

## **Budget and Policy Meeting May 14, 2023**

**Present:** Tyler McDonald, Sheldon Speers, Derek Herfst, Al Brown, Phil Kiazzyk, Chris Hipwell, Nicole Zywicki, Jessica White, Lisa Nowostawski, Paula McNaught, Mark Lange, Jill Balcom

**Call to order:** Al. Seconded by Chris Hipwell

### **1. Budget 2023 (Nicole)**

- Nicole has formalized the Association budget which has been long overdue to ensure we are compliant with requirements. Additionally, Nicole has prepared policy document proposals to discuss and expand upon.
- The budget was based on information Nicole obtained from past years, as well as information collected from members.
- Nicole used existing information provided by Jeff Sweet, along with his documentation, previous financial statements, and the October 2022 year-end budget to develop the current version. This new format will be used to create best practices which will be carried on in subsequent years. The budget includes expected revenues as well as outgoing finances, providing an overview and plan on how the upcoming year will look and ensure we have the finances required in the association bank account. The year end budget cycle is October (so the next cycle will start Oct 2023). To note, Jeff provided insight regarding his budgetary methods, which differ from Nicole's approach, so the development of the new budget and related processes will reflect the change in methods.
- The current budget template was created in Excel, however re-examination of this facet should be considered for the future (for reliability and confidentiality).
- As board members review, please keep in mind some areas may not be perfect/accurate and will require review or input. The budget can be adjusted long-term, expanded in a manner to reflect the various "buckets" (tabs) within the association (i.e., winter vs summer vs girls etc.).
- In Nicole's experience we should always have a 20k cash balance in our bank account, which we do not have at the moment, and this is concerning (we have a balance of just under \$10k) should the association run into an emergency situation and require funds. Examining financial statements from the past, it appears we've been eating into our savings to cover costs. Moving forward, with inflation, related costs, and the overall increase in expenses, we need to start thinking about the future and what we want as our "reserve" amount to have in the bank.
- The board needs to place an importance on the budget, but also question it, adhere to it and discuss it amongst themselves. Part of this reflection includes formalizing established layers of approvals that are necessary *before* payments are applied, in a documented process. If something should happen and we need to revoke liability insurance for example, we would at least have a document process to show we conducted due diligence.

- Areas such as equipment are important to start brainstorming on and establishing anticipated costs in the future instead of being reactionary. Equipment may be our biggest area of unknown and/or unexpected costs. Knowing what we're going to need in the future, or predicting we'll need will allow us to plan better each season to ensure we have funds.
- Sponsorships – Are included on line 37. Currently there is \$1500 allotted, which is what we traditionally provide to the Junior B team. With the Junior C team, we traditionally worked out alternative contributions instead of financial, which we can continue to do. We did not sponsor the Axemen historically as we didn't have cashflow. To note, the \$1500 for the Junior Cs is a little light, and we may want to investigate this for the future, however perhaps not this season. The Junior Cs attempt to keep their budget self-sustaining with the goal to continue doing so.
- If the association gives money to other organizations, we need to be transparent to members. We may need to have a vote on 3<sup>rd</sup> party review of budget if this is the case. Additionally, we would need their budget to be available for review and considered for membership vote.
- Jessica suggested we consider the Carleton University Ravens in relation to our budget and sponsorship. The Ravens help out a lot and we may want to consider some way to thank them (not necessarily financial). The Ravens are a strong presence in our association, and we may want to find a way to show them our appreciation.
- The budget needs to be signed off before payment is made to referees and timekeepers. If we can close it out, and create a path forward before the summer starts, it would be preferable, so things do not get unnecessarily complicated.
- Nicole hasn't gotten information for referee payments, only scorekeepers. Tyler is currently figuring out payroll on the system and has owing balance on a spread sheet in the meantime that includes a line item for anticipated expenses for referee costs. It's fairly easy for him to establish an anticipatory amount which he can provide to Nicole. Since Tyler is a member of the board, a sheet similar to the one created for timekeepers can be created, which will include a tracker. Once input is entered, Nicole will update when it's been paid out.
- Jessica has an email for Tyler and will send it tonight, so he has access to the Google Shared Drive and budget. Because Tyler is a board member and referee scheduled, he can confirm the input in his folder and tracker to Nicole once entered. Payments for referees should be once a month as this is what we did last year and is consistent with the Gloucester process.
- Winter lacrosse in the budget was based on banking information Nicole found. If there are any inconsistencies, please let her know. Chris will take a look at it; however, he aims each year to have low costs and sets up the season to do so. Chris will work with Mark for the upcoming winter session. The numbers were raised, so we may need to increase floor time but will explore way to avoid this.

- An additional consideration for revenue in the upcoming year includes a Strength and Conditioning program for competitive players leading up to the season. Mark to discuss with board for further consideration.
- The budget is fairly straight forward and simple in terms of line items. Nicole will send a .pdf version, which she or AI will share. Please review and provide all comments and input to Nicole by end of day Tuesday (**May 16, 2023**). As you review the budget on the Google shared drive, please DO NOT alter this version. Make a copy and include your questions/comments on your saved/separate version, which you can send to her. A vote will then be conducted to finalize the budget mid-week (May 17/18, 2023).

## **2. Policy Work (Various)**

- Similar to the budget, we need to consider a new path forward for association policy. This is an important factor that will ensure we are functioning on best practices with budget and policies in the next year and moving forward.
- Part of making payments from the budget, is ensuring there are internal controls, which are part of established policy and procedures. Policy and procedures should be transparent, and documented in available formats that are easily understood and shared with members. Once established our website should be updated to include our policies, standard operating procedures, financials, minutes from meetings etc. to ensure we are following the required legislative requirements of an association.
- Nicole recently participated in a policy refresh for a hockey association and has kindly drafted some policy documents to start the process. Please review these documents located in the Administration folder.
- We need to establish our document by-laws, create, and document all the roles and responsibilities of all board positions etc., documenting our general policies such as registration, late fee policy, reimbursements, governing body, association rules, expectations from players/members/bench, selection processes for team, as well as complaint resolution processes. Some of these documents will be evergreen, meaning they will be updated annually; however, they should be available and changes easily identifiable by anyone who accesses the document. Creation of manuals, and best practices will help new members learn their roles and implement consistent processes. For example, a Bench Staff manual can guide new bench staffing their roles but remind experienced bench staff of policy to follow. This manual should contain information for all bench staff (head coach, assistant coaches, managers, trainers, treasurers) on areas such as how game scheduling and cancelations are conducted, respect for referees, required certifications, non-parent coach requirements, competitive fee establishment etc.
- We should aim to present our documentation and budget at the next AGM. There is a requirement to announce AGM agenda items 60 days prior to the meeting, so our documents all need to be final and approved in time to do so.
- AI started looking at it today and indicated once you start, the information does flow since Nicole has provided an outline. All board members are encouraged to take some time to input to these documents.

### **3. Reoccurring Meetings (Al)**

- As a board, we participate to contribute to the betterment of Knights lacrosse, which means some time and effort is required. We presently have some areas we need to focus on and put some time and effort into, which will take additional time so although we don't traditionally meet during the summer season, we are recommending the establishment of a reoccurring meeting, once a month (1-2hours) during the summer season to work on the outstanding items discussed today.
- Decisions are being made that impact families, finances, as well as touch upon the reputation of the association. Meeting regularly, with as many available members as possible, allows for decisions to be made as a whole, and not by a small number of individuals. The previous season Al took on a lot of the work on his own, and it made for a long year. This year is much more manageable and due to everyone here and their efforts.
- There is a lot of work taking place in the background, so meeting once a month to share information and discuss will ensure everyone is always up to date and involved in decision making. Please let us know if you have a preferred day that would work best. We will do our best to hold the meeting on a reoccurring date/time at the end of each month, keeping tournaments in mind to try to make it as easy as possible to attend.

### **4. Volunteers and Vacant Positions (Nicole)**

- Nicole suggested if we are struggling to get volunteers, we may want to offer an incentive to join (i.e., \$200). Once we have identified and clear roles and responsibilities of unoccupied positions, we can do continuous call outs until the positions are filled. Nicole has included a line for this honorarium as a place holder in case we do want to consider this option. If we have clear roles/responsibilities, then we can do continuous call outs.

### **5. Legal Considerations (Dan and Paula)**

- Paula and Dan have been working on review of the association and its relation to the Ontario not for profit, 2019 legislation changes. We had three years to update our bylaws to become compliant, and once this time expires, anything in contravention to the new act will override ours, which can get confusing. As an ON corporation, we need to file annually, which we have already been fined once for lack of compliance. Once option is the purchase of an annual corporate key to file (cost is \$33). The Act also requires the need to keep certain records, which we need to consider and follow.
- Another area requiring examination is the name of our association. Dan and Paula discovered the registered name is "Nepean Minor Lacrosse association" and Knights is not actually part of our corporation's name. This impacts several our documentation. Will we want Knights in our title officially, do we want to spend the money to do so? The cost is approximately \$150 an amendment. To keep in mind, everything we have is branded Knights, and we're known as Knights so adding this to our legal registered title should be considered. Paula indicated we don't have to actually file it, but we can

register a business name, and our corporation can own the name. This would cost approximately \$80-\$100 to file it and is good for 5 years (with renewal required every 5 years).

- Paula indicated the ON Incorporation are not the articles of incorporation, just notices of change. AI will look for previous years to see if he can locate any additional documentation to share with Paula. Jessica shared that a compliance officer gathered everything and registered on our behalf, so the docs sent to them were sent by Jeff. Jess only has this year's document and doesn't know how previous years were processed. Paula indicated the documents are public record but to obtain them we would have to pay to pull the charter documents that were filed. This would show the history and Paula and Dan can build from there.
- To add to the upcoming Agenda for the next meeting.

## **6. Social Media**

- Shout out to Sheldon! We have been getting much positive feedback on our socials. Recently Jim Low, of the Junior C circuit complimented AI on our socials. This is a lot of work, and it is much appreciated, thanks Sheldon!