



Policies & Procedures

Subject: FINANCE AND BUDGET PROCESS

Number: RCR-07

Issued By: Board of Directors

Date Revised: September 30, 2023

DEFINITIONS: RENFREW CURLING RINK "Club"

BOARD OF DIRECTORS "Board"

General Principles

- Based on Accrual Accounting principles
- Not for profit business that requires to make an annual surplus of 10-20% of gross revenue in order to be able to effectively maintain a 100-year-old building, expensive and complex ice making equipment, and to build sufficient reserves for planned capital and major expenses.

Capital Building and Reserve Fund

- An active fund two be used for major building repairs and modifications. replacement of critical capital equipment and other emergency situations as determined by the Board
- An amount shall be deducted from each annual membership fee and contributed to the Capital and Building Reserve Fund
- The amount of the deduction is to be determined by the Board based on the projected major expenses forecasted for the next five years, or other historical reasons
- The fund shall not be greater than the average annual expenditures of the Club and ideally should be maintained at between 20% - 70% of that amount.

Inventory

- An annual inventory shall be conducted as near as possible to Year End for the bar and the Pro-Shop, and any adjustments shall be made to the accounting records before the creation of the Year End Financial reports.

- The bar inventory shall be maintained on the bar POS system and reported monthly. It is recommended that spot checks on inventory levels be made during the year and a full inventory taken should significant discrepancies be apparent.

Reports

- A summary Month End Financial statement, comprising of a YTD profit and Loss Statement and the Balance sheet for the corresponding month shall be presented to the Board at least 4 times per year or as required. (Suggested format attached)
- A Year End Profit and loss Statement showing the current year, the previous year and the approved budget for the coming year, together with the YE Balance Sheet, shall be presented to, and approved by, the Board prior to being submitted to the Annual General Meeting. The YE Financial reports shall be signed by the Financial Director/Treasurer and the President.

Budgets and Business Plans

- A Business Plan for the upcoming year shall be prepared and presented to the Board prior to December 31st of the current year. The plan shall be created by group headed by the Vice President, and include the Finance Director/Treasurer and one other Board Member
- The Plan shall follow the current 5 Year Plan with adjustments to account for current needs, requirements and fiscal abilities
- A new 5 Year plan will be created showing the budget for the upcoming year along with projections for the next 4 years.
- The Business plan for the upcoming year shall form the basis of the Budget for the upcoming year and be presented to and approved by the Board, no later than March 31, of the current fiscal year.
- The budget shall be presented to and approved at the next Annual General Meeting

Banking

- The bank shall be appointed by the Board of Directors
- There shall be 4 people designated signatures at the bank consisting of:
 - President
 - Secretary
 - Vice President
 - Finance Director/Treasure
- Cheques and electronic payments shall normally be signed by two of the first three listed above, the Finance Director/Treasurer shall be an emergency signature.

Investments

- Reserve funds and excess cash shall be invested in secure and guaranteed investments such as GIC's
- The amount invested and the period of time that the investments are secured shall be based on the projects planned in the current year, the cash flow requirements of the club and other mitigating factors
- The investment portfolio should be reviewed annually by the Board.