

B Club Operations

The Management

Overview

This section recognizes that there are a lot of smaller clubs that do not have full time or even part-time staff and are run entirely by volunteers. While the information that follows may be more suited for the larger clubs, Board members and volunteers who deal with some of these issues may find it helpful.

The Importance of Manager in Curling Club Operations

In curling club operations, customer satisfaction and fiscal efficiency are critical to success. No matter how successful a curling club has been in planning, success depends on how effectively the club is operated. The manager's challenge is to find the balance that provides an enjoyable curling experience for the membership, a respectable financial return and a comfortable, if not enjoyable place to work.

A first step in developing a management philosophy is clearly understanding the manager's scope of responsibilities.

1. The manager of a Curling Club is one who is committed to customer service.
2. The manager must make a conscious effort to learn if their customers are satisfied enough to want to come back again and again. They, along with the staff, will reflect immeasurably upon the level of satisfaction your customers will receive from their efforts.
3. A manager foresees the needs of customers and evaluates the facility's ability to meet those needs.

Customer Satisfaction

Curlers are human beings; they react to both positive and indifferent treatment received from management. A positive reception can produce a harmonious relationship that may exist for years to come. On the other hand, initial misgivings can deepen into complete discouragement if a curler's **early** experiences at a curling club are unpleasant. A would-be or even a more seasoned curler who has these misgivings may not become a repeat user of the curling club, therefore, they will not pay curling fees, purchase equipment, support the lounge facilities and otherwise contribute to the growth and welfare of the game.

Ten Tips for Quality Service

- a) Curlers are the most important people in our business
- b) Curlers are not dependent on us; we are dependent on them.
- c) Curlers do not interrupt our work; they are the reason for it
- d) Curlers do us a favor when they call; we are not doing them a favour by serving them.
- e) Curlers are not statistics; they are human beings with feelings and emotions.
- f) Curlers & renters are a part of our business – not outsiders.
- g) Curlers are not persons with whom to argue or match wits.
- h) Curlers are not persons who bring us their wants; it is our job to discover and satisfy those wants.

- i) Curlers deserve courteous and attentive treatment.
- j) Curlers are the lifeblood of our business.

Key Responsibilities and Job Description

1. Establish a management philosophy with a set of values
2. Set business goals
3. Develop and organize policy and procedures with the Board
4. Delegate duties to staff.
5. Monitor and evaluate the results
6. Foresee the needs of your customers
7. Provide exceptional service
8. Create an environment for innovative ideas and proactive thinking

Goals to Operate a Curling Facility

A second step in developing a management philosophy is to establish specific goals to achieve a high quality of service and to operate the facility with fiscal efficiency. Here are some examples to set your goals by:

1. To deliver the sport of curling in a favourable atmosphere to the greatest number of people at a reasonable cost.
2. Deliver the best ice & rock conditions at minimum cost.
3. Co-operate with the Board of Directors in all areas related to the success of the club.
4. Maintain safe programs benefiting curlers, guests and employees.
5. Maintain a high level of staff efficiency to enhance the curling club facility as viewed by the public.
6. Promote the Club to the membership, general public, private industry and media.

Job Duties

Every curling club is run different than the next. Some job duties may be carried out by the club executive or committees and some by staff. Here are some general job duties of curling club managers.

1. Faithfully serve the club to their best efforts
2. Advance the interests of the club
3. Implement to the best of their ability, decisions or policies of the Board of Directors
4. Co-ordinate league play
5. Co-ordinate competitive draws and bonspiel draws
6. Maintain current membership database
7. Collect and deposit all revenues
8. Booking special events and off-season rentals
9. Ensure any affiliations are current and in good standing
10. Coordinate public relations and promotion campaigns
11. Deal with suggestions, concerns or problems which may arise from the membership
12. Assist volunteers in coordinating bonspiels social events, etc. as required
13. Manage curling club pro shop to ensure up-to-date equipment is available to members.
14. Responsible to manage other staff as required.

Employee or Independent Contractor?

There is a growing trend in today's workplace of hiring contractors rather than employees to perform necessary services. This trend is a result of a number of factors, including greater flexibility, reduced overall costs and often a greater specialization that contractors bring to a project.

The distinction between the two is somewhat difficult to determine, however and the distinction has wide reaching implications for your curling club.

There are a number of differences to consider. An employee has certain rights on termination that generally are not available to a contractor. An employer is under statutory obligations regarding withholding and remitting income tax, workers' compensation and employment insurance. As well, employees have certain entitlements under the employment standards legislation, such as overtime pay, minimum wage and paid vacations, which are not available to contractors.

Problems arise when companies have independent contractors providing services, but there are some aspects of the relationship that suggest or resemble a traditional employer/employee relationship. The following is a list of some of the factors that should be considered in determining whether an individual is an employee or an independent contractor. It is obvious from the chart, that determining whether one is an employee or an independent contractor can only be done on a case by case basis. Accordingly, it is important to seek proper advice when establishing an independent contractor relationship to help reduce the risk of the individual being found to be an employee. It is also generally advisable that a contract be entered into between a company and an independent contractor in order to help distinguish the individual from the regular employees. (*Caution: no one factor is determinative. Please consult Canada Customs and Revenue Agency to discuss your scenario.*)

Employee: factors making an individual more likely to be an employee.

1. Curling club selects the individual who will provide the services (i.e. hire a person to clean the club rather than contracting a cleaning firm who will supply their own staff).
2. Individual is paid on a fixed hourly, weekly, bi-weekly or monthly basis.
3. Club directs and supervises day-to-day work. Individual is subject to direction of club's manager or Board.
4. Club controls the method and location of performing the work. Individual must comply with club's general hours of work. Club determines where, when and how the work will be performed.
5. Individual has employees of club assisting him or her.
6. The manager or the Board disciplines or dismisses employees.
7. Individual is covered by the employee group benefit plan.
8. Individual does not have own GST number.
9. Club provides any necessary tools or equipment.
10. Club completes "Record of Employment" for Human Resources Development Canada upon termination of relationship. Club also completes T4 slips for income tax purposes.
11. Individual works full-time for club and does not work for anyone else.
12. There is an on-going relationship between the individual and the club with no definite end-date.
13. There is no documentation suggesting anything other than an employment relationship.
14. Individual is treated the same as all of the club's employees. Individual is subject to club's policies governing employees.

15. Individual is employed as part of the business and their work is an integral part of the business.
16. The individual has previously worked as an employee for the club in the same capacity.

Independent Contractor: Factors making individuals more likely to be an independent contractor.

1. Service is performed by an individual selected by the contractor.
2. Contractor receives lump sum payment for completed project or work upon submission of invoice. Contractor has a chance of profit from sound management and a risk of financial loss if the project does not go well. Contractor carries on a business on its own behalf.
3. Contractor agrees to produce a specified result but it is up to the contractor to select the method to achieve that result. Contractor chooses own hours of work.
4. The contractor hires any helpers directly.
5. There is no discipline by the company. Failure to produce necessary result is dealt with in accordance with the contract between the club and the contractor.
6. Contractor is not provided any employee benefits.
7. Contractor has own GST number, charges the club for GST and remits to CCRA.
8. Contractor provides own tools and equipment. Project may require capital investment.
9. No Record of Employment or T4's prepared since this is not an employment relationship.
10. Contractor works for a number of different clients. The club does not restrict the contractor from working for others.
11. Relationship terminates upon completion of specified task.
12. There is a contract between the club and the contractor.
13. The contractor's workers are not treated like the company's employees.
14. Contractor's services are peripheral to club's operation and are not integrated into it.
15. The contractor has never been an employee of the club.

Food & Beverage Operations and Control

Overview

Why would anyone ever want to get into the food and beverage business? The labour demands are intensive, the service is expensive with equipment, waste, liquor licensing and, are the guests ever happy? Well, in fact, curling and food and beer go together.

In curling clubs, the lounge is a manageable, and profitable revenue source. Curling clubs rely heavily on the successful operation of the lounge to enhance their bottom line.

Some simple goals that are critical to the success operation of a lounge and/or canteen are:

1. Provide a service that is needed.
2. Keep it simple
3. Keep it safe
4. Keep it focused on the customer

Key Points

Some things you should consider when making a decision on starting or expanding a food and beverage service are:

1. What is the local competition?
2. What is your primary financial purpose?
3. Who are your customers?

4. Assess your current facility/resources;
5. Determine financial viability.

Local Competition

You will want to determine if you have the ‘foot traffic’ to support some type of food or beverage operation. The main consideration is whether there is a close-by food/drink establishment which your guests are happier to use. For instance, a fast-food restaurant may be right next to your club. Curlers may stop there to pick-up a quick breakfast and coffee. It’s unlikely that you will be able to beat this service provider on cost, convenience, menu variety or quality, so you may decide against providing a breakfast menu. A successful F & B operation depends on you providing a **needed service**, rather than what you **are currently** providing or **may want** to provide.

Obviously, this is more relevant to larger centres as clubs in smaller centres may not have as much competition when it comes to their kitchen and lounge facilities.

Primary financial purpose

This step fundamentally comes down to the question: are you trying to make a profit or provide a service to your club members? There are three primary purposes to be served: loss leader, subsidized or profit-making.

Loss Leader: In certain environments, it may be difficult for your lounge to make a profit. For instance, curling club members may expect their dues to be used to support the kitchen and therefore it would be a loss leader. That is, a service provided to entice people to join and remain in the club. Costs should be controlled, but it is not expected to make a profit.

Subsidized: Many public facilities are willing to subsidize the service to keep prices low or to keep their members and guests. Typically, it is expected to break even or to operate at a defined level of loss and be subsidized by curling fees or from other revenue sources.

Profit-Making: Most clubs operate their bar to generate profits while food services can fall in any of the three categories.

Check your membership and customers

If your food and beverage service is currently not being used by a high percentage of your curlers, you may want to survey them as they pay their curling fees. You could ask your members to rate the quality of the existing service: quality of food, speed and courtesy of service, value or the money, etc. Also, you could ask members what they would like to see different.

Prioritize Your Most Needed Food & Beverage Service

You have now gathered sufficient data to give a general direction regarding the type of service to provide. Now it is time to get a business perspective or what will or won’t work for your club. Based on what you have determined, what type of operation seems most appropriate?

a) Vending Machine Option

This service uses ready-to-use or prepared foods to provide a snack to curlers. The person behind the counter is essentially a human vending machine. This is a good option for clubs that are finding overhead of staffing a kitchen, especially during the mornings and afternoons, to be too much. There are a huge variety of vending machines available from just chips and bars, to sandwiches, rolls and soft drinks.

Pros:

- Easy to get started
- Minimum cash invested
- Minimal inventory
- Minimum space requirements
- Minimal staff training and no new staff required
- No food preparation at time of sale
- Some basic snack foods can usually be considered a needed service for members
- Quick service
- Relatively easy to establish controls to prevent theft
- Better than nothing

Cons:

- Limited selection
- Doesn't encourage socializing after curling
- Limited potential
- Vending machines tend to be disliked by guests even when they work.

b) Kitchen/Snack Bar Option

This is typically a short-order cooking environment that provides capability for more varied menu and made to order foods. This service can readily supply breakfast and lunch rather than just a snack. This is the typical food service that most curling clubs offer.

Pros:

- Varied menu promotes sales
- Eating area promotes sales
- Quick service
- Relatively inexpensive for the curler

Cons:

- Requires adequate space for food preparation and serving
- Requires inventory/storage area
- Staff need to be trained and, in some areas, certified as food handlers
- Food purchasing from suppliers is required
- Inventory monitoring is essential
- Bookkeeping is complicated
- Board of Health cost must be met
- Adequate equipment is needed such as grill, deep fryer, microwave, coolers, dishwasher/sinks, storage area, etc.

c) Recap

Some curling clubs may find that a combination of the two operations mentioned above works for them by having vending machines available at all times and limiting the kitchen operations to established peak times.

Maybe there is only enough traffic to support opening the kitchen in the evenings or maybe only on weekends when there are bonspiels. Every club is going to have different needs and requirements. By going through the steps of checking competition, deciding whether or not

you need to make a profit or are servicing your membership, and surveying the curlers as to what they would support you can make a decision as to what type of service your curling club will offer.

Lounge/Bar Overview

The curling club lounge is typically a popular place. Curling and socializing go hand-in-hand. No matter the size of the club - two sheets or twenty - a bar is an expected service by curlers. It is also a major source of revenue for most clubs with the mark-up on drinks making it an attractive and profitable consideration.

Often, the lounge acts as a viewing area for spectators watching their favorite team. As well, it fits the curling tradition of curlers to have something to drink after play. It can also increase sales in the kitchen/canteen as the tendency (and in many areas it is the law – check with your local liquor commission) to have alcoholic drinks with food enhances profitability in both areas.

There are a number of things that need to be considered when operating a curling club bar:

1. A considerable and varied inventory is necessary
2. Trained personnel are needed to prepare drinks and serve/not serve guests
3. Need to follow local serving rules
4. Requires third party liability insurance
5. Requires provincial liquor license or permit

Curling club bars – tips for efficient service

1. *First contact* by new customers or potential members is made in the reception area, on the ice and in the lounge. Yet, quite often the look and atmosphere of lounge is ignored because it makes money with a minimum of effort. A liquor license is not a license to steal but a special service to your club members to further their enjoyment of **their** club.
2. A club's operating budget should not rely heavily on bar profits. Any reliance on bar profits alters management's view on beverage pricing and, more importantly, if there is a decline in curling activity there will be an operating loss. Nice atmosphere, good service and good prices will aid the club in attracting new members and increasing cash flow.
3. The manager (or the person charged with running the bar) should approach operation of the bar by establishing the rules as required by law and the club, and ensuring they are followed.
4. Tea, coffee and non-alcoholic beverages should always be available. This will ensure the members who do not drink alcohol can stay and enjoy the post game discussions. Usually the availability of non-alcohol drinks is a condition of the liquor license. Remember: serve quality tea and coffee and a variety of non-alcoholic drinks. Bad coffee and soft drinks won't help your business.
5. Sundry items are an added service that is both profitable and appreciated. They include pickled eggs, chips, peanuts, popcorn, pepperoni sticks, etc. All items can be handled by an ordinary cash register.
6. If the volume justifies a computerized cash register, then consider computerizing the liquor as well. **Warning:** a fully computerized system can be very expensive. Consult food and beverage experts before incurring this expense.
7. Opening and closing procedures should be developed and posted at the bar. These procedures should not take more than 30 minutes.
 - a) Opening (example)
 - i. Get cash tray with daily float

- ii. Count float
 - iii. Prepare bar supplies (lemons, ice etc.)
- b) Closing
 - i. Secure cash tray
 - ii. Wash down tables
 - iii. Clean ashtrays
 - iv. Lock and secure all doors
- 8. A daily cash sheet should be developed and bar receipts should be balanced daily. Checking these cash sheets will highlight problem areas. This work should not be done by the bar staff.
- 9. Normally the cash is a little under one day and a little over another day. If cash balances exactly everyday, there is usually a problem. One method of checking if there is a problem is to secretly insert \$20 during the day if the cash balances exactly at the end of the day, then the bartender is the problem.
- 10. Make sure the cash register drawer is closed after every transaction. Leaving the drawer open is an invitation for unrecorded transactions and missing cash.
- 11. Take a cash register subtotal every one and a half hours on ordinary and bonspiel days. This will help you identify the busy periods helping you establish a work schedule that will ensure that there is always adequate staff on hand to handle the peak times. Also, the subtotals will show the dead times. During these periods cleaning the bar, restocking and other tasks can be scheduled.
- 12. A simple dress code should be established for all bar staff (remember the *first contact* concept – it applies to bar staff as well). The code does not have to be elaborate - dark pants or skirt and white shirt will do.
- 13. Set bar hours and make sure they are adhered to.
- 14. Make sure there is enough of a float (varied denominations) to carry through the day.
- 15. Stock controls are also very important. Stock sheets should be prepared and inventory taken regularly (depends on the size of the operation). Controls over stock will help with reordering and monitoring "spillage".
- 16. The bar can be self serve (customers come to the bar for their order) or table service. Table service is more demanding and requires more supervision and is generally more expensive. Self service requires some forethought as well. Dirty glasses have to be returned or picked up to be washed. Observe other clubs to decide whether self serve or table service is best suited to your club.
- 17. Another decision to be considered is whether it will be a cash only or a cash and credit bar. It is a well documented fact that the individual average transaction increases with the use of credit. There are two ways to use credit, a chit system or credit cards. The cost of credit cards varies (1.75% to 3.5%), while the cost of a chit system is increased administration.
- 18. An area which some clubs are reluctant to venture is allowing members to chit. Some business men carry very little cash, and if given monthly bills, they can write certain expenses off. Also, a lot of visiting curlers would rather chit back to their own club. With these people, your bartender should ensure they are carrying current membership cards and their club number is recorded on each chit.
- 19. If you decide on a self serve operation, there are corners that can be cut and at the same time maintain efficiency and good service. Remove the pop dispenser from the bar and let the members administer their own mix. Post signs and use club bulletins requesting members to return dirty glasses to the bar. It is strongly recommended investing in a glass washer. Your volume will dictate the shape and size you purchase. You should be able to pay for it in one year's savings on labour costs.

As you can see, there are numerous ways in which the bar efficiency can be improved but no one can hope to accomplish it all in the first few months. If you have more than one staff member,

you should appoint a head bartender and in conjunction with them,, slowly make changes. If you wish to lay out a guide for your bar, the following are some headings that might help:

Inventory

A considerable inventory is necessary to properly stock a bar requiring a substantial investment. You will need to keep proper inventory as mentioned previously to clearly reflect operating costs, thereby setting the basis for cost control. Accurate inventory of liquor and supplies enables the club to keep proper stock levels and enables a natural rotation of product.

A key for inventory in most curling club bars is to *have it low before it gets slow*. Because of the seasonal nature of our business, curling clubs do not want to be storing and carrying a large inventory when the curling season comes to a close. Inventory can tie up money and it needs to be properly managed.

Trained Personnel (Staff or Volunteers)

Larger curling clubs are dealing with staff in their lounge/bar therefore, it is assumed that they are hired as trained personnel. These personnel are able to serve a customer's drink requirement as needed. In smaller clubs, where volunteers are primarily used, you might be dealing with people who are inexperienced in mixing drinks. It is advisable, in these cases, to have lists of what is available (smaller clubs may have a limited selection) and how to mix certain drinks.

By maintaining an experienced staff/volunteer force, losses due to shrinkage are kept at a minimum. Shrinkage can include human error, breakage, spillage, or dishonesty. While some shrinkage is a part of doing business, proper inventories and cash control should eliminate the possibilities of excessive losses.

Etiquette Behind The Bar

1. Always pour liquor over the ice and don't be 'cheap' with the ice. An attractive and well made drink will have three to four ice cubes, fresh mix, a stir stick or straw and garnish (lemon).
2. Never argue with a customer.
3. Always, always measure drinks. Discuss the size of your liquor 'shot'. A minimum of one ounce to 1½ ounce is the recommended range. 1¼ ounce is ideal.
4. Never turn your back to pour a drink.
5. People who walk into a bar are looking for a restful, relaxing atmosphere. They expect it to be immediately clean and attractive (remember first contact?).
6. A bartender should be very scrupulous about his personal appearance and should always be clean shaven and well dressed.
7. When serving guests, bartenders should always handle the glass by the base, be courteous and smile.
8. When a customer asks for a good whisky without naming a brand, never underestimate his palate and serve your most inexpensive brand. Moreover, by producing a bar rack of popular brands will increase sales. (i.e. Bacardi white rum, Seagram's VO rye, Johnnie Walker Red Label scotch, Smirnoff Vodka, Gordon's gin)
9. If the ventilation system in your bar is poor, the prospective customer might not even try the experience of staying around for the second drink. Consider – with input from the members – a no smoking policy or area in your lounge.
10. Customers will expect clean washrooms (remember first contact?). They will check the general tidiness, see if there is sufficient tissue, note if the toilet flushes properly, check soap, water taps, hot water, towels, mirror, odour, etc..
11. The situation of a customer who has too much to drink calls for a great deal of tact,

intelligence and common sense. The law allows no alternative - a barman may not serve anyone who appears to be drunk. With regular customers, it is usually easy to suggest diplomatically that there is always another day. Chances are that the next time he will thank you for your concern. It is the chap who comes already filled to the maximum, who presents a real hazard. The first rule is a firm impersonal refusal.

Local Serving Rules

Every province / territory has its own regulations regarding hours of operation, seating capacity, fire regulations, etc. Your liquor regulator should be contacted to ensure that all the necessary requirements are being met.

Third Party Liability Insurance

The potential for legal liability is a “fact of life” that applies to every business, including the curling business. Liability is defined as “Legal responsibility for property damage, personal injury or other loss”. Every curling club must carry liability insurance to protect themselves in case of a potential lawsuit. More detail on this topic fall under the section on INSURANCE.

Provincial / Territorial Liquor License or Permit

Some clubs may obtain a liquor license outlining the rated capacity of their establishment and allowing for sales to the general public – not limiting sales to members only. That license is usually renewable on a yearly basis with a one time license fee.

Other clubs, due to size restrictions or other requirements may not be able to obtain a liquor license and are required to get a special permit for the sale of liquor and beer. This can become quite costly depending on the amount of events held in those clubs.

Rules, regulations and conditions vary across our country. Please consult your local liquor regulator.

Ice-making / Refrigeration

Maintenance Scheduling

In order to maximize income potential it is essential to schedule maintenance so as not to interfere with curling activities. The vast majority of revenues are derived from having people on the ice and in the club. Ideally all major ice work should be done between midnight and eight in the morning. By scheduling ice work at this time it avoids interfering with curling activities and the staff can operate more efficiently with a minimum of interruption. Many clubs currently cancel play on a Monday or Sunday to do maintenance. This is like closing your retail store during business hours to wax the floor or do inventory. It isn't done. Don't do it at your club!

Major overhauls of ice immediately before important bonspiels can be an invitation to disaster. If there is an unforeseen problem, the resulting poor ice conditions can cause poor public relations. The image created by a club during bonspiels is very important to recruiting members. If a proper maintenance program is in place, it should not be necessary to make 'new' ice before bonspiels. When major work is required it should be scheduled before the quietest possible curling period (i.e. Christmas).

Ice Conditions

All members enjoy good ice but it seems seniors, juniors and renters inherit the worst ice conditions. This tendency should be avoided because it is these groups who curl in the hard-to-fill time slots at the club. These groups should be treated the same as your top men's or women's leagues. This will go a long way to making their curling more enjoyable. In all cases, an ongoing regular after-hours maintenance program is part of your customer service program ensuring a satisfied membership.

With the exception of emergencies, building maintenance can be performed off-season. The benefits in scheduling painting, renovations, major repairs and other maintenance are obvious. The manager has more time when there are no curlers and the club does not have to inconvenience any patrons. In addition when the members return for curling they will undoubtedly notice and appreciate the work done.

Commercial Property Insurance

Protecting your building and its contents is the first thing that comes to mind when considering commercial insurance. But in addition to protecting your investment, you may also be responsible for property belonging to others on your premises.

What to protect

Here's what your commercial property insurance policy should protect:

- Your building, plus any permanent fixtures, fittings, extensions, etc.;
- Your equipment, furniture, machinery, tools, appliances and rocks;
- Merchandise and inventory;
- Property belonging to others for which you are legally liable;
- Improvements you have made to a building you don't own.

To make sure you are adequately protected, your insurance broker will ask you to provide a list itemizing the value of each item you want to insure. Typically, insurance policies refer to "actual cash value" (cost to replace item plus appreciation and less depreciation) or "replacement cost value" (the cost of repairing or replacing damaged property with new property of the same kind and quality) when referring to the value of property.

Coverage options

Your broker will also discuss with you the variety of coverage options available. Coverage can be basic or broad, depending on individual club circumstances and needs.

1. A **basic policy** will cover you for "named perils" (a named perils policy is specific about the types of incidents it will cover). Typically it will cover you for the perils of fire and lightning plus what is called "extended coverages" such as explosion, impact by aircraft, impact by spacecraft (a not-unusual occurrence these days with satellites falling from the sky regularly!) riot, smoke, windstorm, hail and leakage from sprinklers. Some Named Perils policies will also cover theft and burglary, but you should check with your broker that these perils are included. Broader coverage is available under a "broad form policy" (A Broad Form policy covers losses caused by all perils except those that are specifically excluded by the policy.).
2. Answer the following questions:

- What if you had to move to new premises to continue your operations while your building was being repaired? How would you pay for the new space?
- How long could your business survive if a fire destroyed your building and stock?
- Would your customers go elsewhere? What about key staff?
- What if a key supplier cannot fill your order for stock and you suffer a loss of business as a result?
- What if there is an evacuation of your area ordered by the civil authorities after a toxic spill and you cannot gain access to your premises?

Business Interruption Insurance

Is a way to insure your livelihood. It can be customized to fit the type of business you operate. There are a number of ways to insure your business revenue, ranging from coverage for loss of income to loss of profits. Coverage can also be provided for those extra expenses that you might incur after a loss in order to keep your business operating, such as the cost of renting temporary premises, installing telephone lines and leasing replacement equipment while your premises are undergoing restoration.

Here are the types of Business Interruption coverages available.

- **Gross Earnings Insurance** provides coverage between the time a loss occurs and when your doors re-open for business.
- **Profits Insurance** protects you, not only until you re-open for business, but for a specified period after that, allowing you the opportunity to regain the same income level you had prior to your loss to allow you to continue operation.
- **Extra Expense Insurance** designed to cover extra expenses incurred after a loss to allow your business to continue in operation.
- **Contingent Business Interruption** covers instances when one of the businesses you deal with suffers a loss which will affect your business activity. For example, one of your suppliers has a fire and can't supply your materials; or perhaps one of your customers has suffered a loss and is not in a position to buy your goods or services.

Insurance against Crime

The possibility of burglary, robbery or theft is a reality for business owners. The good news is that you can buy insurance against such incidents. Here are some of the things to think about:

- Do you make regular deposits to your bank or restrict the amount of cash you keep on your premises?
- What security systems do you have in place?
- Do you have a safety deposit box? Are the contents insured?
- Could your club be a target for robbery?
- How might crime affect you off-premises? For example, what if you are robbed on your way to the bank with the day's deposits?
- Do your customers pay with credit cards? If yes, you need to be concerned about credit card forgery.

- Do you have employees who handle cash or other valuable property?

There are other aspects of crime insurance that you should think about, such as securing your premises against burglars. Talk to your broker about the nature of your business and get his or her advice about buying the right coverage. As well, get advice about reducing risks, for example, installing better lighting, an alarm system, a safe, or bars on the shop front window.

Loss Control and Risk Management

Dos & Don'ts – Board of Directors and Officers of Non-Profit Organizations (curling clubs)

Conduct

Always:

- Act honestly and in good faith, with the best interests of the curling club in mind.
- Exercise care, diligence and skill in all you do to ensure that your conduct is that of a reasonably prudent person.
- Familiarize yourself with the increased responsibilities placed on trustees.
- Stay informed.
- Attend board meetings on a regular basis. If you can't go to meetings, obtain copies of the minutes and material from those meetings.
- Exercise your "duty of reasonable inquiry" – question Board procedures and practices.

Never

- Assume that liability is minimal because you serve a non-profit organization.
- Make light of your duties as a Director or Officer.
- Take part in activities that go against the regulations governing the organization.

Conflict of Interest

Always

- Stay away from situations that may place you in real or perceived conflict of interest.
- Notify the board immediately if a conflict of interest (or perceived conflict of interest) arises.

Never

- Use your position and/or the non-profit organization for personal profit or gain.
- Participate in a review of a conflict of interest issue if it involves you personally.

Employment practices

Always

- Familiarize yourself with the operating procedures and policies of your organization.
- Ensure that appropriate guidelines are in place regarding employment-related issues, such as: equal opportunity employment; harassment and discrimination; interviewing; hiring and termination procedures.

Never

- Dismiss an employee without ensuring all termination procedures have been followed correctly.

Taxes and Financial Reporting

Always

- Ensure that government filings, taxes, withholdings and remittances are done as required and on time.
- Make certain that your organization files any annual returns required under the applicable statute. (see Revenue Canada page ??)
- Make sure that reports concerning your organization's compliance with all required filings, withholdings and remittances are submitted to the board on a regular basis.

Never

- Try and do it all yourself (unless you are qualified); hire experts.

Insurance

Always

- Make certain there are measures in place to protect the assets of your facility. Make sure those assets are adequately insured.
- Ensure that any administrators of employee benefits or pension plans are insured for their liability as fiduciaries.
- Purchase fidelity insurance to protect against employment theft.
- Make sure you have appropriate Directors & Officers liability insurance.

Never

- Assume you are fully covered just because you have insurance. Some claims/acts are uninsurable. Read the policy exclusions and conditions to fully understand your coverage.

Indemnification

Always

- Ensure that your organization's by-laws and/or constitution contain an indemnification provision which covers costs, expenses and losses arising out of your liability as a Director or Officer.

Dos and Don'ts in the Facility Business

These suggestions are general in nature and are not intended to cover all potential problems. Your operation may require other protection features not listed here.

Slip and Fall Prevention

To reduce the impact of these incidents, you should implement a slip and fall prevention program that includes the following elements:

- Establish procedures for removal of snow and ice, salting and sanding of all external walkways, ramps, parking lots, etc.
- In winter months, make sure all snow and ice is cleared from walkways, sidewalks and parking lots.
- If you contract with a snow removal service, ask to see their certificate of insurance.
- Make sure entrances, exits and parking lots are well lit.
- Check all tables and chairs on a frequent basis to ensure they are level and in good condition. Remove any that are broken and have repaired or replaced.
- Loose carpets should be properly secured and checked for rolling edges.
- Check all railings and stairs for loose or worn surfaces.

Common Areas

- Inspect all internal and external walkway surfaces such as sidewalks, ramps, parking lots, etc. for cracked, broken or uneven areas. Repair deficiencies as soon as practical.
- Ensure all common areas such as hallways, stairwells, parking lots, etc. are well lit. Any burnt out, broken or defective lighting should be reported and repaired immediately.
- Check all stairs for cracked, broken or worn surfaces.
- Ensure "rise and run" of steps meet applicable building codes.
- Ensure any loose carpets are well-secured and in good condition.
- Make sure all handrails and guardrails are secure and meet applicable building codes.
- Clearly mark and identify all changes in elevation, and make sure adequate warning signs are in place.

Lounge Areas

- Provide illuminated wall switches. Daily housekeeping routine should include checking to see all lights are working.
- Make sure electrical wires and cables for lighting, television, etc. are out of the path of travel.
- Check all floors and carpeting for worn, loose or lifted areas.
- Ensure all showers and have non-slip surfaces applied.

On-site Inspection

- Inspect all exit doors and ensure they are clearly marked, in good working condition, free of obstruction and have not been made inoperable by locking or chaining shut.
- Install proper panic door hardware as required by local code requirements.
- Inspect all exit signs for proper illumination on a daily basis.
- Ensure all fire alarms and fire suppression systems are checked and serviced to meet local code requirements.

Crime Prevention / Employee Theft

- Check all employee references.
- Restrict access to safes and other sources of cash to as few persons as possible.
- Review existing accounting procedures to ensure security protocols are in place.
- If guest's cheques are cashed make sure they are marked "for deposit only".
- Cashiers should **not** be responsible for their own cash balances.
- Conduct regular and random audits.

Robbery Prevention

- Make frequent, random bank deposits.
- Provide money safes with drop features.
- Empty money from vending machines frequently.
- Provide training for employees on how to respond during and after a robbery.

Dos and Don'ts in the Food and Beverage business

This checklist is intended to help you identify potential losses in the day-to-day operation of your food and beverage business. It will also help you understand common hazards and ways to control them. The following suggestions are general in nature and are not intended to cover all potential problems. You may require other protection features not listed here. Ask your insurance broker for advice on your individual circumstances.

Liquor Liability

Changing legal attitudes towards those who serve liquor have led to increases in the frequency of legal suits bought against those who serve alcohol. The onus has clearly shifted to curling club to be responsible for the actions of intoxicated members. A strong defence against these potential losses is to provide an atmosphere where over-drinking is discouraged and proactive steps are taken to make alternative transportation available for intoxicated patrons.

- Inspect your premises to ensure safety for intoxicated patrons: handrails, good lighting, and easily accessible exits.
- Request proof of age.
- Post phone numbers of taxi services in easy-to-find locations (i.e., next to pay phone).
- Provide non-alcoholic beverages for designated drivers.
- Provide training for any staff who serves alcohol. Provincial / Territorial liquor licensing boards can provide details on availability of programs. For this to be effective, management must support any staff member who refuses to serve a patron.

Fire Extinguishing System (kitchens)

- The extinguishing system should be serviced, tagged, signed and certified semi-annually by a licensed contractor.
- Discharge nozzles should cover all cooking appliances.
- The system should be equipped with an automatic fuel shut-off valve.
- The system should have a pull station for manual activation.
- The system should be capable of controlling or extinguishing a fire based on current type and arrangement of appliances. This may require changing outdated dry chemical systems to systems using wet chemical agents. Wet chemical agents have proven more effective in controlling and extinguishing fires in today's appliances that operate at higher temperatures and maintain heat longer.

Housekeeping

Many fires occur in the kitchen where the majority of ignition sources exist, along with fuel in the form of grease build-up. Fire protection systems must be in place, with proper protection over the cooking appliances. All protection equipment must be properly maintained and inspected on a regular basis. Some key housekeeping issues are:

- No grease build-up on floors, walls or cooking appliances.
- Weekly cleaning of fume hoods and grease extraction filters.
- Removal of all waste materials.

Kitchen Exhaust System

- The duct work above the filters to the exterior of the premises should be cleaned semi-annually by a qualified contractor.
- Duct work should be checked regularly for signs of grease build-up at access points. If build-up is noticed, duct work should be cleaned promptly.
- All hoods and duct work should be constructed of steel or stainless steel.

Food Preparation

- Check all dishware before each day's operation and discard cracked or chipped items.
- Properly label all ingredients and remove any cleaning products or other potentially toxic substances from the immediate cooking area.
- Do not store pesticides on the premises. Contract with a reputable pest control company to provide this service.
- Ensure all perishables are properly refrigerated and all food is properly wrapped and stored off the floor. Ensure that a date rotation is used.
- Provide required hand washing facilities for employees and strictly enforce this practice.

Crime: Storage of Liquor, Wine and Beer

- All liquor should be kept in a locked room or cabinet.
- Access to liquor stock should be restricted to key personnel.
- Liquor stock room should be protected by a burglar alarm system.
- Only a minimum supply of liquor should be kept at the bar.

Crime: Money Handling Practices

- Deposits should be made daily. The deposit route and times should vary from day to day, to avoid a predictable routine.
- If cash is kept on the premises overnight, it should be locked in a safe.
- All safes should be secured to the floor and kept in an area protected by the burglar alarm system.

Commercial Liability Insurance

As a business owner/manager, you are legally obligated to protect customers and others while they are on your premises. And your obligations extend beyond your business premises. You also have an obligation to ensure that your facility is safe and that work performed by you or your employees does not cause injury or damage to others. If an accident does happen, and you are found legally liable for negligence, your liability insurance can be called upon for defence and indemnity costs, subject to policy limitations. We recommend talking to your broker if you have any questions.

Basic Commercial General Liability covers the following:

- Bodily injury to others
- Personal injury to others
- Advertising Injury to others
- Property Damage to the property of others

A standard Commercial General Liability policy should also cover:

- Medical costs incurred by others as a result of an accident

- Tenants' Legal Liability coverage for damage that you may cause to premises you rent or lease

Directors and Officers Liability Insurance

Directors & Officers Liability provides financial protection for the directors and officers of your company in the event they are sued in conjunction with the performance of their duties as they relate to the club. Directors & Officers Liability can usually include Employment Practices Liability and sometimes Fiduciary Liability. The former involves harassment and discrimination suits, and is where the majority of your exposure will be. Directors & Officers Liability is often confused with Errors & Omissions Liability. The two are not synonymous; Errors & Omissions is concerned with performance failures and negligence with respect to your products and services, not the performance and duties of management. Generally it is a good idea to carry both policies.

When you assemble a board of directors, they will frequently make the requirement. Also having employees opens management up to employment practices lawsuits. First, claims from employees, and clients will be made against the company, AND against the directors of the company. Since a director can be held personally responsible for acts of the company, most directors and officers will demand to be protected rather than put their personal assets at stake. Second, investors and members of your board of directors will not be willing to risk their personal assets to serve as a corporate director or officer, no matter how heartfelt their belief in your company.

(Check with your broker for more information.)

Boiler & Machinery Insurance

Explosion or mechanical breakdown of equipment or machinery is a serious concern for any business. Did you know that explosion and mechanical breakdowns are not normally covered by standard commercial property policies?

Boiler and Machinery insurance is an often overlooked but valuable form of insurance protection, covering a wide range of machinery and equipment, including for example:

- refrigeration systems
- heating and ventilation equipment
- air conditioning equipment
- office equipment such as fax machines, telephone systems, photocopiers, etc.
- production machinery
- diagnostic equipment
- and of course, boilers!

Boiler and Machinery Coverage:

- Provides coverage for direct damage to machinery and equipment as a result of mechanical breakdown;
- Works in tandem with any Business Interruption / Extra Expense coverage you have purchased;

- Provides coverage if a hazardous substance is involved or released by equipment breakdown;
- Can be extended to provide coverage for spoilage of food or other property as a result of mechanical breakdown of refrigeration equipment.

Treasurer / Accountant / Finance / Manager

Keeping the Books

Introduction

Most not-for-profit organizations have special responsibilities regarding record-keeping because funds are received from a variety of sources, including memberships, food & beverage, fundraising and grants.

The curling club has a two-sided fiscal responsibility. The back side is the expenditure of funds; the front side is the collection of revenues, maintain proper accounting, and the safeguarding and proper deposit of funds.

Getting Started

First—if you have already not done so—your organization should choose someone to be responsible for the bookkeeping. All money received or spent should be channeled through a bank account, as it makes good sense to have a bank do part of the recordkeeping job on your behalf. Accountability for funds is a keystone of trust and confidence. This trust should be impressed upon all members of the curling club volunteers and/or staff. Responsible volunteers/staff should be provided with the means for maintaining a record of all curling money they collect and dispense within an established procedure developed by the club.

Banks

1. All banks have several types of accounts available. Make sure the account you choose is one from which cancelled cheques and statements are returned on a monthly basis.
2. The treasurer should be sure to deposit all money received immediately, to prevent any loss from misplacement or theft.
3. In order to open a bank account in the name of the organization, your group will be required to select signing officers. These officers should be the only people authorized to sign cheques for the organization.

Cheques & Signing Officers

1. **Never sign a blank cheque.** Furthermore, a cheque should not be signed unless it is accompanied by a corresponding invoice.
2. It is advisable for two members of the authorized group to sign the cheques. Arrange with your bank so that all cheques require two authorized signatures in order to be negotiable.
3. Select more than two officers as signing officers, in order to provide coverage if one of the regular officers is unavailable to sign. Most groups find it convenient to allow any two of the signing officers to sign cheques, while other groups insist that the treasurer be one of the signing officers.
4. Your group should use its treasurer as a signing officer as often as possible, because of that person's knowledge of bookkeeping requirements. However, in order to avoid unnecessary delays, do not restrict signing privileges to the treasurer.

Cash Control

1. Procedures need to be in place to ensure cash control during the collection, recording, depositing and handling of cash. These procedures should be relatively straightforward and easy to use. A cash register is critical to effective control of your club's money.
2. Change should be on hand at the beginning of each day or shift change.
3. All cash received during the day should be recorded and remitted with a daily financial report to either a local bank or designated finance office.

Change Funds

Predetermined denominations should be on hand at the beginning of each day. This fund should be withheld from the daily deposit. For example, begin each (regular business) day with a \$400 float comprised of: twenty \$5 bills (\$100); three rolls of \$2 coin (\$150); six rolls of \$1 coin (\$150); seven rolls of 25¢ (\$70); four rolls of 10¢ (\$20); and five rolls of 5¢ (\$10). (Depending on your prices and volume, this list may not be satisfactory – after some trial and error, you will hit on the right formula). Note: when the float is withheld from daily deposits, thought should be given for its overnight security. A safe is the best answer, beating a cigar box hands down.

Deposits

It is not advisable to permit an employee to take funds home for the night. At the close of each day, all cash received should be held in a safe or other secure area, then the next day, it should be recorded and remitted to a local bank. The following questions should be considered:

1. Does what you do now ensure the personal safety of volunteers/staff?
2. Is there accountability for the money?
3. Is there safety from loss?

Inventory Control

Procedures must be in place for accurately ordering goods (liquor, chocolate bars etc. – anything to be re-sold), recording that the goods were received, and maintaining an accurate count of all saleables in inventory.

1. Since merchandise, food & liquor in inventory is money, a system to safeguard inventory is a necessity. Keep your stock under lock and key with restricted access.
2. A perpetual inventory system tracks an item from ordering to sale; frequently this is a computer based system. Regardless of whether you use a computer system to track inventory or do it by hand, remember these key points:
 - When goods are delivered, check your order for accuracy
 - Check your inventory on a regular basis
 - Use a cash register to accurately track your sales
3. Physical inventory counts may be scheduled or unscheduled to provide secure, accurate inventory figures.
4. At least once per month, a complete count of the physical inventory should be made. This can be done by board, staff/volunteers but **not** those directly responsible for maintaining the inventory (i.e bartenders).

Cash Receipts

For all funds you receive, prepare and issue pre-numbered duplicate receipts. The receipt should contain the following information:

- receipt number
- the date payment was received
- from whom the payment was received
- the amount of receipt

- form of funds received—cash or cheque
- a brief explanation, if any, and;
- signature of authorized person.

Give the original copy to the donour and retain the duplicate copy for your club's records. You must be able to trace any receipt issued to your organization's deposit book and its receipt journal. It is recommended that you write the receipt numbers on the corresponding deposit slips.

Deposit Book

The deposit book you obtain from the bank should be in triplicate. The original copy will be kept by the bank. Retain the second copy—the one that is attached to the deposit book—for your club's records. The third copy should be attached to your daily deposit sheet. Ensure that the bank stamps at least one of the duplicate deposit slips when you make a deposit to the account. When preparing the deposit slip, it is very important that you record the following information in the appropriate spaces:

- date
- account number
- name
- separate list of cheques being deposited showing payer's name
- breakdown of cash being deposited
- signature of authorized person making the deposit; and
- receipt numbers (optional).

Ensure that all funds—cash or cheques—are deposited immediately, and that all cheques are properly endorsed, i.e., “for deposit only to the credit of [insert club's name].” Note: a deposit book with duplicate pages is also acceptable with the second copy attached to your daily deposit sheet.

Cash Receipts Journal

The cash receipts journal is organized so that a record of all funds your organization receives is kept in a simple and easily accessible manner.

Cheque Disbursements

The cheque disbursements journal is organized so that all of the accounting information relating to purchases and payments of expenses is readily available.

Cheque Book

The left part of each page of the cheque book is the stub that remains in the book after you have removed the cheque. Be sure to complete the stub in full each time you write a cheque. Include the following information:

- the cheque number
- the date of issue
- to whom the cheque was issued
- the amount of the cheque; and
- a brief description of the purpose of the payment including reference to an invoice number.

When you write a cheque, it should be filled out completely before it is signed, namely, it must include:

- cheque number

- date (ensure you have the correct year!)
- full name of the payee (the person or company receiving the cheque); and
- amount of the cheque both in figures and words; the two must agree.

The signing officers should not sign the cheque until it contains all of this information. It is **not** recommended for a signing officer to sign a quantity of blank cheques, as this destroys the entire purpose of having more than one signature on a cheque.

The signing officers should see the bill or voucher for which payment is being made when they sign a cheque; in this way they know why the cheque has been issued. After the cheque is signed, the treasurer should record the cheque number and the date of the cheque on the invoice, bill or voucher.

Occasionally the treasurer will prepare a cheque that ends up not being issued or one that is returned without being cashed by the payee. This could occur because of a misspelling, the insertion of a wrong amount, or a later decision not to make the payment. Whether this happens before or after the cheque is signed, do not destroy the cheque. The treasurer should write “void” across the cheque and on the cheque stub, and **remove** the signature part of the cheque. It should then be filed with the cancelled cheques and bank statement.

Petty Cash

Usually an organization makes all payments by cheque. However, this is impractical for such items as postage stamps or lemons for the bar.. Instead, a petty cash fund should be set up to handle these expenditures.

Here are some common rules governing petty cash funds.

- Set an upper limit on the size of transactions. It is common to set a limit of up to \$250 on expenditures.
- Establish types of transactions to be paid. Limit expenditures to such items as postage, office and bar supplies.
- Limit access to the fund. Permit only one person to have access to petty cash in order to control the fund. This person is referred to as the custodian. If more than one person has access, no one can be held responsible.
- Assign the responsibility of petty cash to someone other than the organization’s treasurer. The request for replenishment of the fund should be scrutinized by someone other than the person in charge (i.e., the treasurer should approve the request from the person in charge to replenish the fund).

Bank Reconciliation

The purpose of reconciling your bank statement is to identify any errors or omissions in either the bank’s or your club’s records.

- Obtain your organization’s monthly bank statement and cancelled cheques either by picking them up at the bank or having them mailed to the office.
- Check the cancelled cheques against the statement by using a tick (✓) mark on the statement. Circle any debit item on the bank statement that does not have a corresponding cheque.
- Put the cancelled cheques in numerical order.
- Tick off the entries in the cheque disbursements journal against the cancelled cheques. Mark outstanding (o/s) beside the amount in the “bank” column for any item in the cheque disbursements journal not yet cashed by the bank.
- Enter in the cheque disbursements journal any circled debit items from the bank statement that were not previously recorded, including such items as the monthly bank charges.

- Check bank deposits recorded on the statement against your cash receipts journal. Mark any outstanding (**o/s**) items in the receipts journal beside the amount in the bank column. Enter any credit items on the bank statement that was not previously written in the cash receipts journal.

Completing the Reconciliation

- Enter the final bank balance recorded on the statement on line 1.
- List the outstanding deposits from the cash receipts journal on line 2, and then add them together.
- List the outstanding cheques from the cheque disbursements journal; add them together.
- Subtract outstanding cheques to arrive at the adjusted balance.
- Enter the previous month's adjusted balance.
- Add the total bank column from the cash receipts journal.
- Subtract the total bank column from the cash disbursements journal.
- The balance should agree with the total arrived at in the last step above. If not, double-check all previous steps for accuracy.

Invoicing

In some clubs it is necessary to invoice members for fees or dues. If you have to issue invoices for other purposes, issue them in duplicate, including the following information:

- name and address of your organization
- GST registration number (if registered for GST)
- invoice number
- date of invoice
- name and address of person or organization being invoiced
- purpose of invoice
- amount; and
- date due.

Send the original copy to the person or organization being invoiced; retain the duplicate on file. Remember to also mark the file copy paid when you receive payment. If you are keeping a full accounts receivable system, pre-number the invoices.

Payroll

The payroll function is necessary for any group that has either full or part-time employees. For each employee you need:

- an employee individual payroll record
- a form to determine the total weekly pay
- the amount of each deduction taken; and
- the net amount paid.

You must provide this information in writing to each employee with the pay cheque. The federal government requires that **each employee complete a TD1 form** in order to determine the category of income tax deductions. You will also require the booklet containing tables for the Canada Pension Plan, employment insurance and income tax deductions. The forms and booklet are available from a tax services office. Revenue Canada also provides a computer disk, at no charge, to assist in calculating payroll deductions.

Computer-based accounting systems

Any organization, regardless of its size, can benefit from one of the many business software programs on the market. Integrated accounting programs, such as M.Y.O.B., QuickBooks,

ACCPAC and others, can be designed to suit the size and nature of your organization, as well as the type of hardware available. Spreadsheet software programs, such as Lotus 1-2-3, Microsoft Excel and Quattro Pro, give business users additional flexibility by providing graphics, data management, and “what-if” analyses. The software packages come complete with instructions and are available from the majority of computer stores. While these accounting software programs undoubtedly simplify and accelerate accounting analysis and bookkeeping, and improve financial reporting procedures, their application requires training and familiarity.

Revenue Canada

Federal Deductions

The law requires employers to make proper deductions for income tax, the Canada Pension Plan and employment insurance. Before hiring any employees, contact a tax services office for information on obtaining an employer number and to obtain copies of the documents *Income Tax Deductions at Source* and *Canada Pension Plan Contribution and Employment Insurance Premium Tables*. Carefully read the instructions in these documents, and then locate the deduction columns that apply to your particular pay period.

Continue to use them when calculating payroll on your employee individual payroll record. For example, 52 pay periods per year is weekly; 12 pay periods per year is monthly, etc. You are required to remit these deductions, plus the employer contributions, to the Receiver General for Canada for each month, no later than the 15th of the following month. Revenue Canada will send your organization the remittance form each month.

Other Federal Requirements

Each year, an employer is required to file T4 forms with the federal government (with a copy to each employee) no later than February 28th of the following year. These forms and instructions for completing them are available from a local tax service office. Whenever an employee is terminated, you are required to complete a record of employment for employment insurance and give it to the employee. These forms are available from your employment insurance office. Every employee is required to have a federal social insurance number (SIN). If an employee does not have a SIN, obtain the necessary application forms from the employment insurance office. These forms must also be completed

The Goods & Service Tax (GST)

Under the goods and services tax (GST), charities and not-for-profit organizations have special status. While many of their activities are exempt from GST, they are required to collect GST on services that went untaxed under the old federal sales tax system. Additionally, these organizations must pay GST on their purchases. While the activities of charities—for example, churches, shelters and food banks—are exempt unless otherwise taxable, the activities of not-for-profit organizations—such as sports organizations, social clubs, multicultural organizations—are taxable unless specifically exempted.

Filing with Revenue Canada

This guide is for you if you represent an organization that is: a non-profit organization (NPO) described in **paragraph 149(1)(l)** of the *Income Tax Act*. You may have to complete **Form T1044, Non-Profit Organization (NPO) Information Return**, if you represent one of these organizations and your organization meets one of the following conditions:

- the organization received or is entitled to receive taxable dividends, interest, rentals, or royalties totaling more than \$10,000 in the fiscal period;
- the total assets of the organization were more than \$200,000 at the end of the immediately preceding fiscal period;
- or an NPO return had to be filed for a preceding fiscal period.

An NPO described in paragraph 149(1)(l) of the *Income Tax Act* is a club, society, or association that is organized and operated solely for pleasure or **recreation**; or any other purpose except profit. Also, no part of the income of these organizations can be payable to, or otherwise available for the personal benefit of any proprietor, member, or shareholder, unless the proprietor, member, or shareholder was a club, society, or association whose primary purpose was to promote amateur athletics in Canada. If your organization meets one of the conditions described above, you should use this guide. The guide includes general information about the return as well as step-by-step instructions on how to complete it.

An NPO is not a registered charity. A registered charity is a charity that has specifically applied to the Canada Customs and Revenue Agency for registration and has been accepted as such. A registered charity can issue charitable receipts for tax purposes.

An NPO does not have to register either federally or provincially to maintain its privileged tax status. NPOs cannot issue tax receipts for donations or membership fees contributed, and they are not required to disburse a specified percentage of their earnings.

For more information about a registered charity, see the guide RC4108, *Registered Charities and the Income Tax Act*. To get additional copies of this form and other forms or publications, contact your tax services office or tax centre, or call 1-800-959-2221. Visit our Web site at www.ccra.gc.ca.

Computerizing Your Curling Facility

Introduction

It is the intent of this topic to give you some general hints about purchasing a computer system for your club. It is not our role, however, to teach you the basics of how computers work - you can easily hire an expert (or get a volunteer!) to set up and maintain your system. Computers are a tool to help you not only gather and interpret data so you can make better decisions, but to have membership data readily available and provide better services to your customers.

As a tool, computer systems are not without limitations. While computer systems can do great things, there are preconditions for success. These are:

1. get a system that does what you want it to do
2. get the system installed properly
3. train the necessary people to use it

Potential Uses of Computers for Curling Clubs are:

1. Memberships
2. Accounts Receivable
3. Accounts Payable
4. Payroll
5. General Ledger

6. Word Processing
7. Inventory
8. Bonspiels
9. Draws – League of Bonspiels
10. Electronic Bulletins and Newsletters

There are five major considerations that you can use to guide your computerization effort. These considerations apply to every use you may anticipate for your computer system. They are:

1. Define clearly the work you want the computer to perform.
2. Establish detailed software requirements.
3. Set hardware requirements that lead to a reliable, usable system.
4. Plan for the integration of the computer system into your operations.
5. Allow time to evaluate the computerization effort.

Basic Requirements of a Good System

1. Suitable applications – satisfies your pre-identified needs.
2. Sufficient power and capacity
3. Reliability
4. Easy to use
5. Ability to expand the system

Additional Considerations of Owning and Operation an In-House Computer

1. where will it be set-up
2. electrical requirements
3. communications requirements (Internet, e-mail, extra phone jacks)
4. paper forms
 - stock paper
 - labels
 - statements
 - envelopes
 - accounts payable and payroll checks
5. storage/backup
6. printer supplies
7. maintenance & help

Perhaps the greatest hidden cost in buying a computer is the time that will be spent by staff or outside support to make it work. If your new system takes away more volunteer/staff time and/or money for technical support, then something is wrong.

Talk to a reputable dealer and discuss your club's needs. Find the best possible software, put it on the appropriate hardware, document your procedures, learn from your mistakes and enjoy a beneficial computer system.