

THE PACERS SPEED SKATING CLUB OF OTTAWA

FINANCIAL POLICY

Revised May 2004
Up-Dated
September 2007

Updated May 2012
Updated April 2018

TABLE OF CONTENTS

1.0	Introduction	2
2.0	GLOSSARY OF TERMS	2
3.0	BUDGET	3
3.1	Revenues	3
	3.1.1 Membership Fees	3
	3.1.2 Skate Rental	3
	3.1.3 Grants	3
	3.1.4 Fundraising	4
	3.1.5 Donations	4
	3.1.6 Interest	4
3.2	Retained Revenue	4
3.3	Expenditures	5
	3.3.1 Operating Fund	5
	3.3.2 Operating Reserve Fund	5
	3.3.3 Capital Fund	6
	3.3.4 Travel Fund	6
	3.3.5 Skate Park Fund	6
	3.3.6 Skate Fund	6
	3.3.7 Special Project Fund	7
4.0	FINANCIAL ADMINISTRATION	7
4.1	Fiscal year	7
4.2	Accountant's Review of Accounts	7
4.3	Banking	8
4.4	Depreciation of Assets	8
4.5	Unforeseen Expenses	8
4.6	Reimbursement of Expenses	8
	4.6.1 Coach and Volunteer Administrator Travel	9
	4.6.2 Coach Training	9
	4.6.3 General Training	9
	4.6.4 Officials Training	9

1.0 INTRODUCTION

The Pacers Speed Skating Club of Ottawa (Pacers) shall strive to end each fiscal year in a non-deficit position.

All matters pertaining to the finances of the Pacers shall come under the direct supervision of the Treasurer who is responsible to report regularly to the Board of Directors and the President.

The Board and the Treasurer shall administer the finances of the club in accordance with the policies outlined in this document. Proposed changes to this policy must follow the same procedure required for modifications to the constitution.

2.0 GLOSSARY OF TERMS

Capital Fund - the fund utilized to purchase and maintain items that will last for more than one season.

Operating Fund - the fund utilized for expenditures associated with the day to day operations of the club.

Operating Reserve Fund - the fund required to ensure that the club has sufficient cash flow to conduct its day to day operations without borrowing.

Retained Revenue - the excess of revenue over expenses at the end of the fiscal year.

Travel Fund - the fund that is used to support athlete travel to competitions.

Skate Park Fund - the fund utilized to purchase and maintain items that will last for more than one season associated with the Skate Park.

Skate Fund - the fund utilized to purchase and maintain skates.

3.0 BUDGET

The Pacers budget shall contain the total anticipated expenditures and revenues from all sources for the year. The budget shall be developed and approved by the Board of Directors based upon the financial policies of the Club. The budget will be available to members. The budget shall be prepared and approved prior to July 31 each year, in preparation for the registration for the upcoming season.

3.1 Revenues

Club revenues shall include but not be limited to ice fees, club fees, skate rental, grants, fundraising, sponsorship, donations and interest.

3.1.1 Club and Ice Fees

The specific fees for different program categories (e.g. 1st hour, 2nd hour, 3rd hour and Masters) will reflect direct costs associated with that category e.g., cost of ice rental. All skating members of the club shall support the operating and capital costs of the club.

The revenue to be derived from Club and ice-fees shall be based upon:

- operating fund requirements for the membership year (100% of the current year operating cost must be derived from club and ice fees)
- short fall in the operating reserve fund to maintain it at 30% of operating fund
- 3% to 10% allocation to the capital fund

The allocations to the capital fund will be established by the Board within the approved ranges based upon the anticipated expenditures from that fund. The minimum and maximums may be adjusted only upon prior approval of the membership.

Members of the coaching team who volunteer a minimum on average of one session per week throughout the skating season shall have and their OSSA Associate Membership fee paid by the club.

Members of the coaching team who volunteer a minimum, on average, of one session per week throughout the skating season shall have their club and icefees waived if they wish to skate during a program. Coaches will be responsible for covering the difference between the cost of the OSSA Associate Membership and the Competitive Skater OSSA Membership.

On-ice helpers who volunteer a minimum, on average, of one session per week throughout the skating season and have no family members skating shall have their OSSA Associate Membership fee paid by the club.

Certified officials who actively support the club and have no family members skating shall have their OSSA Associate Membership fee paid by the club.

The Treasurer shall be authorized to prorate membership fees for skaters who begin after October 1 each year.

Refunds will only be granted up to September 30. All refund requests must be received in writing up to September 30. All fees paid will be refunded less \$75 plus 15% of ice costs, club fees and skate rental fees. No refunds will be granted after October 1.

For skaters who have suffered significant injury during the season, the Board may

consider granting a partial refund to that skater. A medical note may be requested.

3.1.2 Skate Rental

All revenue derived from skate rental shall be utilized only for the acquisition and maintenance of rental skates, unless otherwise approved by the Membership.

3.1.3 Grants

The club currently receives grants from the City of Ottawa for the maintenance of the Brewer Skate Park. Skate Park revenues shall be applied against the operating fund. All other grant revenues shall be applied against the specific project for which they were intended. Where such grant permits the allocation of a designated amount of funds for administration, these funds may be applied to the operating fund.

3.1.4 Fundraising

All club fundraising will be allocated to the activity specified at the outset with the approval of the Board.

3.1.5 Donations

Donations shall be allocated against the appropriate fund as designated by the donor. Where the donor has not specified, the allocation shall be determined by the Board of Directors.

3.1.6 Interest

Funds generated from interest shall be applied to the operating fund.

3.2 Retained Revenue

Retained revenues from the Operating Fund shall be applied to the following year's Operating Reserve Fund. Should there be an excess beyond the requirements of the Operating Reserve Fund, this amount shall be retained for purposes to be determined by the Board.

Retained revenues in all other funds shall be carried forward to the respective fund in the upcoming year. Note: There shall be no retained revenue in the Travel Fund unless all athlete travel for the year has been supported.

3.3 Expenditures

Club expenditures shall be divided as follows: Operating Fund, Operating Reserve Fund, Capital Fund, Travel Fund. From time to time an additional Special Project

Fund(s) may be established.

3.3.1 Operating Fund

The Operating Fund shall include all expenses associated with the ongoing operation of the club and its programs. It shall include but not be limited to:

- Ice and facility rental
- Club Affiliation costs
- Insurance (club liability and equipment, O&D Liability)
- Coach training and expenses
- Coaches meet expenses
- Officials training
- Volunteer training
- Pin Program
- Repairs & Supplies
- Administration
- Newsletter, website and other communications
- Social Events
- Awards and Banquet
- Bank Charges
- Meet subsidization
- Video expenses
- SSC & OSSA individual fees
- Miscellaneous
- Dryland

3.3.2 Operating Reserve Fund

In the interest of good management, the Club shall strive to maintain an operating reserve level of at least 30% of its annual operating fund. This operating reserve fund is necessary to provide the club with sufficient cash flow to meet ongoing operating expenses such as ice rental deposits and skate purchases and to cover unforeseen operating expenditures such as membership short fall, unplanned price increases etc.

3.3.3 Capital Fund

The Capital Fund is utilized for the maintenance and/or acquisition of capital assets (items that will last for more than one season, e.g., mats, video equipment, stopwatches, resource materials) where the expenditure is greater than \$200 and less than \$10,000. Any capital expense greater than \$10,000 must be approved by the membership in advance.

This fund may carry a surplus forward to the upcoming year(s) provided that the intended use of the funds has been identified and that they are used for that purpose within 10 years.

3.3.4 Travel Fund

The purpose of the Travel fund is to partially reimburse travel costs for skaters representing the club in SSC sanctioned national meets,

Each year the Board is authorized to:

- Set the amount of total funding up to ~~is~~ \$4,000 annually subject to operational surplus
- Determine which meets are covered by the policy for that year, noting that meets in which costs are fully covered by other organizations are not eligible (e.g. Canada Winter Games). The Board should make this determination no later than August 31st of the skating season.
- Only full member skaters enrolled in the current season with Pacers are eligible for funding. Out of province skaters are not eligible for funding.
- List of eligible meets must be posted to website by the end of September.
- Maximum per share allocation is limited to \$250.
- Apply the policy to the list of skaters provided by the club's coaches and/or technical director
- Determine the methodology of distributing the fund to the skaters, seeking to maintain fairness, consistency from year to year and transparency to the membership
- Funds are to be paid at the end of the season or accrued and expensed in the fiscal period it is related to. Payment to skaters should be made to skaters prior to the AGM.
- All calculations are to be prepared by Technical Director and submitted to the Board prior to issuing payments to skaters.

3.3.5 Skate Park Fund

The Skate Park Fund is utilized for the maintenance and/or acquisition of capital assets (items that will last for more than one season, e.g., ramps, equipment) where the expenditure is greater than \$200 and less than \$10,000. Any capital expense greater than \$10,000 must be approved by the membership in advance.

Funds may be either donated or raised in direct support of the Skate Park. This fund may carry a surplus forward to the upcoming year(s).

3.3.6 Skate Fund

All revenue derived from skate rental and skate sharpening fees shall be directed to the Skate Fund. The Skate Fund is intended for the acquisition and maintenance of rental skates.

3.3.7 Special Project Fund

From time to time the club may have a special project for which it has received funds that must be accounted for separately, (e.g., summer school program) or for which it wishes to raise funds (e.g., trip to Winter Olympics). Such a fund may be established by the Board of Directors but must be ratified at the next general meeting of the membership. Should the establishment of the fund not be ratified by the membership all funds collected shall be returned from whence they came or utilized for a similar purpose as approved by the membership.

This fund may carry a surplus forward to the upcoming year(s) for the period of time identified (by the Board and ratified by the membership) when the fund is established.

3.3.8 Self Supporting Events Activities

From time to time the club sponsors activities and events in support of the club that are designed to be self-supporting e.g. competitions, sale of club clothing.

Prior to the launch of such activities the Board of Directors should determine what fund will support a shortfall if the event/activity does not break even and to which fund any excess revenues shall apply, e.g., an excess revenue for a skate merchandising program may be applied to the capital fund; from a competition to the travel fund.

4.0 FINANCIAL ADMINISTRATION

4.1 Fiscal Year

The fiscal year of the club shall be from April 1 until March 31 inclusive.

4.2 Accountant's Review of Accounts

An accountant's review or Notice to Reader Engagement of the immediate previous year's accounts of the Club shall be provided to the membership a maximum of three (3) months after the end of the fiscal year.

4.3 Banking

Pacer funds shall be kept in a registered financial institution as determined by the Club's signing officers.

Withdrawals of the Pacers shall be made by the Club signing officers. A minimum of two signing officers shall be required for all transactions. The signing officers shall be any two (2) of the Treasurer or two Directors as designated by the Board. No two individuals of the same family or residing under the same roof shall serve as signing officers at the same time. Authorized signing authorities may not sign their own cheques. In the event a second signing authority is not available, the Treasurer must inform the Board and authorization must be provided by the Board to allow for the signing authority to sign their own cheque.

4.4 Depreciation of Assets

Capital items having a purchase value of less than \$2000 shall be expensed in the year of purchase. All other items shall be depreciated over the projected life of the item.

4.5 Unforeseen Expenses

From time to time revenues and expenditures will vary from those budgeted. As well unforeseen expenditures may arise. In these instances the Treasurer together with the President may jointly authorize a reallocation to a maximum of \$200. For reallocations beyond this amount, approval of the Board is required.

4.6 Reimbursement of Expenses

All requests for reimbursement of expenses must be accompanied by official receipts, with the exception of mileage and long distance telephone calls in which instance a photocopy of the bill highlighting the claimed calls together with an explanation of their purpose, will suffice.

4.6.1 Coach and Volunteer Administrator Travel

Reimbursement for approved expenses may not exceed the following without the prior approval of the Board.

The competitions to be covered will be recommended by the Technical Director and approved by the Board of Directors and included in the budget planning for that fiscal year.

The club will fund one coach for up to 14 athletes at a regional meet and up to 12 skaters for a provincial meet. A second or third coach will be added once the ratio is exceeded. The coach/coaches will be assigned by the Technical Director, and only that coach or coaches will be funded.

For any event where a chartered bus is provided, bus travel will be the only form of travel supported until all seats are taken. Where a bus is not provided, travel costs in the form of expenses for fuel will be reimbursed, with receipts. It is expected that, where possible, coaches will endeavour to carpool.

Accommodation will also be reimbursed to the coach/coaches in the form of expenses related to room rental only, at the host hotel only, with receipts. If a host hotel is not provided, the Club will reimburse up to a maximum of \$150 per night. Where more than one individual of the same sex is being funded to an event, it is expected that accommodation will be shared.

All receipts and expenses will be submitted to Technical Director for approval and then to Treasurer for payment.

If the assigned coach(es) receive financial compensation for attending events associated with the competition from any other source, this amount will be deducted from the Pacer's reimbursement.

4.6.2 Coach Training

If coaching and development courses, evaluations, workshops and conferences are attended during the off season, these costs will only be considered for reimbursement at the start of the season in order to determine eligibility of active coach status.

Selection of training will be in accordance to Ontario Speed Skating Association and Speed Skating Canada requirements.

The Technical Director is to submit a training plan and budget during the budget planning process, identifying coaches who will be receiving training in the upcoming season as well as courses, workshops and conferences that will be attended.

Reimbursement of travel fees and accommodations to attend conferences will be reimbursed if funds are available at fiscal year-end.

4.6.3 General Training

At least 25% of the cost of General first aid training for all volunteers will be paid by the Club, either by reimbursement, or by offering a first aid course for those volunteers subject to pre-approval by the Technical Director or President.

4.6.4 Officials Training

The competitions or training required for active officials to achieve certification to be covered will be recommended by the Board Director responsible for officials development and approved by the Board of Directors and included in the budget planning for that fiscal year.

Reimbursement for approved expenses may not exceed the following without the prior approval of the Board.

- For any event where a chartered bus is provided, bus travel will be the only form of travel supported until all seats are taken. Where a bus is not provided, travel costs in the form of expenses for fuel will be reimbursed, with receipts. It is expected that, where possible, officials will endeavour to carpool.
- Accommodation will be reimbursed to the official(s) in the form of expenses related to room rental only, at the host hotel only, with receipts. If a host hotel is not provided, the club will reimburse up to a maximum of \$150 per night. Where more than one individual of the same sex is being funded to an event, it is expected that accommodation will be shared.
- If the assigned official(s) receive financial compensation for attending events associated with the competition/training from any other source, this amount will be deducted from the Pacer's reimbursement. The official or board Director member responsible for officials' development should seek financial compensation from host club.

Officials training will be reimbursed as follows:

- Level I (starter/referee): Travel and accommodations to competitions required for certification.
- Level II - V: Travel and accommodations to competitions and/or officials clinics required for certification.
- Individuals must officiate a minimum of two (2) competitions in the covered position within the skating season in order to qualify for reimbursement.

All receipts and expenses will be submitted to the Board Director responsible for officials development for approval and then to Treasurer for payment.