

# Clarence-Rockland Crush Minor Hockey Association

## **BYLAWS**

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**FINAL DRAFT**

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**BYLAW 1 — DEFINITIONS / INTERPRETATION**

Unless otherwise stated or the context requires a different interpretation:

- 1.1 Words importing the singular include the plural and vice versa.
- 1.2 The invalidity or unenforceability of any provision of this Bylaws document shall not affect the validity or enforceability of any other part of the Bylaws.
- 1.3 “AGM” means Annual General Meeting, a meeting of the Members held annually in accordance with the Constitution.
- 1.4 “Appointed Director” means a Director of the CRC Board appointed by resolution of the Elected Directors.
- 1.5 "Board" means the full governing body of the CRC, consisting of both Elected and Appointed Directors.
- 1.6 “Bylaws” means this the document, which sets out the rules adopted by the Board and confirmed by the Members to operationalize the Constitution.
- 1.7 “Chair” means the person presiding over a meeting, typically the President unless otherwise designated under this Constitution.
- 1.8 "Constitution" means the governing document, which sets out the structure, powers and foundational governance principles of the CRC.
- 1.9 “CRC” means the Clarence Rockland Crush Minor Hockey Association.
- 1.10 “Director” means any individual elected or appointed by the CRC Board, unless a specific distinction is required.
- 1.11 “Elected Director” means a Director of the CRC Board elected by the membership at the AGM.
- 1.12 “HEO” means Hockey Eastern Ontario, a governing regional body of Hockey Canada.
- 1.13 “HEO District 3” means the Hockey Eastern Ontario Minor District Three Minor Hockey Association, the CRC’s direct governing district.
- 1.14 "Member" means any individual considered part of the CRC membership.
- 1.15 “Membership” means the collective body of Members.
- 1.16 “Notice of Meeting” means an official notice provided to Members containing information required to properly convene an AGM or SGM, including the agenda and voting instructions.
- 1.17 “person ” includes an individual, corporation, partnership, trust, or unincorporated organization.

- 1.18 “policies and procedures” mean the set of documents approved by the Board to guide operational decisions, team conduct, and the day-to-day management of the CRC.
- 1.19 “SGM” means Special General Meeting, a meeting of the Members other than the AGM, called to address urgent or exceptional matters.

## **BYLAW 2 — CRC CREST**

- 2.1 The official crest of the CRC shall be as follows and is recognized as the primary visual identifier of the organization:



- 2.2 The CRC crest may only be used in accordance with the association’s branding and logo usage guidelines. Unauthorized reproduction or modification of the crest is prohibited.

## **BYLAW 3 — ORGANIZATONAL STRUCTURE**

- 3.1 The business and affairs of the CRC shall be conducted by the Elected Directors, the Past President (non-voting), and the Appointed Directors of the Board, in accordance with the Constitution, Bylaws and any policies and procedures adopted by the Board.
- 3.2 The Board may establish standing or ad hoc committees as it deems necessary to support the effective operation, oversight, and governance of CRC programs and services. The composition and mandate of each committee shall be approved by the Board.

## **BYLAW 4 — POWERS AND RESPONSIBILITIES OF THE BOARD**

Without limiting the general authority granted under the Constitution:

- 4.1 The Board is responsible for the governance, oversight, and direction of all affairs of the CRC, subject to the authority and constraints set out in the CRC Constitution, these Bylaws, and applicable CRC policies.
- 4.2 The Board shall be responsible for:
- a) Developing, approving, and amending CRC policies and procedures to guide the operations, programs, and governance of the Association.
  - b) Overseeing the appointment, support, and performance of all operational volunteers, committees, and team officials.

- c) Approving the seasonal budget and financial management processes.
  - d) Ensuring compliance with the rules and regulations of HEO District 3, HEO, and Hockey Canada.
  - e) Representing the CRC at external meetings, leagues, and governing bodies as required.
  - f) Establishing standing and ad hoc committees and defining their mandate, authority, and membership, subject to any restrictions outlined in the Constitution or Bylaws.
- 4.3 The Board may, in accordance with CRC disciplinary policies and procedures reprimand, suspend, or take other appropriate action against any Member, team official, player, or volunteer for conduct, on or off the ice, that:
- a) violates the principles of fair play, good sportsmanship, or respect;
  - b) constitutes a serious or repeated infraction of the rules, regulations, or policies of the CRC, HEO District 3, Hockey Eastern Ontario, or Hockey Canada; or
  - c) is detrimental to the interests, safety or reputation of the CRC and its members.
- 4.4 The Board may adjudicate disputes between Members of the CRC in accordance with CRC policies or applicable dispute resolution or appeal processes.
- 4.5 The Board shall refer formal conduct and discipline matters requiring investigation or sanction to the Discipline Committee, in accordance with CRC disciplinary policies. The Board may not alter or overturn the final decisions of the Discipline Committee, except as permitted under a formal appeal process.
- 4.6 The Board shall ensure that the Discipline Committee:
- a) Operates independently and impartially.
  - b) Is composed of members without any conflict of interest related to the case at hand.
  - c) Adheres to CRC policies and rules of procedural fairness.
- 4.7 The Board may remove, by majority resolution, any Elected or Appointed Director who:
- a) fails to attend three (3) consecutive Board meetings or five (5) total meetings during the fiscal year without providing a reasonable written explanation; or
  - b) neglects their duties or engages in conduct that significantly impairs their ability to fulfill their responsibilities or that undermines the operations or integrity of the CRC.
- 4.8 The Board may review, approve, or reject recommendations made by any CRC committee, except:
- a) Final decisions of the Discipline Committee, which are binding.

- b) Recommendations by the Coach Selection Committee, which shall be reviewed but not altered, with the Board only empowered to accept or reject them in full.
- 4.9 All disciplinary actions, whether taken by the Board or the Discipline Committee, shall follow the procedures outlined in CRC's disciplinary policies. Individuals subject to discipline shall be:
- a) Informed of the allegations against them.
  - b) Given an opportunity to respond before a decision is rendered.
  - c) Permitted to appeal the decision, if applicable, in accordance with CRC's established appeal Bylaws and procedures.

These procedural rights apply to all Members, including players, parents, coaches, team officials, and volunteers.

## **BYLAW 5 — DUTIES OF THE BOARD**

### **5.1 President**

- a) Shall be responsible for implementing the strategic plans and policies of the Association.
- b) Shall, subject to the authority of the Board, have general supervision of the affairs of the CRC and be the official spokesperson of the CRC.
- c) Shall Chair all Board of Directors meetings, Annual General Meetings and Special General Meetings of the CRC.
- d) Shall exercise the authority of the CRC in cases of emergency, subject to ratification by the Board by the next board meeting.
- e) Shall attend all Ottawa B League meetings on behalf of the CRC, including assuming any additional duties as required by the league and report back to the Board.
- f) Shall be responsible for registering all CRC teams for league play in accordance with league instructions.
- g) Shall attend HEO District 3 meetings on behalf of the CRC including assuming any additional duties as required by the district and report back to the Board.

## 5.2 Director, Hockey Operations

- a) Shall perform the duties of the President in their absence or at their request and shall then have all the rights and powers of the President. When acting as President, they shall not vote except to break a tie.
- b) Shall be responsible for the administration of, as well as the planning, organizing and implementation of mentorships, players evaluations and team selections.
- c) Shall ensure that teams conduct their on-ice activities in accordance with CRC philosophies, policies, procedures and guidelines through periodic reports and attendance at games or practices.
- d) Shall ensure adherence to player affiliation processes and maintain controls aimed at improving player development.
- e) Shall coordinate the implementation of a coach evaluation program and report findings to the Board.
- f) Shall coordinate the planning and implementation of development programs, including skills sessions and clinics, in consultation with Player Development Lead and Coach Mentor.
- g) Shall lead the implementation and maintenance of CRC-wide coaching resources and practice planning tools and ensure all coaches are onboarded and supported in their use.
- h) Shall monitor game incident reports and coordinate with league and District officials on suspensions. Shall review game sheets to ensure suspensions are served in accordance with league and HEO rules.
- i) Shall assess off-ice incidents and complaints, conduct preliminary reviews, and, when appropriate, recommend disciplinary reviews. Shall coordinate with the President and Policies and Procedures Coordinator to convene the Discipline Committee.

## 5.3 Director, Finance (Treasurer)

- a) Shall receive all monies payable to the CRC and deposit same in a chartered bank as directed by the Board, keep an accurate record of all monies received and disbursed and report at each Board meetings and AGMs.
- b) Shall receive and record all accounts payable as approved by the Board and pay all such accounts by cheque or electronic transfer (eTransfer) in accordance with CRC Bylaws on financial management and ensure proper documentation.
- c) Shall keep, and permanently retain for six (6) years, books of accounts and make them available to the Board or the association on request.

- d) Shall have all financial records prepared and submitted for audit each year, presenting them at the AGM.
- e) Shall prepare and present a proposed budget prior to each hockey season to the Board for approval and will monitor and report on the status of the budget at monthly Board meetings.
- f) Shall ensure review of team budgets and monthly financial reports.

#### 5.4 Director, Communications & Secretary

- a) Shall prepare agenda and minutes of all Board meetings, AGMs and SGMs of the CRC and ensure their proper distribution in accordance with CRC Bylaws, policies and procedures.
- b) Shall prepare correspondence as necessary for the normal operation of the CRC.
- c) Shall have custody of all documents and records pertaining to the affairs of the CRC except those held by the Director, Finance (Treasurer).
- d) Shall attend any other meetings as requested by the President to document proceedings.
- e) Shall book meeting venues and manage logistical arrangements for all CRC Board and Member meetings.
- f) Shall be responsible for the maintenance and coordination of CRC communications.

#### 5.5 Past President

- a) Shall fulfil duties as assigned by the President.
- b) Shall serve primarily as an advisor and historian on the Constitution, Bylaws, policies and procedures.
- c) Shall assist the Board in a neutral advisory capacity on policy issues or in conflict situations when another Board member cannot act due to personal conflict of interest.

### **BYLAW 6 — DUTIES OF NON-DIRECTOR OPERATIONAL ROLES**

The following roles are appointed by the Board to support the day-to-day operations of the CRC. These individuals are not members of the Board and do not hold voting rights unless granted Appointed Director status in accordance with the Constitution. Where an individual occupying one of these roles is appointed as an Appointed Director by resolution of the Board, their title may be adjusted to include “Director” for the duration of their appointment.



### 6.1 Policies and Procedures Coordinator

- a) Shall maintain the master repository of all CRC policies and procedures documents, ensuring version control and accessibility to members.
- b) Shall coordinate the development, review, and revision of CRC policies and procedures in collaboration with the Board and relevant stakeholders.
- c) Shall ensure that all approved policies and procedures are published and communicated in a timely manner.
- d) Shall monitor the alignment of CRC practices with the approved policies and identify areas requiring formal documentation.
- e) Shall provide procedural guidance to Board members and volunteers to ensure consistent application of CRC policies.
- f) Shall advise the Board on compliance matters to ensure alignment with the CRC Constitution, Bylaws, and approved policies.
- g) Shall serve as the primary intake for proposed amendments to the Constitution and Bylaws from Members and the Board and coordinate the review and presentation of such amendments in accordance with established processes.

### 6.2 Player Development Lead

- a) Shall support the Director, Hockey Operations in the implementation of skills sessions, clinics, and development programs in collaboration with external providers and the Coach Mentor.
- b) Shall monitor player development initiatives across all levels and provide regular updates to the Director, Hockey Operations.
- c) Shall provide guidance on age-appropriate practice plans and drills and support materials for coaches.
- d) Shall collect and analyze feedback on development programs to recommend improvements to the Board.

### 6.3 Digital Services Coordinator

- a) Shall manage and administer all CRC digital platforms, including but not limited to the association website, TeamLinkt, email systems, hockey platforms, and digital surveys/forms.
- b) Shall ensure digital services are accessible, secure, and configured to support CRC operations and communications.

- c) Shall support board members, coaches, and team officials in the effective use of CRC digital platforms.
- d) Shall ensure regular data backups and proper configuration of user access to safeguard privacy and data integrity.
- e) Shall digitize operational processes where feasible and improve member experience.

#### 6.4 Tournament Coordinator

- a) Shall lead the planning, sanctioning, and delivery of all CRC-hosted tournaments in accordance with Hockey Eastern Ontario and Hockey Canada requirements.
- b) Shall oversee tournament budgeting, registration, scheduling, officiating, volunteer coordination, and chair any tournament committees – if required.
- c) Shall serve as the primary liaison with participating teams, HEO District 3, referees, and facility staff for all tournament matters.
- d) Shall ensure tournament results, standings, and disciplinary matters are handled in accordance with governing body policies.
- e) Shall report on tournament performance to the Board, including a financial report and summary of lessons learned after each tournament.
- f) Shall coordinate the registration process for CRC teams participating in external tournaments, ensuring alignment with CRC team needs, cost-effectiveness, and age-appropriate development goals.
- g) Shall liaise with external tournament coordinators to negotiate favourable terms, secure priority access, and ensure a positive experience for CRC teams.

#### 6.5 Risk and Safety Officer

- a) Shall be the point of contact to address CRC safety and medical concerns.
- b) Shall coordinate CRC's safety and medical protocols including HEO medical forms, concussion policy, and first aid readiness.
- c) Shall liaise with trainers and team staff to ensure compliance with safety requirements.
- d) Shall support disciplinary proceedings in a consultative role when health or conduct issues intersect with safety matters.
- e) Shall provide the Board with advice and direction, with regards to safety issues or when conduct issues intersect with safety matters.

#### 6.6 Events Coordinator

- a) Shall plan and coordinate association-wide events like season kick-off (i.e. Crush Day), banquets, and awards ceremonies.
- b) Shall develop event plans and secure any necessary bookings, permits, and insurance as required.
- c) Shall recruit and coordinate volunteers to support CRC events and ensure safe execution.
- d) Shall work with the Board to align events with association objectives (e.g., fundraising, community engagement, player experience).
- e) Shall report event outcomes to the Board and maintain a calendar of annual association events.

#### 6.7 Coach Mentor

- a) Shall provide support and mentorship to head coaches throughout the season, particularly new or less experienced coaches.
- b) Shall observe team practices and games periodically and provide constructive feedback consistent with CRC's coaching philosophy.
- c) Shall support coaches in using CRC coaching resources and contribute to ongoing improvement based on feedback and practice observations.
- d) Shall assist the Director, Hockey Operations and Player Development Lead in identifying coaching needs and recommending training or development.

#### 6.8 Ice Scheduler

- a) Shall prepare the tryout schedule in consultation with the President and Director, Hockey Operations.
- b) Shall liaise with appropriate stakeholders to assign practice ice for the preseason, regular season, and playoffs.
- c) Shall coordinate the scheduling of league games and playoffs, and work to resolve ice conflicts in collaboration with league and facility partners.
- d) Shall be responsible for the fair distribution of ice to CRC teams and will track assignments to ensure equity.
- e) Shall arrange for the purchase and contractual confirmation of additional ice ('contract ice') as required.

**6.9 Registrar**

- a) Shall receive and process all tryout applications including payment, and shall ensure all players registered for tryouts have registered with their home association prior to their first ice session.
- b) Shall develop and manage official team lists and affiliated player lists.
- c) Shall coordinate the completion of any CRC codes of conduct by players, parents and coaches.
- d) Shall ensure timely dissemination of registration-related information to the membership.
- e) Shall coordinate with the Director, Finance (Treasurer) to collect player registration fees immediately following team selection.

**6.10 Timekeeper Coordinator**

- a) Shall recruit, schedule, and oversee timekeepers for all CRC home games, including regular season, playoff, and tournament games.
- b) Shall ensure all timekeepers are trained on scorekeeping and timekeeping procedures in accordance with HEO and league rules.
- c) Shall maintain and distribute timekeeper resources such as instruction guides, game sheets, and equipment as required.
- d) Shall monitor attendance and performance of assigned timekeepers and resolve any issues that arise.
- e) Shall maintain and submit timekeeper assignment and payment records to the Director, Finance (Treasurer) for honorarium or reimbursement.

**6.11 Equipment Manager**

- a) Shall manage the inventory, distribution, and collection of all CRC-owned equipment, including but not limited to pucks, pylons, first aid kits, and goalie gear.
- b) Shall ensure all equipment is safe, functional, and meets HEO safety standards at the beginning of each season.
- c) Shall coordinate the fitting, assignment, and return of team staff and player apparel and CRC-branded gear.
- d) Shall maintain accurate records of all issued equipment and apparel and report losses or damages to the Board.
- e) Shall recommend purchases, repairs, or replacements of equipment to the Board as needed and in alignment with the approved budget.

**BYLAW 7 — QUALIFICATIONS OF DIRECTORS AND OPERATIONAL ROLES**

- 7.1 The following outlines the minimum qualifications required for candidates seeking nomination as Elected Directors or operational roles of the CRC.
- 7.2 Persons eligible to run for the position of Director, Hockey Operations must have held a board position or served in a team official capacity (coach, trainer, or team manager) with any minor hockey association for at least one full season within the last five years.
- 7.3 Persons eligible to run for the position of Director, Finance (Treasurer) must demonstrate experience managing budgets or financial records for a not-for-profit, business, or organized sports team. Previous treasurer or finance committee experience is preferred but not required.
- 7.4 Persons eligible to run for the position of Director, Communications & Secretary must demonstrate strong organizational and communication skills. Prior experience preparing meeting minutes, managing email lists, or supporting logistics in a team or volunteer setting is an asset.
- 7.5 Persons eligible to run for the position of Policies and Procedures Coordinator must have demonstrable experience developing or applying organizational policies, procedures, or bylaws in a volunteer, public, or private sector context.
- 7.6 Persons eligible to run for the position of Player Development Lead must have at least one season of coaching, development planning, or technical program involvement in minor hockey or another youth sport.
- 7.7 Persons eligible to run for the position of Digital Services Coordinator must demonstrate comfort with digital platforms (e.g., TeamLinkt, websites, Google/Microsoft workspaces), and basic troubleshooting. Prior experience managing team or association systems is an asset.
- 7.8 Persons eligible to run for the position of Tournament Coordinator must have participated in the planning or coordination of a hockey tournament or demonstrate project management or event planning experience.
- 7.9 Persons eligible to run for the position of Risk and Safety Officer must have a sound understanding of Safe Sport, CRC Codes of Conduct, and ideally experience handling discipline or conflict resolution in a team, board, or employment context.
- 7.10 Persons eligible to run for the position of Events Coordinator must have planned or coordinated events for a team, school, community group, or association. Experience recruiting and managing volunteers is an asset.
- 7.11 Persons eligible to run for the position of Coach Mentor Must have at least three years of coaching experience in minor hockey, with at least one season at the competitive level. Must be in good standing and demonstrate alignment with CRC's coaching philosophy.

**BYLAW 8 — COMPENSATION OF ELECTED AND APPOINTED BOARD MEMBERS**

- 8.1 All Board members of the CRC shall serve without remuneration. No Board member shall, directly or indirectly, receive any profit from their position.
- 8.2 Board members may be reimbursed for reasonable out-of-pocket expenses incurred in the performance of their duties, provided such expenses are approved in accordance with CRC financial policies.
- 8.3 Nothing in these Bylaws shall prevent a Board member from receiving compensation for services rendered to the CRC in a capacity other than as a Board member, provided the arrangement complies with the CRC's conflict of interest policy and applicable laws.

**BYLAW 9 — CONFLICT OF INTEREST**

- 9.1 Any Board member who has a direct or indirect interest (financial, personal, or otherwise) in a contract, transaction, decision, or other matter involving the CRC shall disclose the nature and extent of the interest at the earliest opportunity, and no later than the Board meeting at which the matter is first discussed
- 9.2 The Board member shall not vote on any resolution related to the matter and must recuse themselves from any associated discussion unless specifically invited by the Chair to provide relevant background or factual information.
- 9.3 All disclosures of conflicts of interest shall be documented in the official minutes of the meeting where the disclosure occurs.
- 9.4 Where warranted, the Board may require the conflicted individual to withdraw from the meeting during deliberation and/or impose additional measures to mitigate the conflict, including reassignment of duties or temporary suspension from related activities.
- 9.5 Failure to disclose a real or perceived conflict of interest may result in disciplinary action, including possible removal from the Board, in accordance with CRC disciplinary procedures.
- 9.6 A Conflict-of-Interest Register shall be maintained and updated by the Director, Communications & Secretary or their designate, and made available for review by the Board upon request.

**BYLAW 10 — BOARD CODE OF CONDUCT**

- 10.1 This bylaw establishes the expected standards of behaviours for members of the Board. All Board members shall fulfill their duties honestly, ethically, and in the best interests of the CRC and its members.
- 10.2 In carrying out their responsibilities, Board members shall:
  - a) act with integrity and professionalism, in full compliance with CRC's Constitution, Bylaws, and policies;

- b) support and respect collective Board decisions, and contribute to maintaining the credibility and reputation of the CRC;
  - c) treat fellow Board members, volunteers, families, players, and officials with respect and civility at all times; and,
  - d) avoid engaging in any behavior - public or private - that may harm the CRC's reputation or diminish confidence in its leadership.
- 10.3 Board members shall maintain the confidentiality of non-public information obtained in the course of their duties, including personal and sensitive information, matters discussed in closed sessions, and any information designated as confidential.
- 10.4 Board members must comply with the CRC Conflict of Interest Bylaw. They are responsible for disclosing any real or perceived conflicts and recuse themselves from related discussions or decisions.
- 10.5 Board members shall not use their position or CRC resources for personal gain or to unfairly influence decisions, including decisions involving their own children, teams, or external affiliations.
- 10.6 Board members are expected to attend meetings regularly, review materials in advance, and participate actively and constructively in Board business.
- 10.7 A Board member who violates this Code of Conduct may be subject to disciplinary action, up to and including removal from the Board, in accordance with the removal provisions of these Bylaws.
- 10.8 All Board members shall review and sign a declaration affirming their understanding and commitment to this Code of Conduct at the beginning of each term or upon appointment.

#### **BYLAW 11 — MEETINGS OF THE BOARD**

- 11.1 As a general rule, the Board shall hold regular monthly meetings and additional meetings, as the Board deems necessary. The Board may appoint one or more days in each month for regular meetings at a place and time named.
- 11.2 Meetings of the Board may be called by the President or any two elected Board members at any time and any place on notice as required.
- 11.3 Notice of meetings, including an agenda, shall be given by the Director, Communications & Secretary to the Board at least two (2) days prior to such meetings. Minutes of the meetings should be distributed in a timely fashion following meetings.
- 11.4 Exceptions to the two (2) day notice shall be allowed to call a special or emergency meeting of the Board, provided that a quorum of Board Members agrees to such a meeting.

- 11.5 If for any reason, a meeting has not been called by the President within two weeks after being requested by two or more Board Members, a meeting may be called and chaired by one of the Elected Directors.
- 11.6 The President shall preside as Chair at Board meetings. In the absence of the President, the Director, Hockey Operations shall serve as Chair. If both the President and Director, Hockey Operations are unavailable, the Board shall appoint one of the remaining Elected Directors present to act as Chair for that meeting.
- 11.7 Attendance at the Board meetings shall be open to CRC Board members and invited guests where the President has granted permission.
- 11.8 The quorum for Board meetings shall be a majority of its Board members. No business shall be transacted at any meeting of the Board unless a quorum is present at the commencement of and throughout the meeting.
- 11.9 Any Board member having a conflict of interest on a voting issue must declare their conflict for the record and must abstain from the vote.
- 11.10 Questions arising at any meeting of the Board shall be decided by a majority vote. The President may only vote in the event of a tie. At all meetings of the Board, every question shall be decided by a show of hands unless a poll on the question is required by the President or requested by any Board Member. A declaration by the President that a resolution has been carried and an entry to that effect in the minutes is conclusive evidence of the fact without proof of the number or portion of votes recorded in favor or against the resolution.
- 11.11 Conducting votes via e-mail is appropriate when the items in question are not controversial and do not require extensive background and explanation. If the President, in consultation with the Board, believes that the item might require extensive discussion, he will defer voting until the next meeting.
- 11.12 If any Board member wishes to request that voting on a particular issue be at a regular meeting and not via e-mail, they should inform the President. It is intended that the return of the vote, via email, from a Board member's email address will be deemed as satisfactory authorization of voting by the said member. Proxy voting will not be accepted or deemed appropriate for email voting. All votes completed by e-mail will be reconfirmed at the next meeting of the Board and recorded in the minutes of that meeting.
- 11.13 Each member of the Board shall have one vote, except the President and Past President (who is not eligible to vote). Questions arising at any Board meeting shall be decided by a simple majority of votes cast. In case of an equality of votes, the President shall have a casting vote.
- 11.14 If all the members of the Board consent, a Board member may participate in a meeting of the Board by telephonic or electronic means that permits all participants to communicate adequately with each other during the meeting. A Board member participating by such means is deemed to be present at that meeting.



**BYLAW 12 — BOARD TRANSPARENCY AND COMMUNICATION**

- 12.1 The Board shall operate transparently and keeping members informed about major decisions, activities, and governance matters.
- 12.2 The CRC shall publish the schedule of regular Board meetings on the association's website or other designated platform.
- 12.3 The agenda for each meeting shall be posted no fewer than five (5) days prior to the scheduled meeting date, excluding in-camera or confidential items.
- 12.4 A summary of key decisions made at each Board meeting shall be made available to the membership within ten (10) days following the meeting.
- 12.5 Approved minutes of Board meetings including key decisions made, excluding confidential or personal information, shall be made available to the membership by being posted on the CRC website within ten (10) days following the meeting.
- 12.6 The Board shall publish a summary of its annual priorities and key initiatives at the beginning of each hockey season.
- 12.7 A year-end summary or report shall be shared with members prior to or during the Annual General Meeting.
- 12.8 The CRC shall maintain up-to-date and accessible communication channels (e.g., website, email updates, team-level communications) to ensure timely and accurate dissemination of information to members.
- 12.9 The Board may withhold information that contains personal, disciplinary, or otherwise sensitive content as determined by the President and in accordance with the CRC Code of Conduct and applicable laws.

**BYLAW 13 — PROTECTION OF BOARD MEMBERS**

- 13.1 No member of the Board shall be held personally liable for any loss, damage, or expense incurred by the organization arising from:
  - a) the actions, omissions, or defaults of any other Board member;
  - b) participating in or conforming to a collective decision or act;
  - c) deficiencies in the title to any property acquired by the organization;
  - d) the insufficiency of any investment or security in which the organization's funds are placed;
  - e) the bankruptcy, insolvency, or misconduct of any person, firm, or corporation holding the organization's funds or property; or

- f) any other loss or misfortune incurred in the execution of their duties or in relation to their role.

13.2 This protection does not apply in cases of willful misconduct, intentional wrongdoing, or gross negligence by the individual Board member.

#### **BYLAW 14 — FINANCIAL MANAGEMENT**

- 14.1 The Director, Finance (Treasurer) shall prepare a seasonal operating budget for CRC and propose a harmonized CRC fee structure for Board consideration. The budget shall be submitted to the Board for approval prior to the start of tryouts.
- 14.2 A financial statement shall be prepared by the Director, Finance (Treasurer) at the end of each hockey season and presented to the Members at the AGM. The Board may, at its discretion, appoint an auditor or reviewer to examine the financial records prior to the AGM.
- 14.3 To support a timely start to the upcoming season, the Board may authorize a provisional spending limit and reserve fund of up to 20% of the prior season's approved operating budget. This interim authority shall be confirmed at the AGM and applies only until the current season's budget is formally approved.
- 14.4 CRC shall maintain an official bank account in the name of the association. All business conducted on behalf of the CRC shall be transacted through the association account.
- 14.5 Signing authority shall reside exclusively with the President and the Director, Finance (Treasurer). All financial transactions requiring a signature (e.g. cheques, bank drafts, other negotiable instruments) must be authorized jointly by both individuals..
- 14.6 Any unbudgeted expenditure exceeding \$300 shall require prior approval of the Board. The Board may establish thresholds or delegated limits by resolution, where appropriate.
- 14.7 All electronic payments, including eTransfers, shall require the joint approval of the President and the Director, Finance (Treasurer), who are the only authorized signing officers of the CRC. Documentation supporting each payment shall be retained and made available to the Board upon request. Electronic payment authorizations must be recorded and verifiable through the CRC's banking platform or accounting system..
- 14.8 In exceptional circumstances where one signing officer is temporarily unavailable due to illness, travel, or other valid reasons, the Board may, by resolution, authorize an interim signing officer from among the remaining Elected Directors. Such authorization shall be time-limited, recorded in the minutes, and reported to the Board at the next regular meeting. The Director, Finance (Treasurer) shall maintain a record of all interim authorizations and transactions processed under this provision.
- 14.9 The banking business of the CRC shall be transacted at such bank, trust company or other firm or corporation carrying on a banking business in Canada or elsewhere as the Board may designate, appoint or authorize from time to time by resolution. The banking business or any part of it shall be transacted by a Board member and/or other persons as the Board may by resolution from time to time designate, direct or authorize.

14.10 The Board shall ensure that all financial accounts and records of CRC are properly maintained in accordance with applicable laws, the CRC Constitution and these Bylaws. The Director, Finance (Treasurer) shall be responsible for maintaining such records and presenting them upon request by the Board.

14.11 The CRC shall deliver a copy of the Annual Financial Statements to any Member who has notified the association in writing of their wish to receive such documents, no fewer than 14 days prior to the Annual General Meeting. Documents may be sent electronically or by other reasonable means.

## **BYLAW 15 — STANDING COMMITTEES**

The following standing committees are established to support the effective operation and governance of the CRC. Unless otherwise stated, all standing committees operate under the authority of the Board and shall report regularly to the Board.

15.1 A **Tryout Committee** will be responsible for the planning, coordination, and fair execution of player tryouts for all competitive teams in accordance with CRC and governing body policies. Its mandate shall be to:

- a) Develop and publish the annual tryout schedule, ensuring transparency and fairness.
- b) Establish evaluation criteria and tools consistent with CRC standards.
- c) Recruit and coordinate independent evaluators where required.
- d) Ensure all players and families are informed of the process and expectations.
- e) Review and validate tryout results with head coaches prior to team announcements.
- f) Address any concerns or complaints related to the tryout process, escalating to the Board when necessary.

15.2 A **Discipline Committee** will be responsible for reviewing incidents involving misconduct, disputes, or violations of CRC rules or codes of conduct. The Discipline Committee shall be chaired by the President or Director, Hockey Operations. The committee shall include at minimum: Policies and Procedures Coordinator, Risk and Safety Officer; and Director, Communications (to act as recorder). The President may assign additional Directors where appropriate. Its mandate shall be to:

- a) Receive written complaints and initiate reviews in accordance with CRC policies.
- b) Convene hearings when deemed necessary by the President or the Director, Hockey Operations.
- c) Ensure fairness and impartiality in all proceedings.
- d) Provide written decisions and inform involved parties of their right to appeal, including the process to escalate to HEO District 3 if applicable.

- 15.3 A **Coach Selection Committee** (CSC) shall be responsible for conducting an open and objective process to evaluate and select head coaches for CRC teams. The Committee shall have the authority to make final coaching appointments, subject to the following conditions::
- a) All coaching applications submitted through the official nomination process shall be reviewed by the CSC.
  - b) The CSC shall interview and evaluate candidates based on their qualifications, experience, coaching philosophy, and alignment with CRC values.
  - c) The CSC shall inform the Board of its final decisions before those decisions are communicated publicly or to applicants.
  - d) The Board retains the right to request clarification on any CSC decision but may not overturn a duly made appointment unless the decision contravenes CRC policies, the Constitution, or applicable eligibility requirements.
- 15.4 All members of Standing Committees must be free of any real or perceived conflict of interest related to the matter under discussion or decision. Any member who may be in such a conflict shall declare it immediately and recuse themselves from related deliberations, evaluations, or votes. The Committee Chair, or the President if necessary, shall determine whether a conflict exists and will ensure appropriate action is taken to maintain the integrity and fairness of the process.

## **BYLAW 16 — AUDIT**

- 16.1 The Members may, by ordinary resolution at each Annual General Meeting, appoint a public accountant (auditor) to hold office until the next Annual General Meeting.
- 16.2 If no appointment is made, the incumbent auditor shall continue in office until a successor is appointed.
- 16.3 The Board may fill any vacancy in the office of the auditor, provided that a quorum of Board members remains in office.
- 16.4 The auditor appointed must:
- a) be independent of the CRC, its affiliates, and the Board; and
  - b) be licensed under the Public Accounting Act, 2004 to conduct audits in Ontario.
- 16.5 The remuneration of the auditor shall be determined by the Board
- 16.6 If the CRC meets the criteria for an audit exemption under applicable legislation, the Members may pass a special resolution to dispense with the requirement to appoint an auditor for that fiscal year.

**BYLAW 17 — EQUIPMENT**

- 17.1 The CRC shall provide jerseys and socks to players participating in tryouts. All tryout jerseys must be returned to the CRC at the conclusion of the tryout process for each player, regardless of outcome.
- 17.2 For players officially rostered on a CRC team, the association shall provide:
- a) Official game jerseys
  - b) Game socks
  - c) CRC-branded pant shells
  - d) Practice jerseys
- 17.3 Game jerseys and pant shells must be returned in good condition at the end of the season or upon request. Players or families may be charged a replacement fee for items that are damaged beyond normal wear and tear or not returned.
- 17.4 Replacement items shall be purchased as required, subject to CRC policies and Board approval.
- 17.5 Goaltenders requiring equipment rentals shall request assistance through their Home Association, in accordance with the procedures established by HEO District 3 or the applicable governing body.

**BYLAW 18 — WEBSITE AND DIGITAL COMMUNICATIONS**

- 18.1 The CRC shall maintain an official website and other digital platforms as needed to support the administration of the association and the distribution of information to members.
- 18.2 The website shall be updated regularly and serve as a central source of information for news, policies, schedules, forms, and other relevant content.

**BYLAW 19 — SEASONAL TEAM STRUCTURE AND OPERATIONS**

- 19.1 The number and categories of teams entered into competition each season shall be determined by the Board, based on registration numbers, available coaching resources, competitive viability, and league or governing body requirements.
- 19.2 All players must be duly registered with their Home Association prior to participating in CRC tryouts, practices, or team activities.
- 19.3 The CRC shall not entertain age advancement requests.
- 19.4 Each CRC team shall include, at a minimum, the following officials: one (1) Head Coach, one (1) Team Manager, and one (1) Trainer. Additional positions may include Assistant Coaches, a Goalie Coach, and a Parent Representative.
- 19.5 All team officials must meet certification requirements as set by HEO and comply with CRC policies.

- 19.6 Head Coaches shall be selected through a formal application and evaluation process led by the Coach Selection Committee, as described in Bylaw 13.
- 19.7 The Head Coach shall select their staff (Team Manager, Trainer, Assistant Coaches, Goalie Coach), subject to approval by the Board.
- 19.8 The Parent Representative shall be selected by the Head Coach or team parents and must not be in a conflict of interest.
- 19.9 All team officials must:
- a) Complete “Respect in Sport”, “Gender Identity and Expression” training and any other training mandated by HEO District 3, Hockey Eastern Ontario or Hockey Canada.
  - b) Meet the certification standards applicable to their role as specified by Hockey Eastern Ontario.
  - c) Submit a Vulnerable Sector Check (Police Background Check) by October 31.
  - d) Sign and comply with CRC’s Coach and Volunteer Code of Conduct.
- 19.10 CRC shall hold annual tryouts for all competitive teams. The planning and execution of tryouts shall be led by the Director, Hockey Operations in accordance with the Tryout Policy approved by the Board.
- 19.11 Detailed evaluation procedures, criteria, evaluator criteria and responsibilities are outlined in the CRC Tryout Policy and Procedures.
- 19.12 The use of affiliated players and transfer processes must comply with CRC’s Affiliation & Player Movement Policy and governing body regulations.
- 19.13 Official team rosters must be finalized by November 15 of the current season, unless otherwise approved by the Director, Hockey Operations.
- 19.14 Any changes to team officials or players must be submitted to and approved by the Director, Hockey Operations for the relevant level.
- 19.15 The Board shall approve and publish the base registration fee schedule annually prior to tryouts.
- 19.16 Team budgets, including all projected expenses and revenue (e.g., sponsorships and fundraising), must be submitted to parents and the Policies and Procedures Coordinator at designated intervals.
- 19.17 Reimbursement of team official training expenses shall be limited to mandatory courses required by Hockey Canada, Hockey Eastern Ontario, or HEO District 3 for certification or roster eligibility. All reimbursements must comply with the guidelines established by the Board and be supported by appropriate documentation.

19.18 CRC teams may register for a maximum of four (4) tournaments per season, with a fifth allowed upon parent approval.

19.19 CRC players and coaching staff are expected to represent the association with professionalism. All game and event attire must align with standards established in the CRC Equipment and Apparel Policy.

19.20 The operational details and processes associated with seasonal team activities, including tryouts, team selection, certification, fundraising, affiliated player use, and tournaments, shall be governed by official CRC policies and procedures enacted and amended by the Board.

## **BYLAW 20 — AMENDMENT OF BYLAWS**

20.1 These Bylaws may be amended by resolution of the Board of Directors in accordance with Article 16 of the CRC Constitution.

20.2 The Board shall ensure that Members are notified of proposed and adopted Bylaw changes in accordance with CRC's transparency and communication practices.