills Required

- Must be a fully registered/practicing official
- A member in good standing of the Officials Association
- Past leadership experience in the officiating community
- Knowledge of the challenges and roles of officials in our game
- Ability to effectively deliver information in both written and verbal form
- Good personal and professional skills

Vice President Programs

This position is an elected one by the Board of Football Alberta. This position will be charged with ensuring that all initiatives around coaching and membership driven programs are coordinated and implemented in an effective and member-friendly manner.

Primary Focus

The primary focus of the Vice President of Programs is to ensure the programs run by Football Alberta meet the membership's needs and priorities. A keen understanding of all programs is needed with a view of expanding and improving our deliverables to the membership.

Specific Accountabilities

- Member of the Executive Committee.
- Responsible to the Board for information on all programs and to assist, with input from the Technical Director and Executive Director, the delivery of such programs.
- Chair a committee with the Technical Director and Master Learning Facilitator all coaching clinic requests and NCCP training.
- Attendance at all elite coaching clinics is recommended but not required.

- Member of the Minor Development Committee as well as Chair of the Elite Coaching Committee.
- Chair the committee that will handle the selection of Team Alberta coaches and oversee the selection of all coaches for all programs.

Competencies/Skills Required

- Trained NCCP at Competition Introduction Coordinator level is recommended.
- Experience and knowledge with all levels of coaching is valuable but not required. Experience as a Head Coach, Team Alberta Coach, University or Junior Coach would be an asset but not a requirement.
- An advanced knowledge of coaching and football management is required.
- Ability to effectively deliver information in both written and verbal form.
- Good personal and professional communication skills.

Vice President Finance

This position is an elected representative from within the Board of Football Alberta who has, preferably, some background in the financial industry to aid and assist the organization with their overall financial management.

Primary Focus

The primary focus of the Vice President of Finance will be to aid the Executive Director and the Chief Financial Officer (CFO) in ensuring that the organizations financial dealings are completed in accordance with Football Alberta's mandate, vision, and mission. Sound accounting and investment practices are the VP of Finance's main accountabilities to the Board.

Specific Accountabilities

- Chair of the Finance Committee.
- Be the main signatory on all cheques issued by Football Alberta. As well, must personally approve all expenditures as they relate to the business of Football Alberta. If the VP of Finance is not available, the President will act on their behalf.
- Aid in completion and development of all budgets and financial reports of Football Alberta.
- Present Football Alberta financial position at all meetings as required and inform the Board of any suggested direction and/or strategy regarding the Association's finances that needs to be taken.
- Aid in the completion of the investment plan of Football Alberta.
- Complete various funding related duties for the Board of Football Alberta.
- Be a member of the Executive committee.

Competencies/Skills Required

- Some experience/education in the financial industry
- Past leadership experience
- Knowledge of the sport
- Ability to effectively deliver information in both written and verbal form
- Good personal & professional communication skills
- Ability to interpret all financial reporting and in turn, explain it in a clear, concise manner

Past President

This position is an appointed one by the Board of Football Alberta. The position will generally act as an advisor to the Board of Football Alberta. This position can be filled by any Past President of Football Alberta.

Primary Focus

The primary focus of the Past President is to impart their valuable insight in the decision making process of the Board of Football Alberta.

Specific Accountabilities

- Member of the Executive Committee.
- Complete the election process of all Executive positions at Annual General Meetings.
- Impart important advice and insight to all Board members in order to aid in the operation of Football Alberta.
- Act as the alternate to the current president as needed.

Competencies/Skills Required

- Must be a past President of Football Alberta

APPENDIX “B” - SEXUAL HARASSMENT POLICY

It is Football Alberta (called the Association) policy to make every reasonable effort to ensure that no employee or Association member or member of the public is subject to sexual harassment.

Every employee is entitled to a work environment free from sexual harassment, and Association members and members of the general public are entitled to access and to enjoyment of the Association's goods, services, facilities or accommodations without sexual harassment by employees or representatives on Association business.

REPRISAL

As part of their right to freedom from sexual harassment, Football Alberta members are protected from reprisal or the threat of reprisal.

Reprisal may include situations in which a member is:

1. denied or threatened with denial of promotional, advancement, training, or other related opportunities or benefits (eg. team selection, etc.);
2. disciplined or threatened with disciplinary action; or,
3. dismissed or threatened with dismissal, on the sole basis of:

- rejecting the sexual advances of a person in authority who could or who could be perceived to have influence over football-related decision affecting the member, or having made a complaint of sexual harassment.

Reprisal may also include situations involving co-member(s) who, because the member has made a complaint of sexual harassment, continue or escalate the harassment; ostracize or isolate the member; and/or engage in any behavior with the intent to intimidate, threaten, humiliate, hurt, or adversely affect the performance or working conditions of the member.

Accordingly, the Association will impose sanctions where sexual harassment is evident in accordance with this Policy, up to and including dismissal.

Sexual harassment includes any conduct, comment, gesture or contact of a sexual nature which is likely to cause offence or humiliation to any employee, employment candidate or member of the general public, or which might reasonably be perceived as placing a sexual condition on employment, opportunity for training or promotion, or access to the goods, services, facilities or accommodations of the Association.

Sexual harassment may occur at or away from the workplace and during or outside working hours, if individuals are in a work-related situation under the auspices of the Association. It can include:

- unwelcome solicitations or requests, direct or indirect, or intimidation, or any other comment or behaviour that might be construed as demands for sexual favours;
- direct verbal abuse, such as unwelcome remarks, jokes, innuendos or taunting about a person's body, attire, etc.;

- displaying objects or pictures of a sexual nature in the workplace;
- practical jokes which cause awkwardness or embarrassment;
- gestures of a sexual nature;
- unnecessary physical contact such as touching, patting, pinching; and
- undue provocation of a sexual nature.

COMPLAINT PROCEDURE

Employees have a responsibility to report incidences of sexual harassment to the Executive. An employee subjected to sexual harassment can use the internal procedures outlined below.

- If appropriate, speak to the harasser as soon as possible, describe the offensive behaviour and request it be stopped.
- if appropriate, speak to your supervisor or senior member of the Association; if the harassment continues, confirm that conversation in a letter and send a copy of the letter to the Executive Committee Members.
- Keep a written record of dates, time, witnesses, if any, and the nature of the behavior.
- Employees who make legitimate complaints concerning sexual harassment against themselves or others will not have their careers affected as a consequence of their complaints. In fact, they will assist the Association to provide a healthy working environment.
- Because a charge of sexual harassment is a very serious matter for everyone involved, employees must not make frivolous or malicious charges against others.

EXECUTIVE'S RESPONSIBILITY

The Executive must respond quickly to all complaints and to situations with potential for complaint. When a complaint is received, the Executive will follow these steps:

- Notify the person identified as a harasser that a complaint has been made.
- Interview both the complainant and the alleged harasser as soon as possible.
- Interview any witnesses.
- Document the situation accurately and completely.
- Render a decision on the complaint quickly and advise the parties of consequent action. If higher authority is required to make a decision, forward all the material to the appropriate authority at once and advise the parties.
- Ensure that all the information concerning the case is kept confidential and if the complaint is ruled unfounded, that nothing is recorded on the personal file of either the complainant or the alleged harasser, nor the circumstances related to the complaint is disclosed to anyone, unless necessary for investigation or disciplinary measures related to the complaint.
- If a complaint is ruled unfounded and a deliberate fabrication, these facts may be noted in the complainant's personal file.

APPENDIX “C” - FOOTBALL ALBERTA'S ANNUAL AWARDS

HAROLD FERGUSON FOOTBALL OFFICIALS AWARD:

Awarded annually to a football official who has made outstanding contribution to the development of amateur officials in Alberta.

CRITERIA:

- long term commitment to the development of football officials at all levels.
- previous and current involvement in the CFOA official's program or equivalent.
- leadership role in local official's organization.
- recognized by peers as having made a significant impact on official's development at a local or provincial level.

NOVICE FOOTBALL COACH OF THE YEAR AWARD:

To be presented to a Novice football coach (head or assistant) in recognition of significant contribution to the local growth and development of football during the first few years of active coaching at any level.

CRITERIA:

- nominees must be in their 1st, 2nd or 3rd year of coaching.
- award based on coaching accomplishment in the year nominated.
- documented contribution to the promotion and development of the team activities as a result of the coach's initiative.

ATOM/PEEWEE FOOTBALL COACH OF THE YEAR AWARD:

Presented to a minor level coach in recognition of significant contribution to the growth and development at the Atom or PeeWee level.

CRITERIA:

- nominees must have coached 4 or more years at any level.
- award based on coaching accomplishment in the year nominated.

BANTAM FOOTBALL COACH OF THE YEAR AWARD:

Presented to a minor level coach in recognition of significant contribution to the growth and development at the Bantam level.

CRITERIA: - Nominees must have coached 4 or more yrs. at any level -Award based on coaching accomplishment in year nominated.

FRANK MORRIS TIER I HIGH SCHOOL FOOTBALL COACH OF THE YEAR AWARD:

Presented in honour of the former Director of Player Development of the Edmonton Eskimos in recognition of his contribution to amateur football in Alberta and Canada. The recipient of this

award makes significant contribution to the local growth and development of football in a Tier 1 high school program.

CRITERIA:

- nominees must have coached for 4 or more years at any level.
- award is based on coaching accomplishment in the year nominated.
- coaching at an ASAA Tier 1 school (1250+ students) or as declared for ASAA Provincials.

LAURIE ROBERTSON MEMORIAL TIER 2 HIGH SCHOOL COACH OF THE YEAR AWARD:

Presented in memory of Laurie Robertson, a Calgary High School football coach, teacher, administrator and gentleman, who died in 1967. The recipient of this award makes a significant contribution to the local growth and development of football in a Tier II high school program.

CRITERIA:

- nominees must have coached for 4 or more years at any level.
- award is based on coaching accomplishment in the year nominated.
- coaching at an ASAA Tier 2 school (750-1249 students) or as declared for ASAA Provincials.

TIER 3 HIGH SCHOOL FOOTBALL COACH OF THE YEAR AWARD:

Awarded annually to the coach who is the most worthy from Tier 3 schools.

CRITERIA:

- nominees must have coached for 4 or more years at any level.
- award is based on coaching accomplishment in the year nominated.
- coaching at an ASAA Tier 3 school (450-749 students) or as declared for ASAA Provincials.

TIER 4 HIGH SCHOOL FOOTBALL COACH OF THE YEAR AWARD:

Awarded annually to the coach who is the most worthy from Tier 4 schools.

CRITERIA:

- nominees must have coached for 4 or more years at any level.
- award is based on coaching accomplishment in the year nominated.
- coaching at an ASAA Tier 4 school (under 450 students) or as declared for ASAA Provincials.

GARY HOBSON MEMORIAL AWARD:

Presented in memory of Gary Hobson, a former manager of the Calgary Stampeders. The recipient of this award is an active member of the football community, (team executive, assistant coach, manager, equipment manager, athletic therapist or anyone connected with a football organization) who makes a significant contribution to the promotion, growth and development of amateur football over an extended period of time.

CRITERION:

- Nominees must have made a significant contribution to amateur football at any level for 4 or more years.

THE NORM KIMBALL COACH OF THE YEAR AWARD:

Presented in honour of the former general manager of the Edmonton Eskimo Football club. Norm Kimball was the main motivation force behind the organization of the Alberta Football Coaches Association that evolved into the Alberta Amateur Football Association, now Football Alberta. Norm was also key in the origination of the Annual Coaches Clinic held in Calgary. This is the major award of Football Alberta. Coaches working at any level of amateur football are eligible for nomination.

CRITERIA:

- nominees must have made a significant contribution to amateur football at any level for 4 or more years.
- although long term contribution is considered, the award is primarily based on coaching accomplishment in the year nominated.

FOOTBALL ALBERTA LIFE MEMBERSHIP/HALL OF FAME AWARD:

The nominees are individuals in the football community who have made outstanding contribution to the Association and amateur football in Alberta at any level, over an extended period of time and maybe either moving from the province or planning to reduce their active participation and involvement in football. This honour is presented to truly worthy nominees who have reached and maintained a significant level of excellence that categorizes the recipient among the selected few who deserve such prestigious recognition. Since this award is to honour only those who have made a major impact on Football Alberta and amateur football in Alberta, it is not necessarily presented each year and is subject to the following voting criteria.

CRITERION:

To be eligible to receive this award, nominees must receive 75% of all ballots cast by Board members in the year of nomination. Voting delegates may vote for as many or as few deserving candidates as they wish. Those nominees not receiving the 75% support will remain on the active ballot for a period of 5 years. If nominees have not received the 75% supporting threshold during the 5 year time period following their original nomination, their names are removed from future ballots.

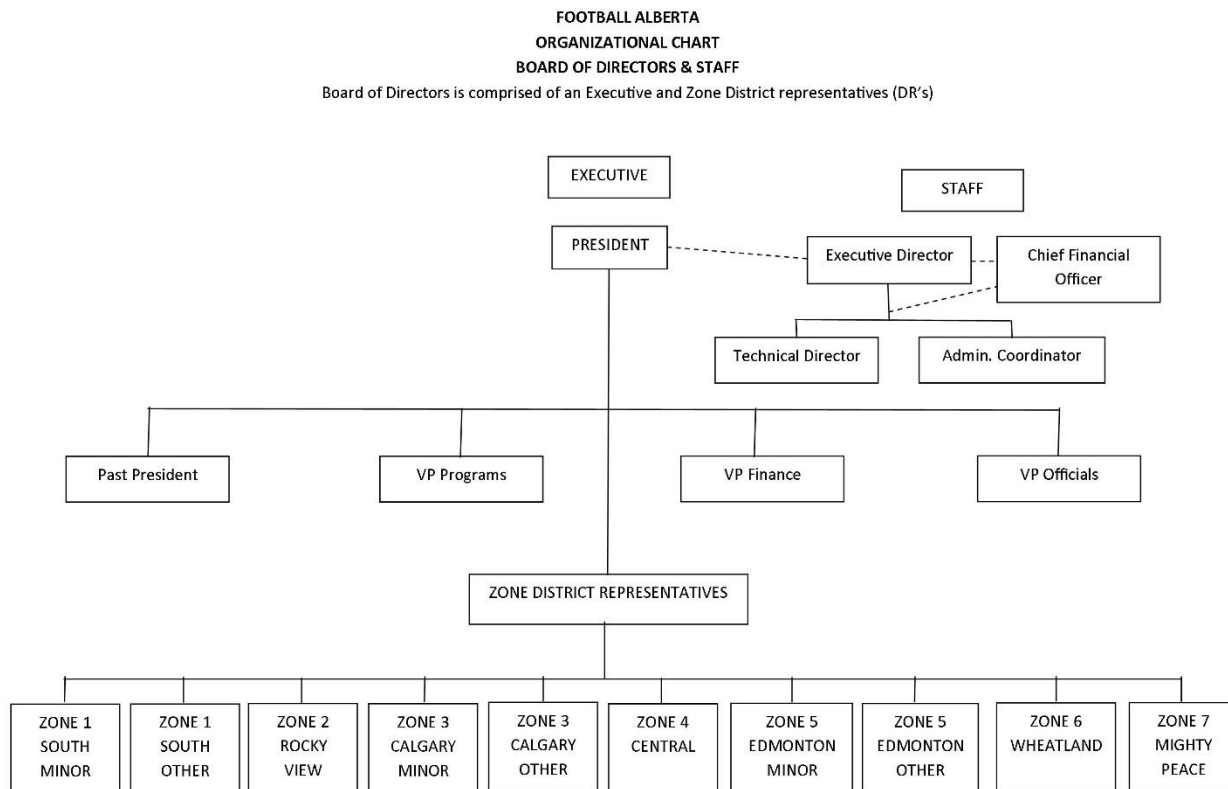
ROB & GRACE ZITTLAU MEDIA SUPPORT AWARD

This award would recognize anyone who either provides technical support to football programs (i.e. game film or other technical support) or has served as a member of the media and had reported on amateur football over the years. In both cases it would have to be either “long term support” or “above and beyond the normal call of duty” that would make one eligible for this award.

CRITERION:

See above. This award would be subject to a simple majority vote.

APPENDIX “D” - FOOTBALL ALBERTA ORGANIZATIONAL CHART



APPENDIX “E” - Volunteer Screening

At the Club/High School Level – for members of Football Alberta all volunteer screening is the responsibility of the local club or scholastic institution that offers football.

SCHOOL BASED VOLUNTEERS: In the case of schools all in-school coaches/administrators/trainers directly employed by the school district will be subject to the screening process of employment. Any outside school volunteers for whatever role should be subject to the same screening process for community coaches below

COMMUNITY VOLUNTEERS: Each club or association should formulate their own criteria for volunteer screening based on their needs. It is recommended they include a current police check to be filed with the club/association for as long as the volunteer is associated with the club/association. All other requirements placed on volunteers for coaching (i.e. Safe Contact) or training (i.e. athletic first aid) should follow the guidelines and/or processes for reporting as outlined by the PSO and/or league they are affiliated with.

At the Provincial Level – any member in good standing of a club/association or school team who have passed their volunteer screening are welcome to volunteer at the Provincial Level. Any volunteer who directly volunteers for Football Alberta at the Provincial Level without any affiliation at the club/association/school level may be subject to a police check to be filed at the Football Alberta office if their volunteer experience has them dealing with minors or finances.

APPENDIX “F” – Football Canada Concussion Protocols

FOOTBALL CANADA CONCUSSION PROTOCOL PTSO/CLUB LEVEL

Football Canada has developed the **Football Canada Concussion Protocol** to help guide the management of athletes who may have a suspected concussion as a result of participation in football-related activities.

Purpose

This protocol covers the recognition, medical diagnosis, and management of **ATHLETES** who may sustain a suspected concussion during a sport activity. It aims to ensure that athletes with a suspected concussion receive timely and appropriate care and proper management to allow them to return back to their sport safely. This protocol may not address every possible clinical scenario that can occur during sport-related activities but includes critical elements based on the latest evidence and current expert consensus.

Who should use this protocol?

This protocol is intended for use by all individuals who interact with athletes inside and outside the context of school and non-school based organized sports activity, including athletes, parents, coaches, officials, teachers, trainers, and licensed healthcare professionals.

For a summary of the Football Canada Concussion Protocol please refer to the Football Canada Concussion Pathway figure at the end of this document.

1. Pre-Season Education

Despite recent increased attention focusing on concussion there is a continued need to improve concussion education and awareness. Optimizing the prevention and management of concussion depends highly on annual education of all sport stakeholders (athletes, parents, coaches, officials, teachers, trainers, licensed healthcare professionals) on current evidence-informed approaches that can prevent concussion and more serious forms of head injury and help identify and manage an athlete with a suspected concussion.

Concussion education should include information on:

- the definition of concussion,
 - possible mechanisms of injury,
 - common signs and symptoms,
 - steps that can be taken to prevent concussions and other injuries from occurring in sport.
 - what to do when an athlete has suffered a suspected concussion or more serious head injury,
 - what measures should be taken to ensure proper medical assessment,
 - *Return-to-School* and *Return-to-Sport Strategies*, and
 - Return to sport medical clearance requirements
 - **Safe Contact**
 - **Making Head Way**
 - **Parachute Canada's Sport Concussion Assessment Tool 5 (SCAT-5)**
- ▶ **Who:** Athletes, parents, coaches, officials, teachers, and trainers, licensed healthcare professionals
- ▶ **How:** Pre-season Concussion Education Sheet

All parents and athletes are required to review and submit a signed copy of the *Pre-season Concussion Education Sheet* to their coach prior to the first practice of the season. In addition to reviewing information on concussion, it is also important that all sport stakeholders have a clear understanding of the **Football Canada Concussion Protocol**. For example, this can be accomplished through pre-season in-person orientation sessions for athletes, parents, coaches and other sport stakeholders.

2. Head Injury Recognition

Although the formal diagnosis of concussion should be made following a medical assessment, all sport stakeholders including athletes, parents, teachers, coaches, teachers, officials, and licensed healthcare professionals are responsible for the recognition and reporting of athletes who may demonstrate visual signs of a head injury or who report concussion-related symptoms. This is particularly important because many sport and recreation venues will not have access to on-site licensed healthcare professionals.

A concussion should be suspected:

- in any athlete who sustains a significant impact to the head, face, neck, or body and demonstrates *ANY* of the visual signs of a suspected concussion or reports *ANY* symptoms of a suspected concussion as detailed in the *Concussion Recognition Tool 5*.
- if a player reports *ANY* concussion symptoms to one of their peers, parents, teachers, or coaches or if anyone witnesses an athlete exhibiting any of the visual signs of concussion.

In some cases, an athlete may demonstrate signs or symptoms of a more severe head or spine injury including convulsions, worsening headaches, vomiting or neck pain. If an athlete demonstrates any of the 'Red Flags' indicated by the *Concussion Recognition Tool 5*, a more severe head or spine injury should be suspected, and Emergency Medical Assessment should be pursued.

- ▶ **Who:** Athletes, parents, coaches, officials, teachers, trainers, and licensed healthcare professionals
- ▶ **How:** [Concussion Recognition Tool 5](#)

3. Onsite Medical Assessment

Depending on the suspected severity of the injury, an initial assessment may be completed by emergency medical professionals or by an on-site licensed healthcare professional where available. In cases where an athlete loses consciousness or it is suspected an athlete might have a more severe head or spine injury, Emergency Medical Assessment by emergency medical professionals should take place (see 3a below). If a more severe injury is not suspected, the athlete should undergo Sideline Medical Assessment or Medical Assessment, depending on if there is a licensed healthcare professional present (see 3b below).

3a. Emergency Medical Assessment

If an athlete is suspected of sustaining a more severe head or spine injury during a game or practice, an ambulance should be called immediately to transfer the patient to the nearest emergency department for further Medical Assessment.

Coaches, parents, teachers, trainers and officials should not make any effort to remove equipment or move the athlete until an ambulance has arrived and the athlete should not be left alone until the ambulance arrives. After the emergency medical services staff has completed the Emergency Medical Assessment, the athlete should be transferred to the nearest hospital for Medical Assessment. In the case of youth (under 18 years of age), the athlete's parents should be contacted immediately to inform them of the athlete's injury. For athletes over 18 years of age, their emergency contact person should be contacted if one has been provided.

- ▶ **Who:** Emergency medical professionals

3b. Sideline Medical Assessment

If an athlete is suspected of sustaining a concussion and there is no concern for a more serious head or spine injury, the player should be immediately removed from the field of play.

Scenario 1: If a licensed healthcare professional is present

The athlete should be taken to a quiet area and undergo Sideline Medical Assessment using the Sport Concussion Assessment Tool 5 (SCAT5) or the Child SCAT5. The SCAT5 and Child SCAT5 are clinical tools that should only be used by a licensed healthcare professional that has experience using these tools. It is important to note that the results of SCAT5 and Child SCAT5 testing can be normal in the setting of acute concussion. As such, these tools can be used by licensed healthcare professionals to document initial neurological status but should not be used to make sideline return-to-sport decisions in youth athletes. Any youth athlete who is suspected of having sustained a concussion must not return to the game or practice and must be referred for Medical Assessment.

If a youth athlete is removed from play following a significant impact and has undergone assessment by a licensed healthcare professional, but there are NO visual signs of a concussion and the athlete reports NO concussion symptoms then the athlete can be returned to play but should be monitored for delayed symptoms.

In the case of national team-affiliated athletes (age 18 years and older), an experienced certified athletic therapist, physiotherapist or medical doctor providing medical coverage for the sporting event may make the determination that a concussion has not occurred based on the results of the Sideline Medical Assessment. In these cases, the athlete may be returned to the practice or game without a *Medical Clearance Letter* but this should be clearly communicated to the coaching staff. Players that have been cleared to return to games or practices should be monitored for delayed symptoms. If the athlete develops any delayed symptoms the athlete should be removed from play and undergo medical assessment by a medical doctor or nurse practitioner.

To return to play, the athlete must have the standard Medical Clearance Letter signed by a healthcare professional with the specifics of the return to play protocol.

Scenario 2: If there is no licensed healthcare professional present

The athlete should be removed from play without possibility to return for the rest of the game. The athlete should then be referred for medical assessment by a medical doctor or nurse practitioner, and the athlete must not return to play until receiving medical clearance.

- ▶ **Who:** Athletic therapists, physiotherapists, medical doctor
- ▶ **How:** [Sport Concussion Assessment Tool 5 \(SCAT5\)](#), [Child Sport Concussion Assessment Tool 5 \(Child SCAT5\)](#)

4. Medical Assessment

In order to provide comprehensive evaluation of athletes with a suspected concussion, the medical assessment must rule out more serious forms of traumatic brain and spine injuries, must rule out medical and neurological conditions that can present

with concussion-like symptoms, and must make the diagnosis of concussion based on findings of the clinical history and physical examination and the evidence-based use of adjunctive tests as indicated (i.e. CT scan). In addition to nurse practitioners and athletic therapists, medical doctors¹ that are qualified to evaluate patients with a suspected concussion include: pediatricians; family medicine, sports medicine, emergency department, internal medicine, and rehabilitation (physiatrists) physicians; neurologists; and neurosurgeons. If the athlete has been diagnosed with a concussion after the initial assessment, the athlete must get clearance to return to play in a different visit. If the initial assessment was made on the sideline, the same healthcare professional can assess the return to play of the athlete.

In geographic regions of Canada with limited access to medical doctors (i.e. rural or northern communities), a licensed healthcare professional (i.e. nurse, athletic therapist) with pre-arranged access to a medical doctor or nurse practitioner can facilitate this role. The medical assessment is responsible for determining whether the athlete has been diagnosed with a concussion or not. Athletes with a diagnosed concussion should be provided with a *Medical Assessment Letter* indicating a concussion has been diagnosed. Athletes that are determined to have not sustained a concussion must be provided with a *Medical Assessment Letter* indicating a concussion has not been diagnosed and the athlete can return to school, work and sports activities without restriction.

- ▶ **Who:** Medical doctor, nurse practitioner, nurse, athletic therapist
- ▶ **How:** *Medical Assessment Letter*

5. Concussion Management

When an athlete has been diagnosed with a concussion, it is important that the athlete's parent/legal guardian is informed. All athletes diagnosed with a concussion must be provided with a standardized *Medical Assessment Letter* that notifies the athlete and their parents/legal guardians/spouse that they have been diagnosed with a concussion and may not return to any activities with a risk of concussion until medically cleared to do so by a medical doctor or nurse practitioner. Because the *Medical Assessment Letter* contains personal health information, it is the responsibility of the athlete or their parent/legal guardian to provide this documentation to the athlete's coaches, teachers, or employers. It is also important for the athlete to provide this information to sport organization officials that are responsible for injury reporting and concussion surveillance where applicable.

Athletes diagnosed with a concussion should be provided with education about the signs and symptoms of concussion, strategies about how to manage their symptoms, the risks of returning to sport without medical clearance and recommendations regarding a gradual return to school and sport activities. Athletes diagnosed with a concussion are to be managed according to their *Return-to-School and Sport-Specific Return-to-Sport Strategy* under the supervision of a medical doctor or nurse practitioner. When available, athletes should be encouraged to work with the team athletic therapist or physiotherapist to optimize progression through their *Sport-Specific Return-to-Sport Strategy*. Once the athlete has completed their *Return-to-School and Sport-Specific Return-to-Sport Strategy* and are deemed to be clinically recovered from their concussion, the medical doctor or nurse practitioner can consider the athlete for a return to full sports activities and issue a *Medical Clearance Letter*.

¹ Medical doctors, nurse practitioners and athletic therapists are the only healthcare professionals in Canada with licensed training and expertise to meet these needs; therefore all athletes with a suspected concussion should undergo evaluation by one of these professionals.

The stepwise progressions for *Return-to-School* and *Return-to-Sport Strategies* are outlined below. As indicated in stage 1 of the *Return-to-Sport Strategy*, reintroduction of daily, school, and work activities using the *Return-to-School Strategy* must precede return to sport participation.

Return-to-Learn Strategy

The following is an outline of the *Return-to-School Strategy* that should be used to help student-athletes, parents, and teachers to collaborate in allowing the athlete to make a gradual return to school activities. Depending on the severity and type of the symptoms present student-athletes will progress through the following stages at different rates. If the student-athlete experiences new symptoms or worsening symptoms at any stage, they should go back to the previous stage. Athletes should also be encouraged to ask their school if they have a school-specific Return-to-Learn Program in place to help student-athletes make a gradual return to school.

Stage	Aim	Activity	Goal of each step
1	Daily activities at home that do not give the student-athlete symptoms	Typical activities during the day as long as they do not increase symptoms (i.e. reading, texting, screen time). Start at 5-15 minutes at a time and gradually build up.	Gradual return to typical activities
2	School activities	Homework, reading or other cognitive activities outside of the classroom.	Increase tolerance to cognitive work
3	Return to school part-time	Gradual introduction of schoolwork. May need to start with a partial school day or with increased breaks during the day.	Increase academic activities
4	Return to school full-time	Gradually progress	Return to full academic activities and catch up on missed school work

McCorry et al. (2017). Consensus statement on concussion in sport – the 5th international conference on concussion in sport held in Berlin, October 2016. *British Journal of Sports Medicine*, 51(11), 838-847.

Football-Specific Return-to-Sport Strategy

The following is an outline of the Return-to-Sport Strategy that should be used to help athletes, coaches, trainers, and medical professionals to partner in allowing the athlete to make a gradual return to sport activities. An initial period of 24-48 hours of rest is recommended before starting the *Football-Specific Return-to-Sport Strategy*. The athlete should spend a minimum duration of 24 hours with no symptoms at each stage before progressing to the next one. If the athlete experiences new symptoms or worsening symptoms at any stage, they should go back to the previous stage. It is important that youth and adult student-athletes return to full-time school activities before progressing to stage 5 and 6 of the *Football-Specific Return-to-Sport Strategy*. It is also important that all athletes provide their coach with a *Medical Clearance Letter* prior to returning to full contact sport activities.

Stage	Aim	Activity	Goal of each step
1	Symptom-limiting activity	Daily activities that do not provoke symptoms	Gradual re-introduction of work/school activities
2	Light aerobic	Walking or stationary cycling at slow to medium	Increase heart rate

	activity	pace. No resistance training.	
3	Sport-specific exercise	Low to moderate intensity individual running, agility, kicking, passing and receiving drills. No team drills or head impact activities. No resistance training.	Add movement
4	Non-contact training drills	High intensity running, agility, kicking, passing and receiving drills. Non-contact individual and team drills. May start progressive resistance training. No head impact activities.	Exercise, coordination and increased thinking
5	Full contact practice	Following medical clearance. High intensity full contact practice and drills including head impact activities.	Restore confidence and assess functional skills by coaching staff
6	Return to sport	Normal game play	

Adapted from: McCrory et al. (2017). Consensus statement on concussion in sport – the 5th international conference on concussion in sport held in Berlin, October 2016. *British Journal of Sports Medicine*, 51(11), 838-847.

- ▶ **Who:** Medical doctor, nurse practitioner and team athletic therapist or physiotherapist (where available)
- ▶ **How:** *Return-to-Learn Strategy, Football-Specific Return-to Sport Strategy, Medical Assessment Letter*

6. Multidisciplinary Concussion Care

Most athletes who sustain a concussion while participating in sport will make a complete recovery and be able to return to full school and sport activities within 1-4 weeks of injury. However, approximately 15-30% of individuals will experience symptoms that persist beyond this time frame. If available, individuals who experience persistent post-concussion symptoms (>4 weeks for youth athletes, >2 weeks for adult athletes) may benefit from referral to a medically supervised multidisciplinary concussion clinic that has access to professionals with licensed training in traumatic brain injury that may include experts in sport medicine, neuropsychology, physiotherapy, occupational therapy, neurology, neurosurgery, and rehabilitation medicine.

Referral to a multidisciplinary clinic for assessment should be made on an individualized basis at the discretion of an athlete’s medical doctor or nurse practitioner. If access to a multidisciplinary concussion clinic is not available, a referral to a medical doctor with clinical training and experience in concussion (e.g. a sport medicine physician, neurologist, or rehabilitation medicine physician) should be considered for the purposes of developing an individualized treatment plan. Depending on the clinical presentation of the individual, this treatment plan may involve a variety of health care professionals with areas of expertise that address the specific needs of the athlete based on the assessment findings.

- ▶ **Who:** Multidisciplinary medical team, medical doctor with clinical training and experience in concussion (e.g. a sports medicine physician, neurologist, or rehabilitation medicine physician), licensed healthcare professionals

7. Return to Sport

Athletes who have been determined to have not sustained a concussion and those that have been diagnosed with a concussion and have successfully completed their *Return-to-School and [Name of Sport]-Specific Return-to-Sport Strategy* can be considered for return to full sports activities. The final decision to medically clear an athlete to return to full game activity should be based on the clinical judgment of the medical doctor, nurse practitioner or athletic therapist taking into account the athlete's past medical history, clinical history, physical examination findings and the results of other tests and clinical consultations where indicated (i.e. neuropsychological testing, diagnostic imaging). Prior to returning to full contact practice and game play, each athlete that has been diagnosed with a concussion must provide their coach with a standardized *Medical Clearance Letter* that specifies that a medical doctor, nurse practitioner or athletic therapist has personally evaluated the patient and has cleared the athlete to return to sports. In geographic regions of Canada with limited access to medical doctors (i.e. rural or northern communities), a licensed healthcare professional (such as a nurse) with pre-arranged access to a medical doctor or nurse practitioner can provide this documentation. A copy of the *Medical Clearance Letter* should also be submitted to sports organization officials that have injury reporting and surveillance programs where applicable.

Athletes who have been provided with a *Medical Clearance Letter* may return to full sport activities as tolerated. If the athlete experiences any new concussion-like symptoms while returning to play, they should be instructed to stop playing immediately, notify their parents, coaches, trainer or teachers, and undergo follow-up *Medical Assessment*. In the event that the athlete sustains a new suspected concussion, the **Football Canada Concussion Protocol** should be followed as outlined here.

- ▶ **Who:** Medical doctor, nurse practitioner, athletic therapist
- ▶ **Document:** *Medical Clearance Letter*

APPENDIX “G” – Code of Conduct

CODE OF CONDUCT

All participants in programs organized and presented by Football Alberta are expected to demonstrate good conduct and sportsmanship at all times. The game of football provides opportunities to develop strong character traits that will serve athletes well as they become successful citizens, on and off the field of play. Parents and Guardians of Participants have an important role to play in ensuring the positive development of their child’s character and are expected to support the spirit and intent of this Code of Conduct.

At all times, Participants are expected to demonstrate respect for their fellow players as well as all of those involved in the organization and presentation of Football Alberta programs. As important, Participants are expected to demonstrate self-respect. While not an exhaustive list, the following are expectations that Participants should have of the conduct of themselves and others.

- 1) Participants will respect the rules of the game of football as well as any guidelines for behavior (e.g. curfews) as set out by the coaching staffs for Football Alberta programs including but not limited to representative teams or camps.
- 2) Participants will be punctual and prepared for participation in programs as directed by either the Football Alberta office staff or the coaching staff for the program. Arriving on time and in appropriate dress or equipment is a minimal standard. Players are also expected to be physically and mentally ready to participate to the best of their ability.
- 3) Participants and their parents and guardians will refrain from any conduct that could be considered a form of harassment or which is insulting, intimidating, hurtful, malicious, degrading or otherwise offensive to an individual or group of individuals, or which creates an uncomfortable environment for anyone involved in a Football Alberta program.
- 4) Participants and their parents and guardians are expected to respect the directions and decisions of the coaches and staff in association with any program they attend.
- 5) Participants and their parents and guardians will practice good digital citizenship and refrain from the use of the internet or social media to express criticism of a Football Alberta Event or to express any disagreement they may have with decisions affecting them.
- 6) Participants and their parents and guardians are expected to express any disagreement they may have with decisions affecting them in a manner that is fair to those responsible for making the decision and that is constructive. Specifically:
 - i) The dissatisfied party will discuss their concern in person with the coach or staff member responsible for making the decision.
 - ii) If that discussion does not resolve the matter, they will identify themselves and reduce their concern or complaint to writing and deliver it to the office of Football Alberta on a confidential basis.
 - iii) The dissatisfied party will participate in a process facilitated by Football Alberta to resolve their concern if Football Alberta, in their absolute discretion believes the concern warrants further consideration
- 7) Participants and their parents and guardians acknowledge and agree that if they fail to meet the expectations set out herein, that information may be communicated to third parties who make inquiries regarding the character that the Participant has demonstrated related to Football Alberta programs

APPENDIX – “H” – Football Alberta Air Quality Policy

Due to possible deterioration in air quality as result of wild fires or other pollutants, the Air Quality Health Index (AQHI) is being used as a guideline for decision making by Football Alberta as there is no legislated limit that prohibits outdoor activities, as per outlined in the Football Alberta Policy and Procedure Manual.

Decisions to cancel or limit outdoor activities are made by Football Alberta and their members on a case by case basis with the parent being the ultimate decision maker as to whether they feel their child should participate in outdoor activities. This is based on their assessment of their child's risk factors and sensitivity to air pollution. As a general rule, any participant with respiratory or heart conditions should reduce or avoid outdoor activities when the AQHI reaches 7 or more.

When the AQHI is between 7-9 (High Risk) Football Alberta members are advised to keep their participants indoors whenever possible. Cancelling of Football Alberta events directly operated by the Association via the office staff will be considered on a case by case basis depending on factors such as the nature and duration of activity, age and health status of the participants and availability of indoor shelter to reduce exposure time. Participants and parents are kept informed on decisions made to limit or cancel outdoor activities and the reasons why.

An AQHI of 10 or greater (Very High Risk) will result in the cancellation of all outdoor activities associated with Football Alberta events. Football Alberta members running events not directly operated by the Association should give serious consideration to cancelling planned outdoor activities especially if they involve strenuous activities e.g. games or practices. Participants and parents should be kept informed on decisions made to cancel outdoor activities and the reasons why. Parents will always have the final say as to whether their child participates or not.