



Ottawa Jr. 67's AAA Hockey Club

09 September 2008

Minor Bantam 'AAA' ____	Major Bantam 'AAA' ____	Minor Midget 'AAA' ____	Major Midget 'AAA' ____
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NOTICE TO HEAD COACH / MANAGER OF 'AAA' TEAMS — TEAM FINANCIAL MATTERS —

Welcome to the second season of the Ottawa Jr. 67's AAA Hockey Club (subsequently referred to as the Jr. 67's AAAs, or the Hockey Club).

TEAM BUDGET

Since each AAA team is required to be self-sufficient with respect to 'team' expenses, each team manager **must** prepare a team budget so that they can determine the amount of funds that the team will require to meet its expenses for the season. A copy of the team budget **must** be provided to the Treasurer of the Hockey Club:

- **by 20 September 2008 for the Bantam and Minor Midget teams and**
- **by 01 October 2008 for the Major Midget team.**

To assist you in developing your budget requirements, you will find attached a **Team Budget Form** which includes an **estimate** for certain expenses for your team's division and level based on the current year's estimate of costs. The Team Budget starts with the projected team expenses and then the required revenues to cover these expenses, with the Parent Contributions being the final balancing item.

An electronic copy of the Team Budget Form for each team is available and has been (or will be) provided to you. In the electronic copy of the Team Budget Form, when you fill in the yellow shaded areas, the built-in formulas will perform most of the other calculations – **except for** the final calculation of the Parent Contributions – Actual requirement.

- **Rule-of-Thumb:** When preparing your team budget, it is better to *estimate high on the expenses, and estimate low on non-Parent Contribution revenues*. This leads you to estimate high on Parent Contributions to ensure that sufficient funds will be available to meet team needs. You **never** want to be in a position of having to ask parents after the season is over to provide additional funds to cover team year-end expenses. Therefore, in developing your budget, your team expenses should be less than your team revenues.

- Experienced Team Managers know that it is far easier to collect money from parents at or near the start of the season, then to have to chase them for extra Parent Contributions at the end of the season when their mind (and/or pocketbook) is no longer on hockey. To facilitate this process, the Hockey Club held a registration night on September 3rd (Major Midgets will be on Tuesday, September 30th, subject to confirmation) to collect the Hockey Club's registration fee as well as team fees or parent contributions, payment for 67's hockey tickets, and any orders for team jerseys, track suits, and leather jackets.
- Keep in mind also that most costs related to tournaments, equipment, ice for exhibition games, etc. are generally incurred early in the season. Therefore, initial Parent Contribution payments have been calculated as follows:
 - 25% by September 15th (September 30th for Major Midgets),
 - 25% by October 15th,
 - 25% by November 15th,
 - 12.5% by December 15th, and
 - 12.5% by January 15th.

We also recommend that sponsorship funds be due by the end of September to the extent possible to maximize the value of the sponsor benefits to the sponsor.
- Any teams that have a negative bank balance as of December 31st will see practice times suspended until the team account is in a positive position.

You are reminded that **the Hockey Club's Bylaws as well as its Rules & Regulations do not permit any individual team to hold its own bank account.** "Failure to conform to this rule will result in disciplinary actions against the member and/or team management."

The sections below on **Deposits of Receipts/Revenues** and **Cheque Requisitions** provide specific instructions related to the deposit of team funds into the Hockey Club's Bank Account and to the cheque requisitioning process to obtain funds from the Hockey Club's Bank Account within the limits of the individual team's balance of funds available.

It should be noted that *the Hockey Club will reimburse team officials the cost incurred for upgrading coaching or training qualifications.* Therefore, there is no need for individual teams to estimate the cost of such expenses. A '**Deposit / Disbursement Record**' form (see attachment), along with the appropriate receipt, **must** still be submitted to obtain the required reimbursement for the upgrading of coaching or training qualifications from the Hockey Club Treasurer.

EXPENSES

There are a number of expense items to consider when preparing the budget, and these include:

1. Ice costs: This is typically the team's largest expense. While the Hockey Club will pay the cost of ice for regular season and playoff league games, teams will be responsible for paying the

cost of ice for their practices whether such ice is made available through the Hockey Club or whether teams acquire such ice on their own.

There are two classes of practice ice that each team may have to budget for:

1. **Practice & “Home” Exhibition games – where the ice is provided via the Hockey Club –** Such ice is composed of a mix of ice provided from City of Ottawa owned arenas which is generally obtained from the Bytown District (District B) at an hourly charge of \$130.00 and ice rented from Carleton University is \$236.25 per hour. For the 2008-09 season a blended rate of \$185.00 per hour will be used.
2. **Practice & “Home” Exhibition games – where the ice is purchased separately by the team –** The ice rental rate is \$130.00 per hour from City of Ottawa arenas and has been estimated at \$235.00 per hour for non-City of Ottawa arenas, given the private sector nature of this ice.

Ice returns: The City of Ottawa requires **at least one month’s** notice in order for the Hockey Club and/or team to receive full credit for any ice that is returned to them. If ice has been allocated to a team by the Hockey Club’s Ice Convenor and **if sufficient notice is not provided** to him or his designate, **the team will be charged** for this ice.

- **Special Note:** Notwithstanding the above, teams will be encouraged to retain the ice allocated to them by the Ice Director through to about mid-March 2009. If a team did not make the playoffs or loses out in one of the earlier rounds, the team will be expected to use this ice time for exhibition or intersquad games and to continue developing their players for the next season.

Transfers of ice between teams:

- Any transfers of ice between teams **from the Hockey club’s bulk ice allotment** that is provided to the teams by the Hockey Club’s Ice Convenor should be directed to the Hockey Club’s Ice Convenor, who will make the necessary adjustment to the monthly allotment sheet prior to sending it to the Treasurer for monthly billing purposes. Otherwise the team that was initially allocated the ice will be billed for it.
- For any transfers of ice between teams of **ice purchased directly by a team**, the Team Manager should at the earliest opportunity notify the Treasurer by E-mail – with a copy to the Team Manager receiving the ice in question – the particulars (date, time, duration, arena, and the cost) of the ice so transferred. Upon receipt of such notification, the Treasurer will make the necessary inter-account transfers based on the City ice rate or other appropriate ice rate provided.

2. Tournament fees: Tournament fees are often the second largest team expense. The cost of individual tournament fees can vary significantly – from \$850.00 to \$1,050.00 or more. The amount of the tournament fee depends, in part, on the number of guaranteed games, the length of the games, the playoff format, and the value of any trophies or gifts provided. It is, therefore, important to try to determine at an early stage the total number of tournaments that the team wishes to enter. Unless the exact tournaments and their respective costs are known, teams are

encouraged to use the estimated average cost of tournaments for their Division and level as provided in the budget form.

- Experienced coaches begin lining up their tournaments before the start of the official hockey season. In fact, the Hockey Club has already provided most teams with “advanced funding” for several tournaments – all of which is charged to the team and will be recovered by the Hockey Club as team revenues are received. *Please consult the team financial statement of operations that has already been provided to you for team expenses incurred to date.*

- **Special Notes:**
 - A team must obtain a signed Travel Permit, in advance, for any travel outside the boundaries of the ODMHA.
 - If the fees for a U.S. tournament are payable only in U.S. funds, the Hockey Club’s Treasurer can arrange, with about 4 days advance notice, for a money order in U.S. funds to be issued to the tournament organizer.

Special Note: When a team travels to the USA, they do **not need** extra insurance, **but it is recommended.** Hockey Canada and OHIP only cover Ontario rates. If you obtain extra insurance, get insurance coverage for outside Canada and something that covers contact sports as well as both players and accompanying parents/guardians. According to the ODMHA (minutes of 10 October 2006 meeting), McDougal insurance seems to have decent coverage for teams and may be worth looking into. Another alternative is Blue Cross coverage.

3. Referees: The cost of referees for regular season and playoff league games is included in the OEMHL League Fee and will be covered by the Hockey Club. However, teams will be required to **pay the referees and linesmen cash (exact amount) before the start of each game.** A **Referee Payments Control Sheet** has been designed for this purpose and can be found on the Hockey Club’s web site. The cost of the referees will be reimbursed to the team upon submission of the **Referee Payments Control Sheet** or equivalent document.

For exhibition games, teams will bear the full cost of paying referees and linesmen for or sharing the cost with their opponents. The Team Budget Form assumes that the other team, i.e. the opponent, will reimburse the team for one-half of the referee cost. In reality, the Jr. 67’s AAA coach or manager has to work with the other team to agree upon payment of referee costs, or reciprocal games.

4. Equipment: As part of your team’s equipment expenses, you should include provisions for name bars (at a minimum, for new players to the Hockey Club), sponsor bars, socks, Cs and As, practice jerseys (at a minimum, for new players to the Hockey Club and for affiliates), and game jerseys for affiliates. Game jerseys for new players to the Hockey Club or for those requesting a replacement jersey are to be paid directly to the Hockey Club and, therefore, will not flow through the team’s financial statement of operations.

With respect to the socks, the Hockey Club has made arrangements to purchase a set of 20 home and away socks for each team, which in turn will be billed to each team by the Hockey Club's Treasurer for their fair share of the actual cost of the socks for their team.

Teams are also encouraged, for health reasons, to purchase individual water bottles for each player and a bottle holder for the team. Usually this becomes the responsibility of the trainer to handle during the season for games and practices.

An allocation of about 35 to 40 pucks is donated annually to each team free of charge.

The team is expected to make its own provisions for a **First Aid Kit**, although it is likely that the coaching team may already have one available.

5. OEMHL League Fees: For the 2008-09 season, the OEMHL League Fees will be paid for by the Hockey Club. For your information, these fees are approximately \$1,725.00 per team and, as previously stated, include the cost of referees for regular season and playoff league games, among other things.

6. ODMHA & District B (Bytown) Fees: The ODMHA insurance and assessment fees will be \$30.00 for each carded player and team official. District B, to whom the Hockey Club reports through to the ODMHA, will charge a fee of \$2.50 per player. For the 2008-09 season, these fees will be paid for by the Hockey Club.

7. Team Events: The most common team events are a Xmas party and a year-end party. Other team events that teams may wish to budget for are such things as special tournament meals and the rental of a 'party' room for away tournaments.

8. Team Gifts & Pictures: This expense category includes warm-up/track suits and leather jackets for team officials only, if necessary, as well as individual player and team pictures, Xmas gifts, year-end gifts or other gifts for players and/or officials.

In accordance with Hockey Club's Sponsorship Policy, team's should budget for various sponsorship related expenses including, among other things, the cost of the Ottawa 67's game packages (the quantity of which is commensurate with the size of the sponsorship received) and the cost of an autographed team appreciation plaque.

9. Transportation & Travel Expenses: There are two types of transportation and travel expenses that teams should budget for. The first type is player-related expenses, which consist primarily of bus rental expenses for out-of-town tournaments. The second type is coach-related expenses in accordance with the Hockey Club's 2008-09 Policy on Reimbursement of Travel Expenses for Head Coaches and Other Team Officials, which is available on our web site: www.ottawajr67aaa.com/Association/index.htm

10. Miscellaneous Expenses: This is a catch-all expense category for any team expenses not covered by the above items. It can include such items as team administrative expenses (e.g.

postage, envelopes, faxes, labels, photocopying, office supplies, etc.), team drinks or juices provided at the end of selected or all games, pin exchange gifts (Hockey Club pins are available at a reasonable cost through the Hockey Club's President), timekeeper and scorekeeper expenses, if applicable, and other expenses.

The Hockey Club will provide each team with a Cheque Endorsement Stamp, which will be charged to the team at its estimated replacement cost of \$25.00. This amount will be fully refundable to the team upon the return of the Stamp at the end of the season.

Did you know? – Coaches are provided with gamesheets for league games at their league coach meeting prior to the start of the season, however **extra gamesheets for exhibition games** are available from the Canteen staff at the Brian Kilrea Arena. You will be required to sign out for the gamesheets taken – up to a maximum of 4 at any one time – and their cost will be charged to the Hockey Club.

11. Player Development Expenses: This includes off-ice training to the team provided via the Hockey Club as well as any other off-ice training purchased separately by the team and other player development expenses.

RECEIPTS and REVENUES

- **Special Note re Cash Receipts:** Team managers may wish to purchase a Receipt Book and to issue a receipt for any *cash* receipts to provide an appropriate paper trail and thereby to avoid potential disputes regarding such items. The Receipt Book should contain a duplicate copy of the receipt for your records – with the original receipt being issued to the individual/organization paying cash.

1. Sponsors/Donations: Teams are encouraged to seek both team and player sponsors. The Executive has approved the Hockey Club's Sponsorship Policy for the 2008-09 season, which is available on the Hockey Club's web site.

As soon as possible after receipt of sponsorship funds (see the section below on **Deposits of Receipts/Revenues**), the Hockey Club's Director of Fundraising and Sponsorship or her designate will issue a receipt to the sponsoring organization – either directly or through the team manager or player/parent who obtained the sponsor. *It is therefore important for the Team Manager to provide the Hockey Club's Director of Fundraising and Sponsorship with the appropriate Sponsorship Agreement Form in a timely manner so that a receipt can be issued promptly.* A pro-forma Sponsorship Receipt form on Hockey Club's letterhead has been prepared to facilitate this process.

It should be noted that **some sponsors issue a cheque in the name of a numbered company** (their legal name). In such instances, we would appreciate it if you could **please obtain the name under which the company operates as (O/A)** – which is likely to be a more recognizable

or noteworthy name. Since we intend to acknowledge all sponsors on the Hockey Club's or team's web site, the name under which the company 'operates as' may be more meaningful than a numbered company name.

Any expenses associated with a **Draft a Player Sponsor** will be deducted from the sponsorship amount for the purposes of calculating the net credit to be provided to the player who obtained the sponsor.

- For a typical example, if a player obtains a \$500.00 Draft a Player and if the sponsor costs associated with this total \$50.00, then the player will receive a net credit to his/her Parent Contributions of \$450.00.

In addition to a Draft a Player Sponsor, a specific player may also receive a **Directed Sponsorship** from a corporation, organization, or individual. Seventy-five per cent (75%) of the monies raised through a Directed Sponsorship, net of any expenses associated with the benefits provided to the sponsor, may be used to offset the specific player's team fees/parent contributions.

It is, therefore, **critically important for the team manager** to track which player obtained which sponsorships and in what amount so that the appropriate distribution could be made. If sponsorship monies are deposited directly by the team manager, then he/she should also note this information on the '**Deposit / Disbursement Record**' form, which provides notification of the deposit of the sponsorship funds.

It should be noted that team sponsorships shall effectively be distributed equally amongst all team player accounts.

2. Other fundraising activities: In addition to obtaining sponsorships, each player on a team is required to sell 15 Ottawa 67's tickets at \$15 each (total \$225.00 per player), of which \$5.00 per ticket will be credited to the team as a fundraising activity. Team may also wish to engage in other fundraising activities. Such activities could include, but are not limited to, a silent auction, bottle drives, car washes, garage sales, bake sales, product sales (e.g. chocolatebars) 50/50 draws, and ticket sales or raffles. The specific nature of the planned team fundraising activity(ies) should be itemized on the Team Budget sheet and a conservative estimate made of the net amounts to be raised (after related expenses, if applicable).

<p>Did you know? – For certain fundraising activities, you will be required to obtain a <i>special events permit</i> from the ODMHA/Hockey Canada to ensure that your team is covered by the ODMHA insurance for this activity. If you are not sure if a permit is required, call to ODMHA office at 613-224-3589 to enquire.</p>
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3. Parent Contributions: After taking into account all of the above revenues and the total team expenditures, any shortage or deficit will have to be raised from Parent Contributions, equally allocated among team members.

The "box" in this section provides a formula driven calculation of the Minimum Parent Contribution requirement per player based on the number of players on the team. For the **Parent Contribution – Actual Requirement, the Team Manager should round up** the minimum

amount to the next \$25.00 or \$50.00 to ensure that sufficient funds will be on hand to cover all team expenses – including some unexpected expenses.

DEPOSIT OF RECEIPTS/REVENUES

The Hockey Club deals with the Bank of Montreal branch located at the corner of Smyth and St. Laurent Blvd. (Russell Road). This branch currently (September 2008) maintains the following hours:

Monday to Wednesday	10:00 a.m. to 5:00 p.m.
Thursday and Friday	10:00 a.m. to 6:00 p.m.

However, if there is another Bank of Montreal branch that is more conveniently located for you, **you may make your deposits at any Bank of Montreal** – provided the Hockey Club’s transit number (#2374) and account number (#8134-297) are clearly indicated on the deposit slip.

Each team manager will be (has been) provided with a Bank of Montreal Deposit Book for the Ottawa Jr. 67’s AAA Hockey Club bank account for the deposit of team revenues, as appropriate. The ***deposit slip should be made in triplicate*** -- with the #1 copy going to the Bank; #2 copy to be given to the Hockey Club’s Treasurer; and #3 copy for yourself. (*Note: Since the ‘new’ bank deposit books only contain 2 copies of each deposit slip, it is suggested that the team make a photocopy of the #2 copy to retain for their records.*)

- **Special Notes:**
 - **For all deposits**, please attach a Hockey Club **Deposit Summary Form** – copy attached – (or facsimile) to the deposit slip detailing from whom the moneys were received. This will facilitate tracking the source of these funds and help to ensure that everyone on the team is making their appropriate financial contribution. The team manager is also encouraged to retain a copy of each completed Hockey Club Deposit Summary Form for his/her records. An electronic copy of the Deposit Summary Form will be posted on the Hockey Club’s web site.
 - **More than one type of transaction** (e.g. sponsorships, fundraising, Parent contributions, etc.) **can be included in a single bank deposit** – although it is necessary to identify the various components on the Deposit-Disbursement form and Deposit Summary Form provided to the Hockey Club’s Treasurer. This will help save on bank service charges. Lets not make the banks any richer than they are.
 - Also to save on bank service charges, you may **use two or more pages** from the Bank deposit book provided to you **to make a single deposit**. For example if you require 2 pages, simply label the first page “Page 1 of 2” and the second page as “Page 2 of 2”. The Bank will, however, prefer that any cash deposits be recorded on the last page of the deposit slip.
 - Also, if you are **depositing U.S. funds**, the Bank requires that you use a separate deposit slip for such a deposit – that is, **do NOT mix Canadian and U.S. funds in the same deposit.**

A ‘**Deposit / Disbursement Record**’ form **must** be completed to identify the nature of the deposit for the Hockey Club’s Treasurer to ensure the proper allocation of funds to the various revenue accounts. To ensure that your team is credited with this deposit in a timely manner, the #2 copy of the deposit slip **must** be attached to this ‘Deposit / Disbursement Record’ form – along with a copy of the Hockey Club Deposit Summary Form (or facsimile) – and, as soon as possible after the deposit has been made, be provided to the Hockey Club’s Treasurer by:

- ◆ by dropping them off in the Treasurer’s ‘mailbox’ inside the Canteen area in the Brian Kilrea (Canterbury) Arena, or
- ◆ forwarding the documents electronically/scanning (E-mail to the Treasurer at: robertpelland@rogers.com or Fax: 613-523-7540), or
- ◆ by mailing them to: Bob Pelland, 548 Bathurst Ave, Ottawa, Ontario K1G 0X8.

A few copies of the ‘Deposit / Disbursement Record’ form are attached to get you started. Please make additional copies as required. An electronic copy of the ‘Deposit / Disbursement Record’ form will also be posted on the Hockey Club’s web site.

CHEQUE REQUISITIONS

All **requests for disbursement of funds** for the ‘team account’, including petty cash requests (for minor cash purchases, e.g. juice for players, administrative expenses, referees for exhibition games, etc.), should be **accompanied by a ‘Deposit / Disbursement Record’ form** as well as any applicable receipts, and, as for deposits, should be provided to the Hockey Club’s Treasurer by:

- ◆ by dropping them off in the Treasurer’s ‘mailbox’ inside the Canteen area in the Brian Kilrea (Canterbury) Arena. The Treasurer, or his representative, is usually at the Canteen/arena every other day, so you will often get about a 3 to 4 day (or less) turnaround time on any cheque requirements, or
- ◆ forwarding the documents electronically/scanning (E-mail to the Treasurer at: robertpelland@rogers.com or Fax: 613-523-7540), or
- ◆ by mailing them to: Bob Pelland, 548 Bathurst Ave, Ottawa, Ontario K1G 0X8.

When requesting cheques, please indicate on the ‘Deposit / Disbursement Record’ form **the date that the cheque should be dated**, particularly for post-dated cheques associated with tournaments, to enable the Hockey Club to better manage its cash resources. (*Your tournament application form will generally indicate whether a cheque for a tournament can be post-dated or not without affecting your eligibility in the tournament.*) While your tournament application form and accompanying (post-dated) cheque should be sent in early to guarantee your team a spot in the tournament, historically the cheque for most tournaments is not cashed until about 2-3 weeks before the tournament date. This allows sufficient time for the cheque to clear the bank before the tournament actually begins. With a large number of tournaments “booked” 3 or more months in advance, at an average cost of \$900.00 or more, this can represent for the Hockey Club as a whole with 4 competitive teams a substantial amount of funds (up to \$5,000 to \$10,000 in total) that, if the cheques are not post-dated, cannot be temporarily invested on your behalf. The

investment income derived from competitive team funds is used to defray any bank service charges charged to the Hockey Club.

If no receipt is available (except for tournaments made payable directly to the tournament organizer) or if the receipt has been lost, you are requested to submit a **Declaration of Incurred Expenditures** form, copy attached.

Petty Cash Control Sheet: Any team that requests a Petty Cash Advance for cash expenses such as game referees and other minor purchases will be asked to complete a Petty Cash Control Sheet to provide a record of the use of the funds. A copy of the Petty Cash Control Sheet is attached.

- An accounting of any petty cash money received, including receipts where applicable, will have to be made before the end of the season.
- An electronic copy of the Petty Cash Control Sheet will also be posted on the Hockey Club's web site.

MONTHLY FINANCIAL STATEMENT OF OPERATIONS

Each team manager and coach will be provided with a summary and detailed financial statement of operations for his/her team based on financial transactions received or brought to the Hockey Club's Treasurer's attention up to about the middle of each month (that is, following receipt and reconciliation of the monthly bank statement). When you provide the Treasurer with a copy of your team's budget, he will incorporate it into your team's monthly financial statement of operations for comparative purposes.

At the bottom of the Summary sheet of the team's financial statement of operation will be a **notation on the amount of post-dated cheques on hand** that have been provided to the Hockey Club's Treasurer. Since these cheques cannot be cashed until their due date, the value of these post-dated cheques will **not** be included in team revenues until such time as they are cashed/deposited, but it will help to serve as an indication of whether the team will have sufficient funds available to cover all their team expenses.

During the course of the year if ***an NSF cheque*** is received related to your team's Hockey Club registration fees, Parent contributions, or other revenues or receipts, this ***will be deducted from your team account***. You will be advised immediately of any NSF cheques for your team. If necessary, an E-mail or a letter requesting reimbursement for the NSF cheque will be sent to the individual involved with a 'cc' copy of the E-mail or letter provided to the team manager. The team manager is encouraged to assist in obtaining reimbursement for the NSF cheque to replenish team funds.

- **NOTE:** In line with our NSF Cheque policy, any cheques which are returned by the bank due to insufficient funds are subject to a \$25.00 NSF cheque administration fee. This NSF cheque administration fee will be charged to the team/player and credited to the Hockey Club to offset bank service charges.

Respecting Privacy – It is important to respect the privacy of parents, particularly with respect to financial matters which should be treated with great discretion.

When you receive your financial statement of operations, please review it and report any discrepancies from your records to the Hockey Club's Treasurer as quickly as possible so that a reconciliation and, if necessary, adjustments can be made to the Hockey Club's (official) records or your records, as appropriate.

If you feel that you would like additional information disclosed in your financial statement of operations, the Treasurer would be happy to discuss this with you and see if it could be accommodated.

RETURN OF EXCESS PARENT CONTRIBUTIONS AT END OF SEASON

At the beginning of the season, team managers are ***strongly encouraged*** to inform their players/parents, ***preferably in writing***, that everyone on the team is expected to make an equal ***financial*** contribution to the team, *including team fundraising efforts*. Players/parents should also be informed that their financial contribution during the season will be taken into account in the allocation and return of any excess Parent contributions at the end of the season.

Team managers should then track the financial contribution made for each player in terms of their registration fees, Parent Contributions, sponsors, and other fundraising activities. The Hockey Club's Treasurer will do some tracking as well, as *this is critical for determining the final Return of Excess Parent Contributions payout following the end of the season*. The Treasurer's tracking sheet of team deposits and player contributions will be provided to the Team Manager along with the monthly financial statement of operations beginning in October 2008. **Team Managers are strongly encouraged to reconcile each month their records of player financial contributions with that of the Treasurer's to avoid undue delay in the accounting for and distribution of the Excess Parent Contributions at the end of the season.**

Informing players/parents at the beginning of the season how any excess Parent Contributions will be dealt with at the end of the year should avoid any disputes at year-end.

If a relatively small team balance is remaining say, \$150.00 or less (*or \$10.00 or less per player*), the team/parents may wish to consider donating this money to a charitable or non-profit organization – such as the Children's Hospital of Eastern Ontario (C.H.E.O.), Canadian Cancer Society, the Heart and Stroke Foundation, Roger's House – or even to the Ottawa Jr. 67's AAA Hockey Club.

- **Reminder:** Cheques for Return of Excess Parent Contributions can only be issued after all team expenses have been accounted for and after the cheque endorsement stamp has been returned to the Hockey Club. Upon its return, the appropriate refundable deposit

credit will be given to the team. The Team Manager is strongly encouraged to return this stamp as soon as possible once their season has ended.

We look forward to your co-operation on financial matters throughout the year and, on behalf of the Hockey Club Executive Committee, we wish your team good luck in the 2008-09 hockey season.

Yours sincerely,

Neil Ferguson
President
613-736-6924

and

Robert J. (Bob) Pelland
Treasurer
613-523-7540

Attachments:

1. Team Budget Form
2. Referee Payments Control Sheet
3. Deposit / Disbursement Record Form
4. Deposit Summary Form
5. Declaration of Incurred Expenditures
6. Petty Cash Control Sheet
7. Financial Statement of Operations (current)

Note: The first six forms will be available on the Ottawa Jr. 67's AAA Web site at www.ottawajr67aaa.ca

Enclosures:

- Bank of Montreal Deposit Book for the Ottawa Jr. 67's AAA Hockey Club bank account
- Cheque Endorsement Stamp