

Policy Name: Fiscal		Date of Approval September 19, 2026	Effective Date: September 19, 2026
Approved by: HNO Board of Directors	Prepared by: Finance Committee		Replaces Previous Versions May 30, 2026
Review Cycle Annual			
Responsible Board of Directors - Finance Committee	Accountable Board of Directors	Consulted Board of Directors	Informed HNO Members

The content of the policy shall apply to Hockey Northwestern Ontario's (the Branch) membership. Upon approval, amendments shall be brought to the Finance Committee for review and approval prior to ratification by the Branch's Board of Directors.

This document precedes all other policies written in other Branch publications, except for the Branch's Articles, By-Laws, and Regulations.

The Hockey Northwestern Ontario Fiscal Policy has been developed by the Branch Finance Committee to enhance the financial operations of Hockey Northwestern Ontario (hereinafter referred to as the Branch). This document shall make members aware of the manner and process in which the finances of the Branch are handled.

FINANCE COMMITTEE

Terms of Reference

- a) The Finance Committee shall consist of the Chair, President, Vice President and Past President. The Executive Director will serve as a staff resource.
- b) It shall be the duty of the Finance Committee to review budgets that are prepared by all Committees, Resource People in conjunction with the Executive Director and to submit a budget for approval by the Board of Directors. The Finance Committee shall continually monitor the finances of the Branch throughout the fiscal year, which ends March 31. Minutes of each Committee Meeting shall be submitted to the Board prior to each Board Meeting.
- c) The Finance Committee shall be empowered to make and carry out decisions that are within the approved budget. Matters that involve finances outside the approved budget and outside of the designated limits in the Fiscal Policy shall be presented to the Board of Directors, with recommendation from the Finance Committee.
- d) The Fiscal Policy shall be reviewed by the Finance Committee and changes to the Fiscal Policy will be brought forward for approval by the Board. The Fiscal Policy shall address, in detail, all criteria and regulations for the financial operation of the Branch.
- e) The Finance Committee shall:
 - i) Present financial reports at each Board Meeting.
 - ii) Ensure democratic control of all the Board's finances and in setting financial priorities.
 - iii) Review funding applications.
 - iv) Undertake strategic planning for the Branch in regards to growth and promotion, as well as determine the best possible source of investment for Branch monies.
 - v) Meet annually with the Board's Auditor or Accountant, prior to the Annual General Meeting to review the audit or review engagement.
 - vi) Evaluate recommendations suggested by auditor or accountant.

1) Budget

The following numbers placed in the budget will be sound when judged against the following:

- The anticipated revenues will be either secured or backed by research and dominant facts.
- The projected expenses will either be based on known costs or backed research and documented fact.
- Both revenues and expenses will be based on historical data from the past two (2) fiscal years.
- The budget should not be dependent upon monies obtained through Hockey Canada hosting international events or the Hockey Canada Legacy Fund or monies derived through the hosting of Inter-Branch Championships.

The Board shall have the authority to adjust the budget should Hockey Canada's fee structure change after the budget has been approved. The fee structure would include, but not be limited to participant insurance coverage, transfers, and development materials.

Process:

Committees, Referee-in-Chief and Technical Director will submit their respective budgets to the Executive Director by February 1.

The Finance Committee and Executive Director will review the budget submissions. Finance Committee would meet within the month(s) of February and March.

Budget presentation would take place at the Board of Directors' Meeting closest to the end of the fiscal year. If there were more issues with the proposed budget the Finance Committee and the Executive Director would work on the budget during the following week(s) for approval at the first Board of Directors' Meeting after the Annual General Meeting.

2) Expense Claims

Attached as Appendix B (HNO's Expense Claim Form), the process for submission is outlined on the form.

Finance Committee, Executive Director and Signing Officers have full authority to question any item on an expense claim form. Expense claim forms not properly completed will be returned to the Claimant.

Payment of submitted expense claims for all approved meetings will be processed within ten (10) days of the receipt. The Branch Office will issue payment for travel, meals and accommodation only. The Branch shall pay these per diems based on attendance at Branch scheduled meetings or presentations.

3) Fees

Minor Hockey Associations will be required to pay two-thirds (2/3) of their assessment based on the previous season's assessment due October 15. The final registration numbers will be reconciled no later than March 1 and final payment will be due within 30 days of the registration invoice.

Senior and Junior teams shall pay by October 15 of the current playing season, two-thirds of the total owing and one-third of the total owing by December 1 of the current playing season.

Hockey Canada Insurance Breakdown (Per Registered Participant)

*Included Players & Team Personnel that are registered to the team in the Hockey Canada Registry

Hockey Canada Insurance								HNO Fees				
Division	<u>AD & D</u>	<u>MMD</u>	<u>Safety/ Risk Mgmt Fees</u>	<u>GL</u>	<u>D&O Liability</u>	<u>Assessment</u>	<u>HCR</u>	<u>Admin</u>	<u>Mentor ship</u>	<u>Capital</u>	<u>Risk & Safety</u>	<u>Total</u>
Minor	\$4.99	\$2.00	\$4.58	\$12.51	\$5.88	\$10.17	\$3.17	\$41.35	\$1.00	\$0.50	\$0.50	\$86.65
Team Fee												<u>Total Team Fee</u>
Junior A *												\$4,106.82 (includes tax)
Junior A (U.S.A. based teams)												\$2,590.47 (includes tax)
Junior B *												\$3,592.50 (includes tax)
University												\$4,806.46 (includes tax)

*does not include supplement for players wearing visors

Officials Insurance & Certification Fees

Hockey Canada Insurance & Certification Fees								HNO Fees				
Level	<u>AD & D</u>	<u>MMD</u>	<u>Safety/ Risk Mgmt Fees</u>	<u>GL & Dental</u>	<u>D&O Liability</u>	<u>Assessment and Level Fees</u>	<u>HCR</u>	<u>Admin</u>	<u>Mentorship</u>	<u>Capital</u>	<u>Risk & Safety</u>	<u>Total</u>
All	\$4.99	\$2.00	\$4.58	\$23.31	\$5.88		\$3.17		\$1.00	\$0.50	\$0.50	
1						\$11.00		\$119.96				\$192.48 (includes tax)
2						\$12.00		\$120.96				\$194.61 (includes tax)
3						\$13.00		\$121.96				\$196.74 (includes tax)
Member High Performance						\$14.00		\$122.96				\$198.87 (includes tax)
Member National Performance						\$15.00		\$123.96				\$201.00 (includes tax)

Increases in membership fees shall be given notification one (1) year in advance of its implementation.

Junior and Senior teams are charged a flat fee since they register variable amount of players and coaches per season, therefore, the administration fee that goes back to the Branch varies. This fee also includes home playoff, regular season and exhibition game fees.

Administration fees for Officials include: casebook, evaluations, and items within the officiating program (i.e. Referee-In-Chief travel, Zone Referee-In-Chief travel, etc.). -

Insurance rates shall be set annually during the Winter Congress Meeting or Spring Congress Meeting of Hockey Canada's Board of Directors.

4) Financial Statements

A financial statement shall be prepared and presented to the Board by the Finance Committee at each of Board meetings.

The Board shall review the appointment of the following year's Auditor or Accountant of the Branch during the month of May, with their recommendation being presented during the Annual General Meeting. The Auditor or Accountant shall examine the financial procedures of the Branch upon appointment. The Auditor or Accountant shall prepare an audited financial statement or review engagement each May for presentation at Branch's Annual General Meeting.

5) Corporate Filings

The Branch will file its Annual Return as per the Corporations Information Act with the Ministry of Government Services and the Ministry of Finance after Branch Annual General Meeting and before August 15.

6) Invoices

Invoices issued by the Branch shall be paid within 30 days of the invoice date. Outstanding accounts shall be subject to late payment charges at one per cent (1%) per month. Bills not paid within 60 days may result in loss of the following privileges:

- Access to Hockey Canada Registry.
- No travel permits will be written for the Association until the outstanding account is resolved.
- The ability to charge items and service to their account.

Outstanding bills not paid by the Annual General Meeting will result in the Member losing their right to vote at the meeting.

Bills not paid within 120 days will result in:

- The loss of the above-mentioned privileges.
- The Team, League or Association being brought to collections.
- Junior teams and/or Leagues may be brought to collections earlier than the 120 days, if they have shown a history of overdue accounts.

Non-Sufficient Funds (NSF) cheques

Any Member that submits a cheque that the bank returns shall be charged \$25.00.

7) Lodging

All hotel rooms for Branch Meetings may be reserved through the Branch Office. The Branch will pay for hotel rooms and taxes only. All other allowable expenses must be claimed through the Expense Claim Procedure. A copy of the hotel receipt must be attached to the Expense Claim Form upon submission.

- a) Accommodation – Will pay up to the maximum of the negotiated hotel rate and the Director would assume the difference if the rate paid is over the negotiated rate.
- b) In the event that a Director chooses to return home and not stay at the hotel, the Director will be compensated the lesser of the negotiated hotel rate or the actual number of kilometres driven.

8) Meals

Reimbursement for meals while traveling on Branch business (whether in- or out-of-province) shall be paid at the following rates:

Branch Meeting		Other Travel
Maximum per diem	\$65.00	\$85.00

These rates shall be reviewed annually by the Finance Committee.

9) Meetings

The Finance Committee shall meet regularly as determined by the Committee Chair. The agenda will include Welcome, Previous Meeting Minutes, Balance Sheet, Income Statement (Profit and Loss Statement), and Budget versus Actual Variance Report, Accounts Payable, Accounts Receivable, and New Business. The Finance Committee meetings shall be by conference call or in-house meeting at the discretion of the Finance Committee Chair and the Executive Director.

10) Office Supplies

The Branch shall purchase office supplies as per the current budget at the most efficient cost from a stationery distributor from within the region.

11) Purchasing

The Branch is committed to obtaining the best value for the total acquisition cost of all goods and services purchased without sacrificing quality, flexibility, delivery time or the Branch's public reputation. To facilitate and encourage the timely purchase of goods and services, the Branch has adopted the following procurement statements.

Outside of the operating budget, the President, the Executive Director and certain Committees will have the authority to make purchases. It is required that two (2) distinct bids be acquired prior to purchase. Their limits and authoritative person(s) are outlined below:

Authority	Amount
Executive Director	\$1,000
President & Executive Director	\$1,001 - \$2,500
Finance Committee	\$2,501 - \$5,000
Board	\$5,001 – plus

Taxes are not included in the limits

Further to that:

- No person shall bind the Branch to agreements, licenses, contracts, leases, or other legally enforceable obligations unless authorized to do so by the Board, as detailed in Section 13.
- Where the authority is not delegated, and orders are placed in the name of Hockey Northwestern Ontario without an authorized purchase order or signature from Branch Signing Authorities it will be an obligation of the person placing the order and not an obligation of the Branch.

12) Reimbursements

- a) The Branch shall not provide any reimbursement of membership or insurance fees to active Members who have paid their annual membership and insurance fees and subsequently cease operation.
 - b) The Branch shall consider reimbursement of membership or insurance fees should a Member hold pre-season tryouts and participate in a pre-season exhibition game. Such reimbursement shall be solely dependent upon no injuries or Hockey Canada insurance claims being forthcoming from such pre-season tryouts and exhibition games.
 - c) Registered Participant Duplicates: The Branch will fully reimburse the Member who has a person that is registered on more than one (1) team. If a person is registered to another team outside of the Member they are originally registered with, the original registered Member will only pay Branch administration fees, while the other Member will pay both the administration and insurance fees.
 - d) Registered Participant Duplicates: If a Participant is certified as an Official and they are also registered to a team as a player, coach, etc., the Branch will not reimburse the Official. Their duplicated insurance fee will be credited to the Member.
 - e) Overpayment of an invoice by a Member will result in a credit applied to their account. However, if that Team, League or Association disbands they will be reimbursed within thirty (30) days of receipt of written documentation proving the cessation of operation.
 - f) Any Member that pays for a development clinic and does not attend that clinic will have credit applied to their account. They will be eligible to attend that same specific clinic within the fiscal year. Clinic fees are not refundable if a future clinic is not attended.
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13) Signing Authority

- a) The Branch Fiscal Policy dictates that there be four (4) persons with cheque signing authority and two (2) persons must sign each cheque as follows:
President
Vice President
Finance Committee Chair or Designate
Executive Director-
- b) The President or the Executive Director **must** sign **all** cheques.
- c) No person is able to sign any cheques being paid directly to them.
- d) Electronic payments will be reviewed using the same signing authorities as above and are only permitted for expenditures on the pre-approved list maintained by the Finance Committee.

14) Special Projects

All special projects must have written criteria and budgets approved by the Board. Supervision of revenues, expenditures and accountability will become the responsibility of the Project Coordinator. Projects will not be approved that budget for a deficit.

15) Travel

Travel for Branch Delegates must be authorized by the President and/or Executive Director. Branch travel allowance shall be paid at the Canada Revenue Agency reasonable allowance rate per kilometre.

Out-of-province travel shall be paid at the Canada Revenue Agency reasonable allowance rate per kilometre. Any Person travelling on behalf of the Branch as a representative will have his/her lodging paid for by the Branch credit card.

16) Travel, Meals and Entertainment

Please refer to Appendix A.

17) Trophies and Awards

Trophies and awards shall be purchased based on the need and cost outlined in the annual budget process at the most economical price available.

18) Funds

The Branch has established the following funds:

Fund Name	Decision Makers	Notes
Arnold Southern Bursary	Bursary Fund Committee	The committee gives out a maximum of three bursaries per year. Signing Authorities to match the General Account.
Capital Fund	Administration Committee and Finance Committee	Budgeted annually. Fifty cents (\$0.50) per minor hockey participant. Funds will be placed into the Capital Bank Account / Investment.
ING Direct	Branch Signing Authorities	Used to keep not immediately required funds liquid while earning interest revenue.
Mentorship Fund	Finance Committee, Executive Director and Technical Director	Budgeted annually. One dollar (\$1.00) per minor hockey participant.
Reserve Fund (Board of Directors)	Board	
Reserve Fund (Life Members)	Life Members	
Risk Management Fund	Risk, Conduct and Safety Committee	Budgeted annually. Fifty cents (\$0.50) per minor hockey participant.
Program of Excellence Fund	Branch Signing Authorities	Used to assist with the Program of Excellence.

19) Investments

Investments at the discretion of the Finance Committee may be made in any of the following investment categories:

- Annuities, deposit administration contracts or other similar investments issued by an issuer authorized to carry on insurance business in Canada.
- Bonds, debentures, notes or other debt investments excluding mortgage loans and mortgage-backed securities of government or corporations.
- Cash or money-market securities issued or guaranteed by the respected governments.
- Guaranteed investment contracts or equivalent financial investment of insurance companies, trust companies, banks or other eligible issuers.
- Term deposits or similar investments issued by trust companies, banks, or other deposit-making institutions.

All transfer of funds to investments must be signed by two (2) Branch Signing Authorities.

20) Regional Championship

The Branch will provide a grant of \$5,000 to the Host of a Regional Championship and \$10,000 to the Host of a National Championship located in the Branch. 50% of the grant payment would be made 30 days in advance of the first day of the event and 50% of the grant payment would be made 30 days after completion of the event and all related hosting requirements.

21) Branch Representative Travel for Championships

General

- a) The Branch Office and/or respective Branch Representative will arrange travel arrangements including accommodations, flight, car rental, etc.
- b) The Branch will cover the cost of the Branch Representative's travel, accommodation and per diem while attending a Championship.

Travel

When a team chooses to travel by chartered bus, the Branch Representative may travel by this method also. Should the Branch Representative choose not to travel by this method, cost of travel will be borne by the Branch as follows:

- a) When a Branch Representative chooses to travel by either car or plane, they will be reimbursed at the lesser of the most economical airfare or the approved rate per kilometre.
- b) The Branch's policy is to book the most economical airfare at least one (1) month in advance of the Championship. Consideration will be given to flight schedule and Director's schedule while being fiscally responsible.
- c) To determine the total distance, the Ministry of Transportation website shall be used. If the MTO website does not cover the destination points, then Google Maps shall be used.
- d) When the Branch Representative chooses to travel by personal vehicle, a daily gas allowance will be paid at the rate of \$22.50 per day for each day of the Championship for travel between the accommodation site and the venue.

Meals

- a) Per Diem will be paid as per Section 8.

Accommodations

- a) The Branch Representative shall stay at the designated accommodation site.
- b) Should the Branch Representative choose not to stay at the designated host site, cost of the accommodations will be borne by the Branch Representative.

Car Rental

- a) When the Branch Representative travels by air and the Host Site does not have an airport, a car rental will be allowed in order for the Branch Representative to travel from the nearest airport to the Host Site and return.
- b) When the Branch Representative travels by air and the Host Site has an airport, a car rental may be allowed if accommodations and venue are more than one (1) kilometre apart.
- c) Should a car rental be necessary, the Branch will assume the cost of fuel used during the rental period.
- d) Car rentals will be arranged by the Branch Office and/or Branch Representative.

Miscellaneous

- a) Movies and mini bar charges are a personal cost and are not to be claimed.
- b) Laundry services are the Branch Representative's responsibility.
- c) One (1), 15 minute personal phone call per day may be claimed for reimbursement.
- d) The cost of Internet access, if not provided by the Host hotel, may be claimed for reimbursement.

Example to Determine Most Fiscally Responsible Travel

Personal Vehicle

versus Air Travel

Mileage - \$650.00

Ticket - \$350.00

Gas allowance - \$135.00

Car Rental - \$250.00 (Includes gas)

Total: **\$785.00**

Total: **\$600.00**

Therefore, if you chose to use your personal vehicle, you would be reimbursed using the air travel amount (\$600.00) - the **lesser** of the two (2).

Similarly, if the air travel and car rental equalled \$785.00 and your personal vehicle use totalled \$600.00, you would be reimbursed for the personal vehicle amount – again, the **lesser** of the two (2).

22) Bursaries

The branch shall have two bursary awards. The Arnold Southern Memorial Bursary for secondary school students and the Jim Stirling Memorial Bursary for post-secondary students.

- a) The Bursary committee will be composed of one Life Patron, one Director of the Board, and the Executive Director. The life patron along with the Chair will be appointed by the Board of Directors.

The Past President will serve as an alternate in the event of a conflict of interest or the unavailability of any of the above three (3) Committee Members.

- b) The affairs of the Bursaries shall be administered through the Branch Office in cooperation with the committee.
 - c) The bursary committee will be responsible for selecting the recipients of the Arnold Southern Bursary yearly.
 - i. The branch office will be responsible for sending out the bursary information to the high schools in the region and members of the branch.
 - ii. Applicants of the bursary must have been a registered participant, coach, bench staff or officials with the branch in the current season.
 - iii. The amount to be awarded for any one bursary is one thousand dollars (\$ 1,000.00) and a maximum of two (2) bursaries will be awarded.
 - iv. Payment will be issued upon receipt of proof of payment and attendance at a recognized University or College.
 - d) The Jim Stirling Memorial Bursary is funded annually by BFL Canada.
 - i. Only students in post-secondary institutions shall be eligible. Students are only eligible to win the bursary one time during their post-secondary education.
 - ii. Applicants of the bursary must have been a registered participant, coach, bench staff or officials with the branch in the current season.
 - iii. A maximum of two (2) five hundred dollar (\$500.00) bursaries will be awarded.
 - iv. Payment will be issued upon receipt of proof of payment and attendance at a recognized University or College.
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Fee Schedule

A fee schedule of applicable fees for membership is below. Dollar amounts have been removed from the By-Laws of the constitution and will be referenced in the fee schedule. All other fees are also included for information purposes. Fees noted below include HST when applicable.

Fee	Amount	Note
Registration Fees		
Junior A Team Fee	\$4,106.82	As per Fiscal Policy
Junior A USA Team Fee	\$2,590.47	As per Fiscal Policy
Junior B Team Fee	\$3,592.50	As per Fiscal Policy
Minor Hockey Player & Team Personnel Individual Registration Fee	\$86.67	As per Fiscal Policy
University Team Fee	\$4,806.46	As per Fiscal Policy
Tournament Fees		
Tournament of Champions Entry Fee	Maximum \$1,700.00 (for U13, U15 and U18); \$1,500.00 (for U11)	Per Team as per Tournament of Champions Policy
Tournament of Champions - Team Withdrawal Penalty	Full refund less \$500 before December 15 th No refunds after December 15 th	As per Tournament of Champions Policy
Tournament Sanction Fees	\$5.65 - tournament sanction \$11.30 - inter branch tournament sanction \$56.50 - outside of Canada (USA) tournament sanction \$113.00 - International tournament sanction Per Team Fee - \$11.30 for Canadian Teams Non HNO Teams including Women's - \$11.30 Per Team Fee - \$56.50 for USA or International	As per HC regulations and HNO tournament policy
Tournaments - Failure to submit tournament suspension list within 24 hours of final game	\$282.50	Fine-as per tournament policy
Failure to notify tournament cancellation	\$28.25	Failure to notify the branch office within 10 days of scheduled tournament
Failure to Submit Tournament Reconciliation	\$113.00	Fine for fees not submitted 10 days after the tournament as per tournament policy
Tournaments - Host MHA failing to get a travel permit from a participating team	\$282.50	Fine as per tournament policy
Travelling without Travel/Game Permit	\$226.00	Fine - exhibition games against non HNO teams and all tournaments outside the home association

Travel Permits		
Travel/Game Permit	\$18.08	Required for all tournaments outside your home association and exhibition games against non HNO teams
Travel/Game Permit (Less than 5 business days)	\$56.50	Fee for any travel permit submitted less than 5 business before the tournament or exhibition game
U7 Jamboree Travel Permits	\$0.00	U7 Jamboree travel permits are free unless requested 48 hours or less before the jamboree
Training & Certification Fees		
Learning Lab - Coach 1	\$80.23	Online Module, Prerequisite for Coach 1 (needs to be completed one time)
Learning Lab - Coach 2	\$81.36	Online Module, Prerequisite for Coach 2 (needs to be completed one time)
Learning Lab - Development 1	\$74.02	Online Module, Prerequisite for Development 1
Learning Lab - Online Checking	\$16.39	Online Module, Prerequisite for Coach 2 & Development 1 (needs to be completed one time)
Coach 1 - Intro to Coach	*\$45.20	*Minimum fee indicated. Fee could be higher based on clinic location and participants. Includes Classroom & On-ice session.
Coach 2 - Coach Level & Checking Clinic	*\$50.85	*Minimum fee indicated. Fee could be higher based on clinic location and participants. Includes Classroom Portion & On-ice session
Coach Development 1 & Checking Clinic	\$231.65	Includes Classroom session, On-Ice session, Field Evaluation
Hockey Canada Safety Person Program - Level 1	\$22.04	Online Course ran through Hockey Canada
Hockey Canada Safety Person Program - Level 1 Renewal	\$16.38	Online Course ran through Hockey Canada
Hockey Canada Safety Person - Level 2 Renewal	\$56.50	With documentation. No online course required.
Learning Lab - Online Officiating 1/2	\$22.04	Online Module, Prerequisite for Level 1 & 2 Officials (needs to be completed one time)
On Ice Officials Certification Fees	\$192.48 - \$201.00	As per Fiscal Policy
Shift Forward General	\$24.86	Online Course ran through Hockey Canada
Shift Forward Parent	\$10.74	Online Course ran through Hockey Canada
Speciality Clinics	\$56.50	Includes Classroom session and On-Ice. I.E. Checking or Goaltending Clinics for Coaches

Other Fees		
Annual Membership Fee	\$169.50	Due by July 1 st with constitution and information in the portal.
Appeal	\$339.00	\$50.00 is non-refundable administrative fee
Declaring Teams	\$28.25	Fine - per team not declared by the date required within the Regulations
Game Protest	\$169.50	Forfeited if Protest is defeated
Video Review Request	\$282.50	As per Video Review in Discipline and Appeals Policy, \$50.00 is non-refundable administrative fee
Non-Sufficient Funds Cheques	\$28.25	To apply for any NSF's
Registration Appeal	\$169.50	Non-Refundable
Third Party Instructors not in compliance	\$226.00	As per Screening Policy