



Acknowledgement

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Introduction

Lacrosse – Canada’s national summer sport is one of great tradition. While promoting skill and finesse, it also develops the concept of teamwork and is a great way to stay fit.

In order for the sport of Lacrosse to keep developing at all levels across Canada, the establishment of a solid foundation at the grass roots level is required – this focuses on the Lacrosse Club. A local Lacrosse club is responsible for all of the Lacrosse activities in their geographic area – a town, city or district.

This undertaking may seem overwhelming at first but the purpose of this manual is to provide you with an overview of how to start a new Lacrosse club or local organization. It is designed to provide basic information on such topics as organizational structure, club administration, financial systems, insurance, volunteer recruitment, player registration, equipment and facilities, houseleagues, marketing (including promotion and fundraising), and information on coaching and officiating. It will also provide you with a list of valuable resources and contacts which will assist you in setting up your new organization.

For additional copies of this manual or further assistance, please contact your provincial association or:

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Canadian Lacrosse Association - Vision Statement

“The Canadian Lacrosse Association is recognized as the governing body responsible for all aspects of Canada’s National Summer Sport. In its commitment to enhance the growth of the game and development of the sport of Lacrosse throughout Canada, the Association provides guidance, direction and stability to its members through a strong, pro-active, moral and ethical leadership. The Canada Lacrosse Association is structured to be supportive of and responsive to the needs of its Member Associates and international partners. Through the implementation and communication of sound policies and effective management and planning, the CLA is able to promote and deliver quality programs to all interested parties. This vision is supported by an efficient and effective use of human and financial resources.”

– May 1994



I Lacrosse: Past, Present & Future

Lacrosse is unique in the annals of Canadian sport. Not only is it Canada's official summer sport, it also holds the distinction of being the country's first sport. It is a game steeped in great tradition and heritage while boasting a promising future.

Although no one can say with certainty when Lacrosse began, native tribes in the St. Lawrence River area played the game long before the first European settlers reached Canada. Because the First Nations people believed that Lacrosse was handed down to them by the Creator, the game was endowed with great spirituality. Today, Lacrosse continues to have special meaning to the native people of North America.

The earliest record of Lacrosse dates back to 1683, when the French missionary, Jean de Brébeuf, wrote of seeing native people playing a game with sticks and a ball. He called it "la crosse" because the sticks reminded him of a bishop's crozier, or "crosse," but the players knew it by various names, including "baggataway," which is derived from an Ojibway word meaning "ball", and "tewaarathon", a Mohawk word meaning "little brother of war".

The first official demonstration of the sport to white settlers was given in 1834 by a team from the Kahnawake reserve near Montreal. By 1842, the Montreal Athletic Club had formed a team and through the rest of the decade, many games were played between native people and whites. Lacrosse began to boom in 1867, the year of Confederation, when the number of teams rose from six to 80 and the National Lacrosse Association, the predecessor of today's Canadian Lacrosse Association, was formed in Kingston, Ontario.

Much of the credit for the sport's rise goes to Dr. George Beers, a Montreal dentist, and a man often called "The Father of Modern Lacrosse." Beers was an enthusiastic player and organizer who, as well as being the driving force behind the formation of the new association, also proposed the game's first code of rules. Beers' tireless promotion also established Lacrosse's reputation as Canada's National Game.

Boom years followed, and interest in the game spread outside Canada's borders. Lacrosse was played at both the 1904 and 1908 Olympics with Canada winning both competitions. The same decade saw the birth of the prestigious Mann and Minto Cups, trophies which are synonymous with Canadian Lacrosse Championships. Lacrosse was also an Olympic exhibition sport at the 1928 (Amsterdam), 1932 (Los Angeles) and the 1948 (Amsterdam) Olympic Games as well as part of an international exhibition series held in conjunction with the 1984 Olympic Games in Los Angeles.

Various factors, such as war and the rise of other summer sports, gradually cut into Lacrosse's popularity. In the 1930s, determined to pump new life into Lacrosse and at the same time take advantage of the many arenas available throughout the country, Canadian organizers led a move away from outdoor Field Lacrosse to indoor Box Lacrosse. Box Lacrosse quickly gained popularity and remains the discipline most widely played in Canada. Field Lacrosse is currently enjoying renewed growth, and Inter Lacrosse, a version of the game played in Canadian schools, is increasingly popular.



Throughout its history, Lacrosse has attracted outstanding athletes, including many who excelled in other sports. Hockey legend Wayne Gretzky played Lacrosse while growing up in Brantford, Ontario. Calgary Flames standouts Joe Nieuwendyk and Gary Roberts were also fine Lacrosse players, in addition to former Montreal Canadiens stalwart turned hockey executive John Ferguson. Earlier, two of the greatest hockey stars of the century – Hall of Famers Fred “Cyclone” Taylor and Edouard “Newsy” Lalonde – played Lacrosse during the summer. Most of the 300 recruits who volunteered for Conn Smyth’s World War II unit, the 30th Light Anti Aircraft Battery, sometimes dubbed “The Sportsmen’s Battery”, were gifted athletes and included every member of the Mimico Mountaineers, which had just won the 1941 Mann Cup. The notables are not confined to Canada’s sporting fields. Two of the country’s best known prime ministers – Lester B. Pearson and Pierre Trudeau – played the game, as did movie star Michael J. Fox.

Then there are the big names who give their lives to Lacrosse. Heading the list is Gaylord Powless, known as “The Magnificent Mohawk” during his heyday which spanned the ‘60s and ‘70s, and current standouts – twins Gary and Paul Gait of Victoria, B.C., Kevin Alexander, also of Victoria, all currently playing in the United States.

Lacrosse has also produced several great dynasties such as the New Westminster Salmonbellies, whose roots go back to the 1890s, Brooklin Redmen, Montreal Shamrocks and the Victoria Royal Waxmen.

Many of Canada’s best have shone, not only for their own club teams and in Mann Cup action, but in American colleges where the game is extremely popular, and in the Major Indoor Lacrosse League (MILL), which is centred in cities in the northeastern United States, routinely drawing crowds of 10,000 to 15,000. Both the colleges and the MILL have been highly successful in attracting important sponsors such as Coors, Coca Cola and Gatorade, and in obtaining national television coverage on such important networks as CBS, Prime Sports and ESPN. In Canada, inroads have been made with our media, particularly TSN.

Lacrosse has also made great strides at the international level. World championships in Junior and Senior Men’s and Women’s Field Lacrosse are held every four years with Inter Lacrosse festivals held annually. Along with Canada, the world leaders in the game are the United States, Great Britain, and Australia. The Canadian men won the title at the 1978 Worlds in England, while Canada’s national women’s team brought home bronze from the first ever women’s worlds in 1982 and have stayed very competitive since then. Several other countries, including Japan, the Czech Republic, Germany and Sweden have shown growing enthusiasm for Lacrosse in recent years, and other countries are also developing a strong interest in the sport. The rapid growth of women’s Lacrosse since the late 1970s marks one of the sport’s most exciting modern developments, opening Lacrosse to every segment of the population, in every corner of the land.

In 1994, the Government of Canada officially designated Lacrosse as "Canada's National Summer Sport". Hockey was given the same designation for the winter. Lacrosse was played as a demonstration sport at the 1994 Commonwealth Games, hosted in Victoria, British Columbia and plans are underway to conduct a Lacrosse exhibition at the 1996 Summer Olympics in Atlanta, Georgia.



Participation figures have been growing rapidly in recent years, and estimates suggest that about 200,000 Canadians played Lacrosse last year, a statistic that reveals a 60 percent increase since 1987. With the fast, exciting action that characterizes the game and the emphasis placed on skills and fair play, every indication points to continued dramatic growth in the years ahead. The gains have come in all four disciplines of this exciting, spectator pleasing game, long known as “the fastest game on two feet.”

The impressive growth of all the Lacrosse disciplines has much to do with a fresh, professional approach being taken by the sport to reduce its once rough image. Added emphasis has been placed on marketing and public relations. This approach has fueled media attention, which in turn has helped boost participation, especially among young, active Canadians. Some minor associations are model community sport associations, experiencing phenomenal success with a strong marketing strategy which emphasizes the participants.

Most recreational Lacrosse players are 7 to 15 years old , although there is growing participation among adults in their late teens and older. Master’s Lacrosse (over 25) has been surging in recent years, with nationwide participation and a regular schedule of tournaments. At the elite levels of competition, Lacrosse players generally range in age from 17 to 29.

Lacrosse has also benefited from the continued involvement of a committed core of volunteers who form the backbone of the sport. The game is known for instilling an uncommon dedication and passion in its followers. Those who play, coach, officiate, administrate and watch Lacrosse tend to echo the sentiments of one of the sport’s all time greatest stars, Gaylord Powless, who said: “Lacrosse is a calling ... a way of life.”



II The Lacrosse Partnerships

The Canadian Lacrosse Association (CLA)

The Canadian Lacrosse Association is recognized as the national governing body of the sport of Lacrosse in Canada. It is a strategic alliance of independent provincial associations with mandates specific to their roles of governing the sport within their jurisdictions.



Original founded in 1867 in Kingston, ON as the National Lacrosse Association, the organization was incorporated in November of 1974 and changed its name to its current bilingual form in 1990 Canadian Lacrosse Association – Association canadienne de crosse. The CLA currently has its head office located in Ottawa, Ontario.

The Association is responsible for the operations and programs of the sport, including rules of play and interpretation manuals; athlete, school and community development programs; coaching and officiating certification; national championships; development of technical resources; national teams and international representation. Its mission is:

"to promote and develop Canada's National Summer Sport – Lacrosse, and its heritage, by providing effective leadership and efficient management of programs and services to its members and the national and international community at large".

The CLA oversees the four disciplines of the game: Box Lacrosse, Men's and Women's Field Lacrosse, and Intercrosse, all of which were adapted from the original Native game. Today, there are over 200,000 men, women, and children participating in Lacrosse across Canada

The Canadian Lacrosse Foundation (CLF)

The Canadian Lacrosse Foundation (est. 1994) is an independent body charged with ensuring that Lacrosse, as the National Summer Sport of Canada, shall be preserved and shall continue to grow and evolve.

The Foundation's primary function is to ensure that sufficient financial resources are available to organizations such as the Canadian Lacrosse Hall of Fame (CLHF) to continue their respective endeavours.



The Canadian Lacrosse Hall of Fame (CLHF)

The Canadian Lacrosse Hall of Fame (est. 1967) is the repository of the history of the sport of Lacrosse in Canada and Canada's involvement in international competition. Since 1966, more than 300 former players, coaches, officials and builders have been inducted into the Hall of Fame. In recent years the CLHF, located in New Westminster, BC has expanded its mandate to function as a museum for Canada's National Summer Sport. The Hall houses archival records of the inductees and the sport; and collects, catalogues and displays hundreds of artifacts, some of which predate Confederation. The donation of Lacrosse related materials are eagerly sought and any donations are gratefully accepted. You may contact the Hall of Fame at P.O. Box 308, New Westminster, BC, V3L 4Y6





Provincial Associations

There are currently eight provincial members and one territory in operation across Canada – British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec, New Brunswick, Nova Scotia and Nunavut. The Iroquois Lacrosse Association and CanAm Lacrosse also operate as members of the CLA. In general, the mandate of these associations is to oversee and to govern the development of Lacrosse within their respective province or territory. All Lacrosse club should stay in close contact with their provincial association or affiliate. A list of contacts can be obtained off the CLA website at: www.lacrosse.ca/ma.asp

International Federations

There are also strong ties with the international community. There are three international federations responsible for the sport of Lacrosse and with which the CLA is affiliated:

- International Lacrosse Federation (ILF) –Box and Men’s Field Lacrosse
- International Federation of Women’s Lacrosse Associations (IFWLA) – Women’s Field Lacrosse
- Fédération Internationale d’Inter-Crosse (FIIC) – Intercrosse



III The Forms of Lacrosse

There are several forms of Lacrosse played in Canada. The goal of your club should be to promote all forms, but most clubs start by concentrating on one version of the game, depending upon the facilities and resources available to them.

Box Lacrosse

Box Lacrosse is the most common form of the sport in Canada. Originating some 60 years ago, it is a unique Canadian version of "Baggataway". Teams of 12 to 17 players compete in either an indoor arena or outdoor box with six players per team on the floor at one time. A game consists of three 20 minute periods. Both boys and girls play this form of Lacrosse. It is a fast paced and physical game, emphasizing player speed and reaction. The competitive season begins in the spring and ends in the late summer for both All Star and Houseleagues.

Field Lacrosse C Men's & Women's

Field Lacrosse is the common form of the game played internationally by both men and women. The game is played on a 100m x 55m field and with a 2 metre square goal. Since it is played outside, players must be prepared to play in all kinds of weather. Excellent physical conditioning is essential if the game is to be played well.

In men's competition, teams consist of 10 players per side with games of four 25 minute quarters in duration. Although body contact is permitted, the emphasis is on strategy and ball control. However, protective gear is worn by all players for safety purposes.

Women's teams compete with 12 players per side and play two 25 minute halves. The rules of Women's Lacrosse are much different and more traditional than the Men's. Body contact is not permitted, so helmets and other protective equipment are not required. This allows for a fast, free flowing game which emphasizes ball movement and precise skills.

Intercrosse

Inter Lacrosse is the newest version of the game and is now being played in 40 countries around the world. It can be played indoors or outdoors with any number of players per side. A softer ball and plastic stick make this game versatile, easy to learn and fun to play. The four basic rules of the game encourage *fitness, fair play, cooperation, and safety*. There is no body or stick contact allowed so no protective equipment is required. Intercrosse is an excellent program for schools and community centers.



IV Starting a Lacrosse Club

As stated in the introduction, the establishment of a local club system is critical to the development of any sport. The club or local organization is a central element in a sports “Athlete Development Model.” The reasons for starting any club are the same regardless of the nature of the club and like everything else, there are advantages and disadvantages.

Why do we want to start a Lacrosse club?

- to offer children and adults an opportunity to play Canada's National Summer Sport
- to offer children and adults an opportunity to meet other people who share similar interests
- to become involved in a community activity
- to have fun
- to learn about the sport of Lacrosse
- to spend more time with family and friends participating in an activity together

What are the advantages and disadvantages of starting or joining a club?

Advantages:

- participating in Canada's National Summer Sport
- meeting new people of all ages
- having fun
- being involved in the community
- learning to play Lacrosse
- broadening personal interests
- a feeling of accomplishment
- spending time with family and friends

Disadvantages:

- the initial start up is time consuming
- asking others for help, although most are usually willing
- start up costs (until a club becomes self sufficient)
- difficulty in accessing facilities

How do we start a Lacrosse club?

First, you must generate enough interest from within your community to support a new sports club. It is important to have a small nucleus of people that are interested in starting such a venture. These people can be just about anyone but might include:

- current Lacrosse players
- coaches
- hockey players
- officials
- friends & relatives
- neighbors, parents
- neighborhood children



Once you have recruited five or six interested people, select from amongst yourselves an interim Chairperson. The next step is to recruit some club members and hold your first meeting. Some methods of soliciting members include:

- run a notice in the public service section of your local newspapers;
- put up notices at your local sport facilities, malls, supermarkets, etc.
- ask your local television and radio stations to run notices in their community bulletin board segment (eg. local cable stations)
- contact other local sport organizations to help you, especially hockey groups;
- check with your local parks and recreation department for available support
- contact local service clubs and youth groups such as the Boy Scouts and Girl Guides;
- ask the local school board to let you put up notices.
- Invite a local celebrity who has an interest in Lacrosse to your first meeting and advertise the fact that they will be there

You can also send out letters, put up posters or distribute household flyers. It all depends on how keen and resourceful those first five or six people are that you recruit. The information that you want to get out is that you're having a meeting to start a local Lacrosse club and everyone interested is welcome to attend; include the date, time, location and a contact name and phone number.

In preparation for the meeting make sure you have a good size room and plenty of chairs. Try your local community centre, sports club or the hall or basement of a church. Although not absolutely necessary, try to have some refreshments coffee, soft drinks and cookies are fine. Contact a local grocery store to donate some coffee, cream, sugar and cups; or try a local donut shop or fast food chain. Many of them have portable thermoses for coffee etc that they lend out to charities and community groups. Make sure you thank them at the meeting C better yet, invite them. It's never too early to start recruiting potential sponsors for your club activities.

There are a few printed items you will need for the first meeting. Make sure you have name tags for everyone and prepare a sign up sheet which asks basic information about your recruits. Most importantly, draw up an agenda and try to stick to it. A general promotional flyer or brochure and some Lacrosse posters would also be helpful.

What goes on at the first meeting?

Your initial meeting should be positive and conducted with a great deal of enthusiasm. Remember that as the initiators of the program you will be expected to have some answers on such topics as availability of facilities, costs involved, club structure and available coaches and officials to name a few – so it's wise to do some research beforehand. It is important that the interim Chairperson conducts the meeting in an orderly fashion. However, it is equally important that everyone in attendance is encouraged to voice their opinions. This is an opportunity for your recruits to be part of the decision making process. By encouraging everyone to take part in the discussions, it will help you to identify interested parties and their individual abilities; And in the long run, this will help when it comes to assigning the work that will inevitably need to be done.



Even though it is the first meeting, there will be some decisions to be made, someone must be appointed to record the minutes of the meeting. Some suggestions for recording minutes follows later in this section. You must also decide at the beginning of the first meeting how you will make decisions. At the first meeting, it is probably a good idea to use a show of hands. However, after the first meeting, you will need to decide what number of people must be in attendance for a meeting to be considered valid; this is called a “*quorum*”. For example, you may decide that five of eight Executive members must be present in order to have a meeting.

You will need to draw up some rules as to how you are going to run the club or association. These rules are called the *constitution and bylaws*. They are discussed more in the next chapter. It is recommended that you look at other clubs in your community for examples of constitutions and bylaws.



HERITAGE LACROSSE CLUB – Sample Agenda

1. Introductions
 - Interim Chairperson introduces the “founding members” & welcomes everyone (If the group is not too big, have everyone introduce themselves.)
2. Review Meeting Procedures
 - how will you make decisions e.g. democratic a simple show of hands
3. Review Agenda
 - add additional items under New Business
4. Purpose of the Meeting
 - discussion of clubs proposed purpose and goals (should be set by the initial 5 or 6 members)
 - the name of club/organization
5. Catch the Fun
 - show a Lacrosse promotional video such as Ontario's "Catch the Fun"
6. Club Structure
 - overall picture Canadian Lacrosse Association, Provincial Association, Club
 - discuss proposed Executive positions (see section V)
 - to give you a chance to do some more recruiting, hold your elections at your next meeting
 - establish membership fees and club founding fees
7. Lacrosse Programs
 - give an overview of existing or potential Lacrosse programs
 - discuss the clubs' proposed program
 - coaches/officials
 - sample budget
8. Open Discussion
9. Wrap up
 - ask for help
 - next meeting date
 - make sure everyone in attendance returns their information sheet to you before leaving
10. Adjournment
 - With the first meeting completed the Interim Chairperson will have some idea of where the club is headed and can plan for the next meeting. Try to have the minutes distributed to everyone in attendance within a few days of the meeting.



V Club Organization & Administration

Club Structure

The Executive are responsible to the membership as these are the people they represent. Your club structure need not be complicated. Remember, as your membership grows so can the structure of the club. Don't create a top-heavy organization. Keep in mind the adage – “too many cooks spoil the broth”.

In determining the structure of your club, keep in mind the programs you want to run and the needs of the club. There are some basic positions that every club structure should have and then the remaining positions should be established on the basis of your programs.

Below, you will find some basic recommended Club Executive positions. A brief list of possible duties are also listed but you should add or delete duties based on your programs.

- **President**
 - act as chairperson for club meetings
 - supervise organization, planning, administration & management of the club
 - follow up on all decisions made at meetings
 - represent the club and liaise with Provincial and National associations and relay information to members
 - report to members on activities on the Executive
 - prepare a report for Annual General Meeting (AGM)
- **Vice President** (Optional depending on size of club)
 - assist the President with her/his duties
 - capable of filling the role of President in his/her absence
 - take on other general organizational duties
 - ensures they are trained to fill the President's role
 - may sometimes chair Ad Hoc Committees
- **Secretary**
 - record minutes of all meetings
 - responsible for club correspondence, records, papers and books
 - ensure annual report and financial statement is sent to the appropriate people
- **Treasurer**
 - responsible for all financial transactions of the club
 - maintain accurate and up to date records
 - open and maintain the club's bank account(s)
 - prepare financial statements on a regular basis
 - collect monies due to club
 - prepare annual budget (with Executive's assistance) for approval
 - disburse club funds under Executive direction



- **Membership Chairperson**
 - keep up to date membership list including separate lists for the various categories ie. competitor, official, coach, parents and volunteers etc.
 - recruit for general memberships and club positions
 - supply Provincial Association with list of club members
 - register members and issue membership cards
 - present membership fee proposals to Executive

- **Fundraising/Public Relations Chairperson ***
 - serve as the club media liaison
 - responsible for the production of the club newsletter and promotion of club activities
 - inform members of club activities and encourage participation
 - promote the sport of Lacrosse
 - research and recommend ways and means of raising funds for the club
 - organization of fundraising activities
 - provide accurate records of funds raised to the Treasurer

- * This position might eventually be divided into two positions: Public & Media Relations Chairperson & Fundraising /Marketing Chairperson

- **League Coordinator/Technical Representative****
 - chairs Technical Committee
 - responsible for scheduling and implementing coaching, officiating and player programs
 - maintain and provide the Membership Chairperson with up to date list of officials, coaches and players
 - liaise with other local and Provincial Associations on technical/league matters

- **Equipment and Facilities Representative****
 - provide members with program information
 - purchase and maintain club equipment
 - produce equipment rental agreements if required
 - issue equipment
 - maintain up to date facility report
 - maintain files on facility specifications
 - oversee development and maintenance of facilities
 - ensure safety regulations are published and followed at all times

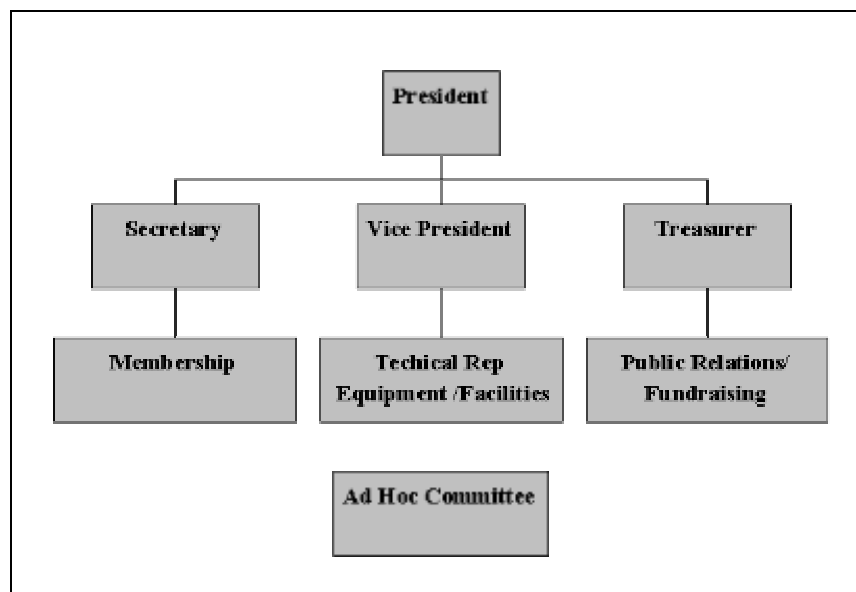
** Depending on the number of disciplines your club participates in, you may require both a Box and Field representative in these positions.



As you club grows, there may be additional positions that need to be created. Certain areas of responsibility may require the formation of a support committee. For example, the Fundraising/PR Chairperson may recruit three or four people to help organize various activities. Samples of other potential positions or committees you might eventually need include:

- **Intercrosse Co-ordinator ***
 - responsible for the registration of Inter Lacrosse participants
 - collection of program fees
 - administer the program
 - responsible for Inter Lacrosse Leaders training process
- * There could be similar positions for Men's Field and Women's Field
- **Social Chairperson**
 - plan social activities for the year and ensure activities are carried out
 - work with the Public Relations Chairperson on joint ventures which may increase membership and/or raise funds
 - chairs Social Committee
- **Ad Hoc Committee**
 - committee is set up for special projects and is dissolved once these projects are completed (eg. nominations committee)
 - chairperson may be the Vice-President or one of the other Executive officers
 - size of each committee will vary according to its task
 - main point to remember is to use people with the appropriate skills in the right spots

In all cases, the person holding a club position should always be training another person to step in if necessary. This will help maintain continuity in your programs. With this in mind here is a sample structure of a club:





Election of Officers

The Executive may be elected on a yearly basis at the Annual General Meeting. However, the length of the terms of office may vary from one to two years. Some organizations stagger the election of positions every other year so as to avoid a complete change over of their Executive in one year. Job descriptions should be created for each position, so that those elected and prospective volunteers are aware of their duties and responsibilities.

Meetings

Club meetings should be held on a regular basis, e.g.: monthly or weekly, or they can be called as special situations arise. More frequent meetings may be required during the season, while monthly or bi-monthly meetings may suffice during the off months. Setting a predetermined time and location for your meetings makes it easier for members to schedule their attendance – e.g.: the first Thursday of every month. At the end of the year/season an Annual General Meeting is held where the year is reviewed, the upcoming year is presented and the new Executive is elected. It is also a good time to host a social evening (banquet) and present year end awards.

In order to maximize the effectiveness and the productivity of your meetings, there are some basic guidelines you can follow:

- A. Planning your meeting
 - What is the purpose of the meeting?
 - What is the agenda for the meeting?
 - When & where is the meeting going to be held? Reserve the facility.
 - Have the right people been invited to attend?
 - What is the budget for the meeting?
 - Has the agenda been distributed prior to the meeting?
 - Do you need refreshments, snacks?
- B. Running your meeting
 - Start the meeting on time.
 - Review the agenda and set priorities.
 - Stick to the agenda.
 - Assign responsibilities and completion dates for tasks.
 - Review major decisions taken in the meeting.
 - Adjourn at the agreed time.
 - Make sure minutes are recorded properly.
- C. Follow up to your meeting
 - Distribute the minutes within a few days.
 - Make sure that tasks assignments are monitored by the appropriate person, usually the President or Vice President.



Recording the Minutes

The recording of accurate minutes is extremely important to the operation of the club or organization. Contrary to popular belief, minutes are not a word for word transcript of your meeting. Minutes are your record of the decisions you have made and the assignment of tasks and responsibilities. Accurate records will be of great assistance in the event of any disagreement on interpretation of decisions. Minutes need only include the following:

1. Date and time of the meeting.
2. A list of attendees & absentees. (It is also useful to record the time when people arrive and depart the meeting.)
3. Brief note on informational item – attach an agenda to final minutes.
4. Brief note on any discussion or decisions arising from the previous minutes.
5. Brief synopsis of new discussion items and the decision made. The decision is often written in the form of a motion. These motions should be recorded in the minutes listing who made the motion, who seconded the motion and whether or not it was carried.

Example: MOVED that the club approve the expenditure of \$100 for the printing of newsletter

Moved: Jack McKoy Seconded: Mike Taylor CARRIED

6. In the case where a decision requires an action, the nature of the action, the person(s) assigned the action and the timeline for the action should be recorded. Special emphasis (underlined or highlighted) should be given to those tasks which must be completed before the next meeting.
7. The time the meeting adjourned.
8. The date, time and location of the next meeting.

Checklist for an Effective Meeting

- Attendance
- Participation
- Interesting and well structured agenda
- Control of the meeting
- Getting a maximum of work done in a minimum of time
- Producing a collective and individual sense of accomplishment
- Recording and distribution of proceedings
- Followup

Membership Fees

When starting a club there will be an initial cost to get things rolling. This cost can be covered by initiating a founding fee which could be refundable after the club is receiving income from memberships.

The general membership fee should be based on the quality and quantity of the programs your club offers. It should not be so high that potential members are scared off or so low that people question the quality of the club. Some of the expenses which the fees might cover include:

- facility rental



- purchase of club equipment
- purchase of sweaters
- production of a club newsletter
- administration costs postage, telephone/fax, office supplies, printing
- insurance fees
- Provincial and National affiliation fees
- clinics for coaches and referees

Depending on your membership structure, you might want to consider determining your fees based on membership categories. For example:

- Competitor (Junior & Senior)
- Associate (officials, coaches, administrators)
- Youth Competitor (all other competitors)
- Patron (sponsor, donor)

There are many promotions which you can run in conjunction with your membership drives, such as early bird discounts or incentives. For example, the regular fee would be set and a discount could be provided for those that sign up by a certain date, or you might offer a free t-shirt or cap to the first 100 members. A sample membership form is included in the appendices.

Volunteer Recruitment

When recruiting, keep in mind that recruitment does not only refer to athletes. Your club needs non-athletes as well – volunteers.

Volunteer associations are only effective when people donate their services and are willing to do the job. If your club is to be successful you must be concerned with recruiting and maintaining a good working group.

People who volunteer their time to activities like sport clubs, want to know what they're volunteering for – the Executive, helping out at games, or assisting in fundraising etc. The first step to effective recruiting is the development of a job description for every position available. This can be highly formalized, or can be done by simply writing out the duties of the vacant position.

In the case of the Executive, these general duties are listed in the Bylaws. Committee members are best recruited by the chairperson of the committee since he/she is in the best position to know what work is expected.

The second key to successful recruiting is to select a Nominations Chairperson who is knowledgeable about the positions and is willing to research the backgrounds of the individuals being approached. This person must also have the ability to recognize the actual skills involved in a position. While some are obvious, it is best to know just how important a particular skill is to the successful completion of the job.



Since membership is what makes a club, recruitment should be done on an ongoing basis. However, remember that the programs and activities you offer must remain at a high standard. Do not expand membership beyond the capacities of your programs (e.g. too many athletes and not enough facility time or not enough coaches).

Recruiting Methods

- Membership Drives
 - schools
 - other sports (e.g. hockey, ringette)
 - local recreation departments
 - service clubs
 - Boy Scouts, Girl Guides etc.
 - malls, large stores
- Outreach Clinics
 - club coaches and athletes can provide demonstrations with hands on activities for participants at local arenas, playing fields or malls
- Socials Activity Events
 - any activity that will create an interest in the club. Some examples are:
 - pot luck dinner
 - family and friends Lacrosse fun game
 - fundraisers such as bingos or casinos (where permitted), pasta dinner
- Sport Shows/Mall Displays
 - set up a promotion booth at local sport shows emphasizing the unique sport of Lacrosse and the programs your club has to offer. These types of displays can also be set up at shopping malls.

Probably the most effective recruitment method is by word of mouth. If you provide good experiences for the members they will tell others and the word will spread.

Incorporation

The primary reason to incorporate is to limit the liability of the Executive in financial matters. This should not be confused with liability for actions, which is protected against, through general liability insurance.

In non-incorporated organization, in the event of bankruptcy or insolvency, any or all of the volunteer Executive could be held liable for debts incurred by the association. If incorporated, liability is limited to clearly defined areas which should be discussed with a lawyer.

Another reason incorporation is important to an association is that it establishes a legal entity that, although it has restrictions as a charitable organization in the area of borrowing, owning of property, remuneration of Directors, and dissolution of the organization, it also has benefits not usually available to the non-incorporated body. It can help to establish credit, may be eligible for



government funding, and may be seen to provide continuity and credibility to an ever-changing group of volunteers.

Incorporation is relatively simple and has similar documentation requirements to those used in a non-incorporated association. At one of your first meetings, ask if anyone is or has access to a lawyer. He/she may perform this service to a local sports group for only the registration/filing costs. The first step is to establish the corporate name and have it cleared in order to ensure that it will not be confused with existing corporation. This will usually be a simple task done by the lawyer. However, if you choose a name that doesn't represent a geographic location – or incorporate federally – the name might not be available. It could also be a problem if it could be confused with existing non-related corporations. You may also require a letter of permission from your provincial association or the CLA.

The decision to incorporate provincially or federally is a simple one. If you are planning to operate in one province only, then you need only incorporate provincially which is considerably less expensive than having to do it federally. Legal fees are not included in the costs and can vary considerably, so be sure to shop around if you are going to have to pay legal fees.

Rules and restrictions for the incorporation of non-profit organizations can vary from province to province. Your provincial Corporations Branch or the federal office of Industry Canada can advise you of the most up to date regulations.

You will require the following in order to incorporate:

- i) Letters of Patent
- ii) Bylaws

In a non-incorporated association, the Letters of Patent would take the form of a constitution. The constitution usually covers those areas that are not likely to change frequently: the name, the aims and objectives, the members, how to amend the constitution and how to change the Bylaws.

The Bylaws of both an incorporated and non-incorporated body are similar in nature. Bylaws cover rules which can be amended more frequently. They are usually amended by a two-thirds majority vote at a special general meeting called for this purpose at the Annual General Meeting. Common Bylaws cover such areas as the date of the Annual Meeting, types of fees, and requirements for a quorum. They usually provide for banking specifications and the appointment of auditors.

A lawyer will be able to advise you as to what exactly is required and what the exact wording should be. Industry Canada has a checklist which outlines the requirements of the Bylaws. Also, check with other local sport organizations or Lacrosse associations to see what they have done.



VI Financial Management

Budget

To use club monies effectively an annual budget is required. Your first budget will take some time to prepare but basically, you want to identify all the expenses you know you're going to incur such as facility rental, equipment and sweaters, and all the revenue you know you are going to generate such as membership fees or city grants. Be careful not to underestimate your expenses or to overestimate your revenues. Either one will result in a shortage of funds. You will want to maintain a balanced budget — that is to say that you do not want to spend more than you have. Ideally, you will want to end the year having spent less money than you took in — giving you a savings to take forward into the next year. What you want to avoid is spending more than you have — giving you a deficit to carry into the new budget.

The key to operating a successful budget lies in the monitoring of it. This responsibility initially falls to the Treasurer who should continually keep the executive apprised of the club's financial situation. Remember that your budget is not written in stone. It will need to be adjusted as you go along taking into account expenses or revenues you did not or could not anticipate.

Your budget should be prepared each year prior to your Annual General Meeting. In your second year of operation, the budgeting process will be easier. Using the following guidelines to prepare a rough draft:

- use the previous year's budget and the actual expenses & revenues as a guide
- build in any inflation costs, new expenses and new projected revenues
- review program costs with appropriate executive and committee members
- be cautious when forecasting revenues
- a simple budget is easier to work with

A sample budget is provided in the appendices.

Accounting

There are any number of accounting systems which your club can employ. Quite often, the system you will use will be selected by the person elected as the Treasurer, because it is one which he/she is familiar. However, no matter what system your club chooses, there are a few basis principles you should keep in mind:

- All bills should be paid by cheque.
- Make sure your cheques require more than one signature.
- Never sign a blank cheque.
- Details should be written on the cheque and the cheque stub.
- Reconciles monthly bank statements with club records and update books.
- Monthly statements should be filed and kept for auditing purposes.
- Deposit funds as they are received.
- Work on the accrual method — that is, what is due and owed, as opposed to on a cash basis, i.e.: based on cash in the bank.



The following section is taken from documentation prepared as a Community Service Project of the Certified General Accountants Association of Ontario.

Accounting for Non-Profit Organizations

Not-for-profit organizations usually have some special responsibilities with regard to record keeping. This is because funds are received from members, government agencies, private donors, etc., and all of these groups have the right to expect that their money will be used for the purpose they intended. If your group receives grants from any agency, it will be necessary to file reports regarding your use of these grants. Although reporting requirements vary, maintaining an accurate record-keeping system is an important part of your obligation to these agencies.

Although this is not the only bookkeeping system available, you may be confident that this system is based on sound accounting principles and that it will provide sufficient information for most small organizations.

Getting Started

First, if you have not done so already, your organization should choose someone to be responsible for the bookkeeping. Usually, this person is called the Treasurer. The next step is to open a bank account.

All money received or paid out should go through the bank account. It makes good sense to have the bank do part of the record-keeping job for you. All banks have several types of accounts available. Make sure the account you choose is one from which cancelled cheques are returned to you monthly.

The treasurer should be sure to deposit all money received immediately to prevent any loss from misplacement or theft.

In order to open a bank account in the name of the organization, the group will be required to select Signing Officers. These officers are the only people who are authorized to sign cheques for the organization, and they should follow a very strict rule — **NEVER SIGN A BLANK CHEQUE**. It is advisable that two members of the authorized group sign the cheques. This can be set-up with the bank where the cheque requires two such signatures to be negotiable.

It is suggested that more than two officers be selected as signing officers. The reason for this is to provide for coverage if one of the officers is unavailable to sign cheques. 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. It is suggested that you should make use of the Treasurer as a signing officer as much as possible because of his knowledge of bookkeeping requirements, but not restrict the signing to him thereby avoiding unnecessary delays.

When all forms and signing specimen cards have been completed and returned to the bank, the bank can immediately open the account for the group. The bank will provide the group with a book of deposit slips and temporary blank cheques. The name of the group and the account number should be written on every cheque and deposit slip. Within a few weeks, the bank will supply personalized cheques with the name of the group and the account number printed on them. As soon as these arrive the unused temporary cheques should be destroyed.



Cash Receipts

Duplicate Receipts

For all funds received by your group a pre-numbered duplicate receipt should be prepared and issued (Figure 1). The receipt should be in the following form and contain the following information:

1. Number of receipt.
2. Date of receipt of payment.
3. From whom payment received (donor).
4. Amount of receipt.
5. From of funds received – whether cash or cheque.
6. Brief explanation for receipt.
7. Signature of authorized person.

The original copy should be given to the donor and the duplicate copy should be retained for our own records. It is very important that all receipts issued should be traceable to the deposit book and the receipts journal. We recommend that you write the receipt numbers on the corresponding deposit slips.

Figure 1: Receipt

No: <u>2</u>	<u>October 4</u> 19 <u>98</u>
Received from <u>B. Jones</u>	
<u>One hundred</u> _____ ^{xxx} / ₁₀₀ Dollars	
<u>\$ 100.00 cheque</u>	<u>J. Wilson - Heritage Lacrosse Club</u>



Deposit Book

The deposit book (Figure 2) will usually be in duplicate form. The first or original copy will be perforated, and will be removed by the bank and used as their copy. The second copy is permanently attached to the deposit book and is for the group's records.

You should always make sure that the bank stamps the duplicate deposit slip when you make a deposit to the account. When preparing the deposit slip it is very important that the following information be recorded in the appropriate space.

1. Date
2. Account number
3. Group or association name
4. Separate list of cheques being deposited showing payer name
5. Breakdown of cash being deposited
6. Signature of authorized person making the deposit

It is important that all funds, whether cash or cheques, be deposited immediately and all cheques being deposited be properly endorsed.

Figure2: Deposit Slips

Date:			
Name: <i>Heritage Lacrosse Club</i>			
Name	Amount	Exchange	
<i>B. Jones</i>	100 00		
Total Cheques	100 00		

Date:			
CREDIT CURRENT ACCOUNT		Account No. XXXXXXXX	
Name: Heritage Lacrosse Club			
1	X	2	2 00
	X	5	
	X	10	
	X	20	
	X	50	
1	X	100	100 00
		COIN	
		TOTAL CASH	102 00
		TOTAL CHEQUES	100 00
		SUB TOTAL	
		EXCHANGE	
		TOTAL	202 00
Deposit By:		<i>J. Wilson</i>	



Cash Receipts Journal

The Cash Receipts Journal (Figure 3) is organized so that a record of all funds received by your organization is kept in a simple and easily accessible manner.

It is extremely important that all funds received by your organization be deposited in the bank, no matter from what source. It is also important that a duplicate deposit slip, receipted by the bank, be kept.

In our example, the Cash Receipts Journal is divided into ten columns and each column has a specific use.

1. Column 1 is used to record the date of each deposit made. This date should correspond with the date on the actual deposit slip.
2. Column 2 is used to record the source of funds. It is important to note that each source must be shown separately.
3. Column 3 is for the individual receipt number.
4. Columns 4 through 9 are distribution columns. Each column is used to record a particular type of income, e.g., grants, donations, dues, gate receipts or sponsorship. You will note that the amounts entered in columns 4 through 9 will correspond with the amount entered in column 10.
5. Column 10 or the Bank column is used to record the actual amount of monies deposited. This amount should correspond with the amount shown on the deposit slip.

Figure 3 – Cash Receipts Journal

CASH RECEIPTS JOURNAL									
OCTOBER 1998									
1	2	3	4	5	6	7	8	9	10
Date	Particulars	Receipt #	Grants	Gift	Member Dues	Gate Receipts	Sundry A/C	Amount	Bank
Oct 1	Wintario	101	5000.00						500.00
4	B. Jones	102		100.00					
4	Dues	103			175.00				275.00
16	Game #1					227.50			227.50
31	K&W Ltd						Sponsors	500.00	500.00
	Totals		5000.00	100.00	175.00	227.50		500.00	6002.50



At the end of the month, columns 4 through 10 should be added, and the totals entered where noted.

The total of column 4 through 9 should be the same as the total of column 10 (cross-adding). If your journal does not cross-add you should:

- (a) check your additions of each column
- (b) check cross-additions of each line noting that columns 4 through 9 should total the same as column 10

Each page of the Journal should be numbered to ensure that all pages are included. Totals at the bottom of each page are carried forward to the top of the next page.

Cheque Disbursements

Cheque Disbursements Journal

The Cheque Disbursements Journal (Figure 4) is organized so that all the accounting information relating to the purchase of equipment and the payment of all expenses is readily available.

You will note from the following sample that the Cheque Disbursements Journal, like all the other journals, is prepared on a monthly basis. If you follow the sample illustrated below, you will find that the bookkeeping for cheque disbursements is not difficult at all.

Figure 4 – Cheque Disbursements Journal

CASH DISBURSEMENTS JOURNAL									
OCTOBER 1998									
1	2	3	4	5	6	7	8	9	
Date	Payee	Cheque #	Bank	Equip.	Office Supplies	Utilities	Auto	A/C	Sundry Amount
Oct 3	K. Wilson	001	50.00					Petty	50.00
3	Big Stick	002	437.00	437.00					
6	IBM	003	325.00		325.00				
12	Petty	004	15.20	6.20			5.00	Postage	4.00
22	Arena	005	75.00					Rent	75.00
31	J. Smith	006	646.95					Honoraria	



You will not from the sample that the Cheque Disbursements Journal is divided into 9 columns. Each column has a specific use, which is explained briefly below.

1. Column 1 is used to record the date each cheque is written and this date should correspond with the date on the actual cheque.
2. Column 2 is used to record that name of the payee. (The person to whom the cheque is made payable.)
3. Column 3 is used to record the number of each cheque written. All cheques should have a number and should be entered in numerical sequence. If any cheque is cancelled for any reason the cheque number must still be accounted for and a notation should be made in column 2 indicating the cheque has been cancelled.
4. Column 4 or Bank Column is used to record the actual amount of the cheque written. Special care must be made that this amount corresponds with the amount on the cheque itself.
5. Columns 5 through 9 are distribution columns and are used to record the type of expenditure for which the cheque was written. You will note in the sample the type of expenditures that may be used: office expenses, automobile expenses, etc. These columns should be used for the most common type of expenditures which will usually be determined by each group. Each group may, therefore, have different headings in these columns. You can see from the sample that the amount entered in these columns relates directly to the amount entered in column 4.
6. Column 9 is used a sundry column. This column should be used only to record or explain types of expenditures that are not usually made more than once a month, e.g., purchase of office equipment, bank charges, etc.
At the end of the month all bank service charges should be recorded in the Cheque Disbursements Journal. After these amounts are entered, you must add columns 4 through 9 and enter the totals where noted (Figure 4). The totals of columns 5 through 9 should add up to the total of column 4. This is called "cross-adding." If your journal does not cross-add you should:
 - (a) check your additions of each column (4 - 9)
 - (b) check cross-additions of each line noting that the totals of each columns 5 to 9 should be the same as column 4

Once these two steps are done, your journal should "cross-add" provided corrections are made.

Cheque Book

The left part of each page of the cheque book is the stub which remains in the book after each cheque has been removed. It is very important to fill out stub completely when a cheque is written. The following information should be written on the stub:

- 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



In order to know the amount of money on deposit in the bank the treasurer should keep a running balance on the stub. When the account is opened, the first deposit should be recorded on the first stub in the book. After that, the amount of each cheque should be written on the appropriate stub and subtracted from the previous balance. Likewise all deposits should be entered and added (Figure 5).

When a cheque is written, it should be filled out completely before it is signed. This means the following must be shown:

- cheque number;
- the date;
- the full name of the payee (the person or company receiving the cheque); and
- the amount of the cheque both in figures and in written form and the two must agree.

Only when all this information has been put on the cheque should the signing officers sign. It is not a good policy to have one of the signing officers sign a quantity of blank cheques, since this destroys the whole purpose of having more than one signature on a cheque.

The bill or voucher for which payment is being made should be shown to the signing officers when they sign a cheque so they will know for what they are paying. After the cheque is signed, the treasurer should record the cheque number on the bill that's been paid.

Sometimes the treasurer may prepare a cheque which is never issued or which is returned without being cashed by the payee. This might be because of a misspelling, the insertions of a wrong amount, or a later decision not to make the payment. Whether this happens before or after the cheque is signed, the cheque should never be thrown away. The treasurer should write VOID across the cheque and on the cheque stub, and tear off the signature part of the cheque. The voided cheque should then be stapled onto its stub.

Petty Cash

It is generally the rule for an organization to make all payments by cheque. However, there are times when this is impractical, such as: the purchase of stamps or lunch. A petty cash fund is the simplest way of handling these expenditures.

Common Rules Governing Petty Cash Fund

1. **SETTING OF UPPER LIMIT ON SIZE OF TRANSACTION FROM FUND.**
It is common to set of limit from \$5 to \$10.
2. **ESTABLISHMENT OF TYPE OF TRANSACTION TO BE PAID FROM PETTY CASH.**
For example, limit expenditures to postage and meals.
3. **ONLY ONE PERSON HAS ACCESS TO FUND.**
This is the only way to control the fund; if more than one person has access then no one can be held responsible.
4. **SOMEONE OTHER THAN THE TREASURER SHOULD BE CUSTODIAN OF THE FUND.**
This ensures that the request for replenishment of the fund is scrutinized by someone other than the custodian



Figure 5: Cheque disbursements journal

No: <u>1</u> Date <u>Oct. 6/98</u>		Heritage Lacrosse Club No: <u>1</u>	
Pay <u>B. Castellan</u>		Current Account <u>Oct. 6/98</u>	
For <u>Petty Cash</u>		Pay To The Order of <u>B. Castellan</u> \$ <u>50.00</u>	
Bal. Fwd.	<u>Nil</u>	----- <u>Fifty</u> ----- /100 Dollars	
Deposits	<u>Oct 6/98</u>	_____	
Total	<u>500.00</u>	_____	
Chq Amt	<u>50.00</u>	_____	
Balance	<u>450.00</u>	0031-3485-XXXXXX	

No: <u>2</u> Date <u>Oct 6/98</u>		Heritage Lacrosse Club No: <u>2</u>	
Pay <u>Big Stick Co</u>		Current Account <u>Oct 6/98</u>	
For <u>Equipment</u>		Pay To The Order of <u>Big Stick Co</u> \$ <u>300.00</u>	
Bal. Fwd.	<u>450.00</u>	----- <u>Three Hundred</u> ----- /100 Dollars	
Deposits	_____	_____	
Total	<u>450.00</u>	_____	
Chq Amt	<u>300.00</u>	_____	
Balance	<u>150.00</u>	0031-3485-XXXXXX	

No: <u>3</u> Date <u>Oct 9/98</u>		Heritage Lacrosse Club No: <u>3</u>	
Pay <u>Esport Pointes</u>		Current Account <u>Oct 9/98</u>	
For <u>Petty Cash</u>		Pay To The Order of <u>Esport Pointes</u> \$ <u>75.00</u>	
Bal. Fwd.	<u>150.00</u>	----- <u>Seventy-five</u> ----- /100 Dollars	
Deposits	<u>Oct 9 - 175.00</u>	_____	
Total	<u>325.00</u>	_____	
Chq Amt	<u>75.00</u>	_____	
Balance	<u>250.00</u>	0031-3485-XXXXXX	



Operation of the Fund

All that is required to start the fund is the issuance of a cheque to the custodian in the amount of the fund, in our sample it is \$50. This cheque should be entered in the Sundry Column of the Cheque Disbursement Journal. When someone wants to claim money from the petty cash fund he must submit a petty cash voucher. The vouchers can easily be obtained from any stationery store. The vouchers should record the following:

- date of payment;
- name of person requesting payment;
- amount claimed;
- description of the expense; and
- signatures of payee - petty cash custodian.

It will help the custodian to reconcile the fund if all vouchers are consecutively numbered. Whenever possible a cash register slip or store receipt should be fastened to the voucher.

The vouchers plus the cash in the box always equal the fund total. We show here the petty cash fund (in our example \$50), transactions for October, and the request for reimbursement.

When the custodian requests reimbursement of the fund, he or she will list the vouchers and record the cash on hand and the fund total.

Figure 6: Petty Cash

Cash on hand			\$ 34.50
Exp. Voucher No.	1 – Postage	\$ 4.00	
	2 – Equipment	6.20	
	3 – Auto	5.00	
Total Expenditure & Amount Requested			<u>\$ 15.20</u>
Petty Cash Fund Balance			\$ 50.00
SIGNED – Petty Cash Custodian			



PETTY CASH VOUCHER	PETTY CASH VOUCHER	PETTY CASH VOUCHER
No. <u>1</u> Date <u>Oct 3/98</u>	No. <u>2</u> Date <u>Oct 4/98</u>	No. <u>1</u> Date <u>October 3/98</u>
Amount: \$ <u>4.00</u>	Amount: \$ <u>6.20</u>	Amount: \$ <u>5.00</u>
For: <u>Canada Post</u> <u>Purchase of Stamps</u>	For: <u>Grand and Toy</u> <u>Purchase of Stapler</u>	For: <u>Gasoline for</u> <u>Peterboro Trip</u>
Charge: <u>Postage</u>	Charge: <u>Equipment</u>	Charge: <u>Auto</u>
Cash Give by: <u>Ms Custodian</u>	Cash Give by: <u>Ms Custodian</u>	Cash Give by: <u>Ms Custodian</u>
To: <u>H. Johnson</u>	To: <u>R. S. Keys</u>	To: <u>J. Wilson</u>

Bank Reconciliation

The purpose of reconciling your bank statement is to identify any errors or omissions in your records. It also helps you keep track of your true bank balance at all times.

Procedure

1. Obtain your monthly bank statement and cancelled cheques by picking them up at the bank or having them mailed to you.
2. Check the cancelled cheques to the statement using a tick mark on the statement. Circle any debit item on the bank statement that does not have a corresponding cheque.
3. Put the cancelled cheques in numerical order.
4. Tick off the entries in the cheque disbursements journal against the cancelled cheques. Mark outstanding items in the disbursements journal "o/s", beside the amount in the "Bank" column.
5. Enter any circled debit items on the bank statement, not previously written in the cheque disbursements journal. This will probably include the monthly bank charges.
6. Check bank deposits from the statement to your cash receipts journal. Mark any outstanding items in the receipts journal "o/s", beside the amount in the "Bank" column. Enter any credit items on the bank statement, not previously written in the Cash Receipt Journal.

Completing the Form

1. Put the final bank balance from the statement on line 1.
2. List the outstanding deposits from the cash receipts journal on line 2 and add them.
3. List the outstanding cheques from the cheque disbursements journal and add them.
4. Subtract outstanding cheques from 2a and this should give the correct book balance.



Checking Accuracy

Fill in the previous month's reconciled balance. Add the total Bank column from the Cash Receipts Journal and subtract the total Bank column from the Cash Disbursements Journal. The balance should be the same as 4 above. If not, check all previous steps for accuracy (Figure 7).

Invoicing

In some organizations, it may be necessary to bill members for fees or dues. It is not within the scope of this manual to explain how to keep your accounts receivable; this is a special problem which requires a solution tailored to your particular situation.

If you have to issue and invoice it should be in duplicate and contain the following information:

- name and address of your organization;
- invoice number;
- date of invoice;
- name and address of person being invoiced;
- purpose of invoice;
- amount; and
- date due.

The original goes to the person being invoiced, and the duplicate is kept on file. This file copy is marked paid when payment is received. If you are keeping a full accounts receivable system, the invoices will have to be pre-numbered (Figure 8).

Figure 7: Bank Reconciliation

IN ACCOUNT WITH		<i>Heritage Lacrosse Club</i>				
STATEMENT PAGE #	FOR PERIOD ENDED	ACCOUNT NO.	DATE FWD.	BALANCE FWD.		
1998 / 1	October 31	10 - 001	Oct 1	NIL		
CHEQUES	CHEQUES	DEPOSITS	DATE	BALANCE		
50 00		5000 00	10 1	5000 00		
52 50	437 00		10 3			
			10 4			
		100 00	10 5			
		175 00	10 6			
325 00			10 11			
27 00			10 12			
28 85			10 13			
		227 50	10 16			
150 00			10 22			
75 00			10 23			
646 95			10 31			
1 50	S.C.		10 31	3708 30		
		NO. DEPOSITS	AMOUNT	Δ		
		CHEQUES	5502 50	FINAL BALANCE OF THIS STATEMENT		
			1794 20			



<u>BANK RECONCILIATION</u>			
1. Balance as per Bank Statement			\$ 3708.30
2. Add: Deposits in Process		500.00	
Total Additions			<u>500.00</u>
			\$4208.30
3. Less: Outstanding Cheques	H. Johnson	403.15	
	K. Wilson	<u>198.62</u>	
Total Deductions			601.77
4. Balance per books			<u>\$ 3606.53</u>
DOUBLECHECK			
Previous month's balance			\$ 0
<u>Add:</u> Bank column (3) (cash receipts)			<u>\$ 6002.50</u>
	Total		\$ 6002.50
<u>Deduct:</u> Bank column (4) (cash disbursements)			<u>\$ 2395.97</u>
Reconciled bank balance			<u>\$ 3606.53</u>

Figure 8: Invoice

001	
Heritage Lacrosse Club	
P.O. Box 9999 Stouville, Alberta K1P 6M8	
IN ACCOUNT WITH	OCT. 1, 19 <u>98</u>
Kim Wilson	
12 Icewater Street	
Stouville, Alberta	
Annual Membership Fee	\$50.00
For year ended June 30, 19 <u>99</u>	
DATE DUE: Nov. 1, 19 <u>98</u>	



Miscellaneous

If you have employees, there are several other areas you should be concerned with.

Payroll

Payroll is a necessary procedure for any group which has employees, even on a part-time basis. You will need to maintain an "Employee Individual Payroll Record" for each employee which lists all deductions including Income Tax, Canada Pension, Unemployment Insurance and in some cases Medical Coverage. Please contact your local District Taxation Office for an up-to-date Employers Information Package regarding federal deductions.

Health Insurance

Contact your Provincial Ministry office responsible for health insurance for their current information package and forms.

Official Tax Receipts

For up to date information on the issuing of Tax Receipts for donations to your club, contact the national office of the Canadian Lacrosse Association. The CLA can issue receipts for income tax purposes for donations under certain conditions.



VII Promotion & Public Relations

The areas of Promotion & Public Relations and Sponsorship & Fundraising are critical to the success of your club. They all go hand in hand – you need funds to operate your programs and people won't give you money unless they know what your program is all about. Unfortunately, the cold hard facts are that community club teams have the most difficult time raising funds to run their programs and getting their news into the sports report.

Keep in mind that every community has literally hundreds of organizations including many charities, who are soliciting the general public and the local business community for financial support. By increasing your community's awareness of your club, you will increase your chances of success of any fundraising efforts you may undertake.

The first thing you want to do is to recruit some volunteers who will take care of these areas. Initially you may form one committee to do all functions but as your club grows and depending on the size of your community, you may find that two committees will be necessary.

Public Relations

Public relations encompass many aspects of establishing and maintaining a good club image. As a representative of Lacrosse, seeking greater awareness of your team's activities is very important. Through good public relations, your club/association can attract more players, spectators, volunteers and sponsors. Your club needs to generate as much positive PR as possible.

Public relations however, is much more than publicity or getting your team's name in the newspaper. It is influencing what people think of your club and the sport of Lacrosse. Creating a positive image by having pride and respect in your association will help you obtain community support, sponsorships, and overall public enthusiasm. Once you have won this support, you will have much greater success in publicizing your activities.

In order to develop a good public relations program within your association between players, coaches, organizers and with the general public, you must keep everyone informed. A Public Relations Chairperson and a committee can take on this responsibility. You can also encourage coaches and parents to assist in the program. Make sure you stress the importance of good public relations. The goal behind your publicity is to have more – more players, more volunteers, more spectators and more sponsors.

The Public relations Chairperson should have the following qualifications:

- be interested and reasonably knowledgeable about the game
- be well organized and familiar with the people in the club
- possess a keen desire to have other people know about the game
- have good writing skills and a personality which will help open the doors
- be patient, persistent and consistent.



The P.R. Chairperson must determine their priorities and ensure that all key areas are addressed – the media, club members and the general public. The planning activities and goals is essential if a P.R. Program is to be successful.

Image

There are several things you can do to improve your club's image. First and foremost everything you do it eh P.R. areas should be businesslike and professional. This includes the people presenting you to the media and sponsors, as well as your printed materials and visible promotions.

A key aspect to a sport club's image is its' *logo*. Your club should develop one which will represent the association and Lacrosse. This symbol will be your club's identity, and should be unique and attractive and also display the name of your club. A unique logo will establish instant recognition and immediate attention in the community when it appears in the local newspaper, on banners, jackets, shirts, posters, etc. or when communicating with potential sponsors, medium and in general correspondence. As well as a logo, a *slogan* can project a positive image to the community. The slogan should reflect a positive image of the sport (e.g. "Catch the Fun" or "Lacrosse, Fun for Everyone").

While your letterhead will focus on your logo and/or slogan, it should also include several other basic elements:

- a permanent and complete address,
- a telephone number,
- a fax number if available, and
- e-mail if available.

Producing a logo and letterhead does not have to be an expensive venture. Today, most personal computers have some sort of graphics or desktop publishing programs on them and someone in your association is bound to have one or have access to one. If not, talk to the company who is going to do your printing or promotional items. Many of them have a graphics department and will produce the logo for you if they know they are going to get business from you. Another option is to use a local artist to create a design for you or have a contest.

Publicity & Promotion

The more people who know about your club or about the sport of Lacrosse, the better your chances are of recruiting players and volunteers and of raising funds. Listed below are some ideas to help with your program:

- Participate in local summer festivals, sport shows and parades. Become part of your community.
- Have a player recruitment program. For example, for each new player brought in, the recruiting player has \$10 taken off his/her registration fee. If he/she brings in ten new players, he/she receives free registration. The player who encourages the most new registrants could receive a jacket or some other prize. The new players must write down the name of the individual who recruited them on the back of their registration form. Or, establish credits for each new registration towards a new lacrosse stick.



- Link your association/event to a charity or community event. For example, have your teams clean a local park wearing the team uniform. Participate as a group in a local walk or ride-a-thon, or work in conjunction with an organization such as Heart and Stroke.
- Advertise in a regular flyer put out by local politicians, stores, real estate agents, etc. some stores, companies, M.P.P.'s or M.P.'s will sponsor a team, or at least provide a donation. Get local businesses involved and have them promote your cause.
- Use Newcomers and Welcome Wagon. Give a talk, show a video or ask them to hand out your flyer.
- Most sporting goods stores are interested in Lacrosse. Don't be afraid to ask them for support. More members for you can mean more business for them. Some have video players and T.V.s for promotion – lend them a video. They might also hand out your flyer.
- Don't forget hockey teams, youth groups, etc. All are potential players. Hand out your flyer in the off-season at games, tournaments, camps, etc.
- Display colourful posters (with pockets containing your flyer) at pools, arenas libraries, grocery stores, and malls – even doctor's/dentist's offices. Distribute them to schools, recreation centers, Boy Scouts, Girl Guides, the media, local business, etc. Contact your provincial association and equipment suppliers to see what they have available.
- Have a “bring a friend” day, a celebrity challenge game for charity against hockey teams, firemen, police, local media, city council, etc.
- Run a few “skills” clinic. Sandwich it between two lacrosse games or practices so they see the sport coming and going.
- Hold a tournament (one day or more) in a neighboring community or arena which doesn't have a Lacrosse association yet (e.g.: friendship tournament). Have a one-day Peanut/tyke jamboree (mini-tournament). At your tournaments, have an information table for answering questions about the game, hand out brochures, etc. and promote free admission.
- Write to your local mayor having him/her draw up a proclamation to be published in the local paper declaring Lacrosse Week in your community. Have a picture taken of the Mayor with a player (perhaps a peanut) and print up a “Lacrosse Week” poster.
- Local cable T.V. stations will interview you any number of times during the year about registration, tournaments, day camps, etc. All you to do is call them.
- Give your local T.V. Stations a copy of the “Catch the Fun” promo video. They will copy it onto their own tapes and return it to you. Then they will play it when they need a filler or when promoting an event. Go in and meet the Program Director in person, so that he/she will get to know you personally. It really helps!
- Encourage a Maters Program in your area. This is one of the fastest growing segments of the sport – and they can use major sponsors that your can't such as beer or wine companies.
- Run a skills contest (with lots of advertising). Rent or borrow a radar gun and measure speed of shots on net as a competition.
- Have a t-shirt seller (with transfer pressing machine) at your tournament and share the proceeds.
- Hold a “13” Event. Every 13th person gets in free, all 13 year olds get in free or win a prize, etc.



- Ask local companies, especially your team sponsors, to “co-host” and ad – mention *your* event in *their* advertising. You need more than just money from your sponsors, you need help promoting Lacrosse – again, it won’t cost them any extra – they advertise anyway.
- Arrange with your local schools to go in during a P.E. period and show the “Catch the Fun” video, etc. Then, the following day or week, take the class to an arena and try the game. The city may even donate the floor time (during the day).
- Prepare some promotional materials – a brochure or a poster. Get a local printer to print them for you in return for having an acknowledgement printed on the items.
- Use the free “community bulletin boards” of the local media – radio, T.V. and print.
- Put together a 15-30 minute demonstrate and take it to schools and clubs.
- Find out when any national team athletes or highly skilled players might be in town and invite people out to meet them.

Media Relations

By working with the media you can create public interest, generate additional sponsor support, and encourage new participants. Therefore, it makes sense to use this means of publicity as frequently as possible. Establishing a good media network will increase the public’s awareness of the sport; but remember, things don’t happen overnight. However, if you build a good working relationship with your media contract your publicity efforts will yield some great results.

Your media access is not limited to the print media, but should also include radio and television stations. All are receptive to announcing scores and conducting player or coach interviews. Local television stations may even show game highlights during their broadcast, particularly of an important game or a large tournament.

The media however are not charity workers. They are not in business to exclusively help promote your event, to provide free advertising to your sponsors, or to encourage youngsters to play. They are first and foremost in the business of selling newspapers, or in the case of radio and television, selling advertising time. They are profit oriented and exist to provide information that they believe their readers or audience want.

You can utilize the media to make *your* job a little easier by providing them with what their consumers demand. Mainly, readers want interesting and important fact presented in an appealing way. If the story is not told with an angle, the readers will not be interested. In the case of lacrosse, it may be a fact that Six Nations won the Minto Cup in 1992, but it is not a story until the reader knows that they are an all-native team; had only been in the “A” league for 2 years; had set a league attendance record; and a native team had not won since 1954. You have to convey to the media what it is that makes your event or championship interesting so that they will want to tell their reader about it.

Publicity deals largely with the media and service to them. It is important to get to know the media in your community. They have an interest and a responsibility to the community to publicize local activities. It is crucial for Lacrosse to emphasize the growing community support and increasing participation, when addressing the media. Also, anyone representing your club should have a positive attitude, knowledge of the game, and knowledge of what is happening in the local Lacrosse Community.



Attempting to generate public awareness of your club, team, or a particular event can be very frustrating. Sometimes when you approach the media with a story that you feel is interesting it is not used. What you may think is news and what is news to the media, may be quite different. Don't give up. Creating an interest in the sport and specifically in your club may take time. Be consistent, persistent and patient – most of all, keep trying!

The key to success with the media is to be in regular contact with them. Don't just call them when you have a tournament or major event. By establishing ongoing contact with them you increase your chance of having regular coverage.

While you want to provide them with lots of information, the quality of that information is important. You should assume initially that the media person you're dealing with know little if anything about the sport of Lacrosse. Therefore your first task is to educate them about the game without overwhelming them. Treat them as you would any new member to your club. Provide them with posters, flyers, information and promotional items, etc. You want your media people to be thinking about Lacrosse, so if they're drinking out of Lacrosse mugs or using Lacrosse pens or staring at Lacrosse posters, they're more likely to remember you when your scores are phoned in.

Don't forget, there are various forms of media – the written press, radio and television. Treat them equally as they can all be of value to your publicity efforts. For example – the newspapers not only report scores but can also be involved in live promotions and remotes from games and tournaments. Last but not least, is television. Many clubs don't bother with TV because they assume that they lose against the pro sports for coverage. However, many stations have a community reporter or high school reporter and that's who you want to contact. The other avenue which is gaining in popularity is that of the local cable networks. Most of these cable networks are looking for programs and local sports can truly benefit them. Contact them early before the season starts and invite them to cover your league or at least key games.

Establishing Media Contacts

The media will be much more cooperative if you are consistent and reliable. The first step is to establish your contacts.

- One month prior to the beginning of the season, send a letter to the Sports Editor for each local newspaper, radio and television station, indicating that you are the club's media contact. (The names of contacts can be found in either Matthew's List or Bowden's Editorial Directory, available at public libraries. You can also call the newspaper or stations directly).
- Emphasize the game's uniqueness, how it is growing in your community, and any other relevant facts you deem appropriate about your association.
- One week prior to the season, follow up with a phone call indicating that you will be in touch regularly with media releases and scores throughout the season. Make sure you know the procedures and format for filing stories.
- Ask for the day and time of deadlines for publishing stories or scores.
- Visit each media office. Ask for the Sports Editor and introduce yourself and the association you represent. You should bring a kit folder along with you containing:
 - the schedule and locations of games and major tournaments;
 - a list of your Executive and Coaches, including phone numbers;



- an information sheet about Lacrosse with commonly used terms, basic rules, and information about your association, including the number of registered players;
- any promotional items; buttons, crests, or anything else with your logo on it; and
- a media pass which allows free admittance to the arena or field for the season.

Once you have established your media contacts, follow through with consistent and regular updates, scores and interesting stories.

The Media Release

Media releases are used to offer news about an event that is about to happen, is currently happening, or has already happened. There are several different formats that can be used to write a media release. All of them, however, must follow some basic rules for layout.

Masthead: Every media release should have a masthead, which includes your association's logo, name and address, the term NEWS RELEASE, and date to be released. Leave at least one-third of the page beneath the masthead blank. This space is often used by the editor to jot down his/her headline.

Title: Media releases should be titled and deal with single issues or events.

Five W's: All media releases must answer the Who, What, Where, When and Why of your announcement. Do not leave the media guessing.

Length: Media releases are usually one to two pages in length and should be double-spaced.

Takes: Each page of a media release is called a "take". A take always ends with a complete paragraph. If your new release requires two pages, finish the paragraph on page one and start a new paragraph on page two. Indicate that another take follows by typing – MORE – at the bottom center of the first page.

Slugs: Each take after the first page must have a slug. A slug is a short tag that is placed in the upper left hand corner and is derived from the title of your media release. For example, if your title is: "Canadian Senior Men's Field Lacrosse Team Wins Silver Medal", the slug could be "Silver – 2" for page two and "Silver – 3" for page three, and so on.

Close: After the information, place " - 30 -" in the centre of the typed page. This signifies the end of the media release.

Reference: Include a reference name and phone number that the media can contact for further information. Include phone numbers where they can reach your contact during the day and the evening. This should be placed after the -30- at the end of a media release.



Here are some general hints to help make your release more effective:

- Make sure you put the most important facts at the beginning of the release. Editors tend to cut stories from the bottom. Don't forget to name sponsors or include their name in the title of the tournament or awards.
- Keep your releases short and concise - one page wherever possible.
- Triple check your spelling.
- Followup with a phone call or personal visit to make sure everything was received
- Keep a clipping file, or a list of radio and television coverage to see who is using the information you're sending out. If someone is not using your releases, find out why.
- Don't be afraid to make suggestions to your contacts about potential stories.
- Send information to other departments other than the sports department. For example, if you're announcing a new sponsor, you should send a copy of the release to the Business section.

The CLA publication "Public Relations and Media Guide" will provide you with more detailed information and sample forms you may use.

Media Release

Heritage Lacrosse Club
 Box 9999
 Stouville, Alberta
 K1P 6M8

FOR IMMEDIATE RELEASE

June 29th, 1999

Heritage Lacrosse Club to Host Women's Field Lacrosse Championships

WHAT The Women's Field Lacrosse National Championships

WHEN July 3rd-5th, 1999

July 3 rd	Game 1	12:00 noon	ON vs. BC
	Game 2	3:00 pm	SK vs. AB
July 4 th	Game 3	10:00 am	ON vs. SK
	Game 4	12:00 noon	BC vs. AB
July 5 th	Finals	1:00 pm	Top two teams

WHERE Stouville Athletic Complex, West Field
 2500 University Drive N.W., Stouville, AB K4L 8M9

WHO Teams representing the Provinces of Ontario, British Columbia,
 Saskatchewan and Alberta

WHY To celebrate Lacrosse, Canada's National Summer Sport, and to establish
 this country's best Women's Field Lacrosse Team for 1999.

-30-

For more information, contact:

Ms. Jane Doe, Tournament Organizer (403) 555-1234 (days), (403) 555-4321 (evening)



VIII Sponsorship & Fundraising

As stated in the previous chapter, the areas of Sponsorship & Fundraising are closely linked with Promotions and Public Relations. It's very difficult to do one without the other.

For the purpose of this manual, there is a distinction made between Sponsorship and Fundraising. Sponsorship refers to the ongoing solicitation of corporate support for teams, associations or special events, while Fundraising refers to short-term projects designed to raise either general funds or funds for a specific need. The same person in your club may be responsible for both areas. It really depends on what your fundraising goals and sponsorship plans are.

Sponsorship

One of the keys to success when marketing your club or team(s) is to know exactly what you have to sell - banner space around the field, board space at the arena, scoreboards or uniforms for example. When soliciting corporate sponsorship for your team or for an event you must be able to indicate to the potential sponsor exactly what they will get from you for their money. They will want to know how sponsoring your club will improve their exposure or increase their sales etc. Be prepared with the facts. Putting together a sound sponsorship package and presentation takes a lot of work. Usually you will only get one opportunity to make your pitch, so you want to be prepared to answer any questions they might have. Many times even in big business it's "who you know" or "being in the right place at the right time." If your club is considering assigning a volunteer position to this area, you should consider recruiting someone who has professional experience in the area of marketing.

Here are some hints to help you in your efforts.

- Gather together as much statistical data as you can about your club and its members. Demographics on such things as game attendance, average age of competitors, volunteers and technical personnel, occupations of parents, number of years in the community etc will help give your potential sponsor a better profile of your club and its' members.
- Learn as much as you can about the company you are approaching. The better you know their profile, the better you'll be able to relate your club to them.
- Unfortunately the adage "you have to spend money to make money" is true when it comes to marketing, even at the club level. Be prepared to have some expenses such as printing, colour photocopying or hospitality.
- Be professional in your presentation. Don't feel that you have to apologize for asking for their support. A good marketer will be able to convince a potential sponsor that it is to his/her benefit to support your cause.
- Make sure you're meeting with the right people within the company you're approaching. Try to meet with the people who will make the decision. Knowing who this is will save you wasting time.
- Remember that support doesn't necessarily mean money. It could be what is called "contra support" or "goods and services". In fact, in these economic times, it is more likely that companies will be willing to provide you with goods and/or services. For example, if you have vehicle rental expenses in your budget for tournaments for \$1,500 and a rental company such as Budget gives you free vans, it is the same as receiving a



donation of \$1,500 cash from them. They should be considered a sponsor. Go through your budget line by line and earmark any items that you might be able to get donated - printing, computers, vehicles, meals, equipment etc.

- Be sure that you can deliver everything you promise to a sponsor. If you find out after you've made your deal that you can't do something, inform them right away and make alternative arrangements.
- Acknowledge sponsors whenever possible and make sure that all club members do the same. Patronage to sponsors even at the club level is very important.
- Get organized well in advance of your season or your event. Sponsors almost always say no when you come asking at the last minute.
- Treat your sponsors as you would a special member. Make sure they get club newsletters, and tournament reports etc. Also make sure to include them in the club social activities and invite them to your AGM or Awards Dinner.
- Involve them in the event, e.g.: opening ceremonies, awards presentations, MVP awards, etc.

Fundraising

The position of Fundraising Chairperson is often a difficult one to fill. You need someone with very specific skills due to the competitive nature of the position. Your fundraising person is going up against all the other fundraisers in your community. Everyone in the club will want this person to raise money for their portfolio and program.

You should look for someone with the following qualifications:

- has prior experience in the area of fundraising for charities
- has excellent contacts within the local business community
- is creative - your fundraising programs have to stand out from all the rest
- is well organized
- possesses good speaking skills
- able to delegate tasks
- Able to say “no”
- is persistent, honest and sincere - you do not want someone out there promising things to donors or sponsors that your club can't deliver
- someone who is good with other volunteers - fundraising relies on committee work.

There are various ways to approach fundraising. You can establish a committee who has fundraising as an ongoing responsibility or you may form committees specific to the fundraising project in question. It all depends on how easily you can recruit volunteers. In any case it's good to have a few core volunteers in the area that you know you can rely on.



Fundraising Programs

If you have recruited a chairperson who has experience in this area they will probably have their own ideas about fundraising. However, listed below are some ideas for projects you might consider:

- Volunteer to run concession stands at other events such as home shows, sporting goods shows, other sporting events in return for a percentage of the profits
- Operate a monthly bingo or casino if you're able to get a license and the volunteers
- Make a deal with a local sporting goods store to have them produce and sell your club t-shirts in return for a percentage of the profits
- Hold one of the old standbys - car washes, bake sales, raffles
- Organize a huge "garage sale" or flea market with every member family of your club
- Have a souvenir program for tournaments or the club playoffs and sell advertising
- Hold a team fundraiser dinner at the local recreation centre - a spaghetti or lasagna night. Get local merchants to donate spaghetti, sauces, hamburger, bread and cheese etc.
- If you're getting a number of spectators out to your games - operate a BBQ and sell hot dogs and soft drinks

The other avenue to investigate is with professional fundraising companies. Some have products to sell - eg. chocolate bars, aluminum foil while others offer scratch and win cards. They are worth checking out but make sure you are aware of any up front or hidden costs.

The key to successful fundraising may include the following:

- Make sure the people you are asking are aware of why you need the money you're asking them for. If it's to purchase new Lacrosse sticks and sweaters or to offset travel costs to upcoming tournaments, then tell them that. Be as specific as possible.
- Be sure your fundraising goals are realistic. Don't set yourselves up to fail.
- Vary the "target group" of your fundraisers. It doesn't matter how good your project is, you can't keep going back to the same people over and over again.
- While you need to be creative and come up with new fundraisers each year, be sure you keep the ones that work. For example, your team Spaghetti Night might become an annual event that people look forward to at the same time each year.
- Try to limit the number of fundraising projects you run each year. You don't want to be perceived as continually having your hand out. Keeping that in mind, make sure the projects you run will raise enough money to make your time worthwhile. Spending three months organizing a fundraiser that will net you \$500 may not be a good use of your time or efforts.
- Don't expect one person to do all the work. Everyone in the club should be expected to take part in club fundraising activities. A pitfall with many clubs is that once they have recruited a fundraising person, they wash their hands of that area and leave it all to one person.

Recommended Resources: *Fundraising for Sport and Recreation and More Fantastic Fundraisers for Sport and Recreation*, by William Stier Jr. Both are published by Human Kinetics.



IX Technical Development Programs

Coaching Certification

The quality of the play in your house league will depend greatly on the dedication and quality of the coaches you have involved. Good coaching results in good players. In selecting or recruiting your coaches, keep in mind that their personal philosophies and attitudes will not only affect how they coach and interact with the players, but will also be reflected in the actions of the players themselves. It is recommended that all coaches affiliated with your club become certified in the National Coaching Certification Program (NCCP). This program is monitored by the Coaching Association of Canada (CAC).

Following an extensive evaluation of the effectiveness of the 3M NCCP, the National Coaching Certification Council (NCCC) approved the transition from the existing knowledge and course-based program with five consecutive levels of certification to a competency-based education and training approach, in which coaches are trained and may achieve certification of competency to coach in a specific coaching environment. The transition to this new approach is ongoing, as each sport participating in the 3M NCCP revises its coach training and certification.

The expected outcome of the transition process is that athletes' needs will determine the knowledge, skills, attitudes and level of competence that coaches must demonstrate. In turn, these coaches will be in a better position to lead and influence the sport system. In addition, the transition provides National Sport Federations (NSFs) with a unique opportunity to realign and integrate athlete and coach development programs at all levels. Ultimately, this should result in a better sport experience for participants and could have a positive and lasting impact on Canadian society.

Many provincial associations host annual "super" clinics which feature guest lecturers on a variety of topics. You may also want to investigate other sport organizations in your community to see what coaching clinics they are involved in as well. Many topics are generic to coaching in any sport.

For further information on the NCCP in your area, contact your local community college, recreation department or your provincial Lacrosse association.

Officials Certification

Another key group of people in your organization are your officials. Like coaches, these people must be qualified and dedicated. The quality of the play in your league will be influenced by the officiating. As with the coaches, there is a National Officials Certification Program (NOCP) and it is recommended that all officials be certified each year.

The NOCP consists of five levels offered in a two part process; instructional clinics and on-site supervision/evaluation.



The level 1 and 2 clinic is designed to train the novice and level 1 referee. All aspects are covered as part of the instruction to the art of refereeing. The level 3 clinic gives the referee experience. Rule changes and case studies are covered with an added emphasis on the mechanics of refereeing. Level 4 and 5 are aimed at the advanced referee. It encourages discussion on rules and theory while refining refereeing skills.

Equipment and Facilities

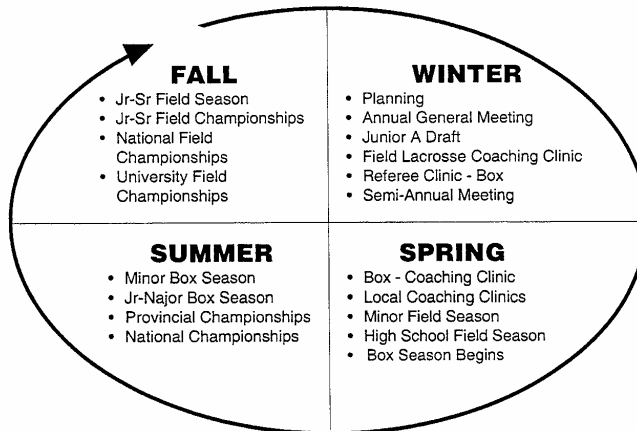
The following is a list of possible equipment items to be purchased:

Average lacrosse player: lacrosse stick, helmet with full mask, chin strap, arm pads, gloves, shoes, mouth guard, athletic cup/protector

Goalie: goalie stick, helmet, chest and arm protectors, throat guard, gloves, shoes, mouth guard, goaltender’s cup/protector.

Many associations will purchase the goalie stick and chest and arm protectors and loan them to the goalies. This ensures proper protection for goaltenders, as the chest and arm pads are a major investment. The local lacrosse association will also need lacrosse balls, ball bags, score book, stick repair kits, first aid kits, and scrimmage vests or sweaters.

The Lacrosse Season



Player Development

Each association operates its own player development programs. Most player development programs are incorporated into each coaches preseason and in season practices for his/her team. What the coach teaches the players will depend on the coaches experience in Lacrosse, what he/she learns in coaching classes, what he/she learns from watching other coaches practices and from his/her own experience.

The coaching programs offer an excellent program of player development which is geared to a progression of skills. This can be used by a coach to guide his/her practices throughout the season.



There are several other methods of enhancing the skill development of players:

- a "mass practice" at the beginning of the season at which various coaches/senior players take small groups and teach certain skills. Players go from station to station learning different skills.
- one day or weekend Lacrosse "camps" either run by local coaches and players or bringing in guest coaches and/or players from out of town.
- run a skills day where players come and perform several skills, obtain instruction, then compete for prizes. These scores can be retained for comparison at a later date.
- run or attend a one week camp/skills school.

The number of skill development opportunities is only limited by the imagination of the organizer.



X Competitions

Remember, once you start practicing, your recruits will want to play the game not just learn the skills. Doing "game-situation" drills will get boring after a while and the players will want to try their skills in actual games. Even though their skill levels may vary or may be underdeveloped, playing actual games will improve individual skills as well as develop the team concept of the game.

A house league is designed to help participants learn the game while having fun. It is the grass roots of your club structure and basically is "organized recreational play". Teams in the house league should be balanced so as to enhance the quality of the games played. There have been some communities who have opted way from the house league concept to concentrate on tournament teams or all-star teams. Focusing only on tournament teams may be detrimental to the growth of the sport in your community. Tournaments can be used as incentives, but should not be the focus of a club just starting out.

Recruitment

When starting a house league for the first time, you will need to recruit the players, coaches and officials. Recruitment is addressed briefly in Section V, but this section will deal specifically with the recruitment of players and technical support personnel.

You must determine how many players and teams your program can support. There is no sense recruiting 200 players if you only have facility time or coaches to support 150 participants. Be sure to start your recruitment drive early, well before you plan to start the league games.

The Executive of the club should assign one person to be in charge of registration and recruitment. That person should form a committee to take care of this important function. Before starting the recruitment and registration process, you must establish your membership categories and fees and produce the necessary forms. You will need the following:

1. General Information Form
2. Athlete Waiver
3. Medical Waiver

Samples of these forms can be found in the appendices. Contact your provincial Lacrosse association and ask them for assistance - brochures, posters, videos etc.

Player Recruitment

Having a "get acquainted" night is a good place to start. Put an advertisement in your community paper, at the local recreation centre, at shopping malls or at the local YMCA — basically anywhere kids the age you're looking for will see it. If you already have a core group of players, have them put on demonstrations at a school or community centre, get them to wear Lacrosse apparel to school, and have them hand out information at the shopping malls. Just about every local cable network or TV station has a community bulletin board which they run daily. This is a good place to advertise your club. Demonstrations which invite observers to try the sport are also a recruitment tool.



Coaches and Officials Recruitment

Where do you find your coaches and officials? Once you have the players committed to starting the league, check with their parents to see if any of them have experience coaching or officiating. If your club or league is affiliated in any way with a school, survey the faculty for anyone who has played Lacrosse or knows enough about the game to coach or officiate. Put up notices at the local high schools or colleges to see if any former players are interested in assisting. If you can get a group together who are interested in coaching and officiating the league, you can run some clinics for them to bring them up to date with the game. For information on coaching and officials certification see Section IX of this manual.

The Houseleague

Once you have your players, coaches and officials signed up, you can organize your league. As mentioned previously, the house league is the basic foundation of your club. Teams should be balanced so as to enhance the quality of play and everyone should be given the opportunity to play.

The operation of a house league requires some key volunteers in your club structure. Basically you will need people to cover the scheduling of practices, games, facilities and officials as well as the management of the equipment. There must be extremely good communications within this group of people. As indicated in Section III on Club Structure, one of the recommended Executive positions is “League Coordinator/Technical Representative”. This person should form a committee to assist in the operation of the league. The following are some basic committee positions you may want to consider:

- **League Convenor**
The League Convenor will be responsible for the overall operation of the league and will be the main contact with the coaches and managers of the various teams.
- **Referee-in-Chief**
The league should select a Referee-in-Chief who is responsible for recruiting and training officials as well as scheduling them to do games.
- **Scheduler**
The Scheduler will be responsible for ensuring that adequate field or arena time is available for practices and games. This manager is also responsible for acquiring all necessary permits for the facilities and scheduling the practices and games.
- **Equipment Manager**
The Equipment Manager will ensure that the proper equipment is available. As noted previously, the club may provide some goaltending equipment such as arm and chest pads, leg pads and sticks, as well as team sweaters. Usually the club will charge a deposit on the equipment to ensure its return. He/she is also responsible for ensuring that nets and all timing equipment are available for practices and games. The Equipment Manager should also meet with local sporting goods stores and ensure that they are willing to carry enough Lacrosse equipment to ensure that all your players can be outfitted properly. He/she may also operate an equipment sale/exchange at the beginning of the season.



Tournament Teams

There are several schools of thought on this topic. Should an organization send its best club team or best players to represent it at a tournament? This is an issue that each club must decide for itself. However, keep in mind the following points:

- Lacrosse is a team sport and even the best players need the support of others.
- The right to represent their club is a strong incentive and can lead high quality team play in house leagues.
- Even all-star teams need a chance to practice together. If there is no time to do this prior to tournaments, play may suffer.
- Selecting individual players from various teams may lead to “show boating” by some players.
- Consider selecting the winning league team and “bolstering” it with a few other players.
- Consider club tournaments within your own league or with other neighboring communities. Participation by a lot of people can enhance the image of your club and attract new players and support.

Tournaments can be exciting and a lot of fun for participants, coaches, officials, parents and supporters. However, focusing only on tournaments can be detrimental to grassroots program.



XI Miscellaneous

Sport Liability

Liability Insurance

The need for liability insurance for members arising out of the activities of the organization should not be overlooked. You are not expected to provide insurance against accidental injury but you could be held responsible for actions or inactions on the part of the coaches, officials and administrators in your organization. Insurance is basically a contract between two parties — the subscriber and the insurer — which states that for the payment of a premium by the subscriber, the insurer agrees to cover specified losses incurred by the subscriber.

The coverage you require is similar to that required by a business and is called a *Comprehensive General Liability Policy*. The laws governing insurance coverage vary across Canada and to ensure that you have the proper coverage, you should contact a lawyer or an insurance company. Individual Officers and Directors of a non-incorporated organization can be held responsible for incidents. Be sure to discuss this with your insurance company or lawyer. If your group is affiliated with a municipal recreation department, you may be covered by or be able to access their policy for a much lower premium.

You will want insurance to cover two types of risks. The first is injury to the insured (e.g.: player). Accident insurance covers medical and health losses and can usually be readily obtained at a reasonable cost. The second type of coverage is to cover losses resulting from the insured's (the club) legal liability to others. Liability insurance is not as easily attainable and is generally much more expensive and involves exclusions limiting its application.

- **Responsibility**

Your club or organization has responsibilities in the following three areas:

- facilities and organization
- instruction and supervision
- medical care.

- **Facilities & Organization**

The premises and equipment used must be reasonably safe and suitable for the purpose used as it accepted by modern knowledge and practice. The fitting of equipment and its apparent efficiency must be verified. The activities must be safely organized. Steps must be taken to avoid accidents by overcrowding or poor arrangements.

- **Instruction & Supervision**

Reasonable care must be taken in the supervision of the activity. This includes the anticipation of and warning against danger, and preventing participants from engaging in unreasonably dangerous activities.

Waiver forms should be designed and used at the time of registration. Certain risks are inherent in the sport, for example the risk of colliding with the boards in Box Lacrosse. A waiver is valid to avoid liability for injury in this situation. To be most effective, a waiver form should be signed by the parent or guardian and witnessed by an independent witness. A sample waiver form can be found in the appendices.



APPENDIX A – Athlete Waiver Form

In consideration of the acceptance of my registration with the _____
 (Association Name)
 and all of its related activities, I _____ agree to the following:
 (Name of Participant)

1. I hereby agree to comply with the rules and policies of the Association and its Directors.
2. For myself, my executors, administrators, heirs, next of kin, successors, and assigns, I HEREBY:
 - a) waive and release any and all claims that I may have against the above named Association, its committees, officers, directors, members, volunteers, employees, agents, sponsors of their successors of assigns (the "releasees") including any and all claims for damages caused by negligence of any of them, arising out of my participation in any of the organization's activities or related events, together with any costs, including attorney's fees, that may be incurred as a result of any such claim whether valid or not, and
 - b) indemnify and hold harmless and release each of them against any such claims that I, my guests, or any one or more of my or their executors, assigns may have or assert and against any costs including attorney's fees with respect thereto.
3. I hereby acknowledge that I have sole responsibility for my personal possessions and athletic equipment during my involvement and related activities.
4. I hereby acknowledge that participation carries with it inherent risks (potential hazard). I therefore release the "organizer", its events committee, their officers, directors, members, from injury or death during the event and its related activities.
5. I hereby attest and verify that I am physically fit and have sufficiently trained for this activity and that my physical condition has been verified by a licensed medical doctor.
6. I hereby consent to receive medical treatment which may be deemed advisable in the event of injury, accident, and or illness during the event.
7. I hereby permit the use of my name and picture in broadcast, telecasts and the media as they pertain to the event.
8. I hereby agree that in the case of the cancellation of activities due to a storm, rain, inclement seas or weather, wind, or other "Act of God" conditions, my enrolment fee shall be non-refundable.

MEDICAL WAIVER

The _____ nor the _____ are responsible for any injuries sustained
 (Name of Association) (Lacrosse Team)

by me during the playing of Lacrosse games or practices. I hereby authorize the team staff, league or tournament officials to seek medical assistance when required and for medical care to be administered. All participants or their parent or guardian must sign the waiver and release form.

_____	_____
Date	Signature of Applicant
_____	_____
Witness	Parent /guardian's signature (if under 18 years)



APPENDIX B – Sample Association Budget

Heritage Lacrosse Club

1998-1999 Budget

REVENUE

City Grant	\$3,500	
Bingo	\$2,500	
Membership Fees	\$5,000	
Fundraising	<u>\$8,000</u>	
Sub Total		\$19,900

EXPENSES

Administration (postage, telephone, stationary)	\$2,000	
Uniform Subsidy	\$3,000	
Tournament Fees	\$2,000	
Equipment	\$5,000	
Honoraria	\$2,000	
Travel Subsidy	\$1,000	
Awards	<u>\$500</u>	
Sub Total		<u>\$15,500</u>
SURPLUS/(DEFICIT)		\$3,500



APPENDIX C – Sample General Interest/Registration Form

Club Name _____

Name _____
Family Name Given Names

Birth date _____ Male Female
Month Day Year Sex

Address _____

_____ Apt. No. City Province Postal Code

Home Phone () _____ Business Phone () _____
Area Code Number Area Code Number

General Information

Registering as –
 Player Coach Official Time/Scorekeeper General Executive

No. Years in Lacrosse _____

Briefly describe your background in Lacrosse, indicating any special skills, experience or interests you may have such as fundraising/public relations. If registering as a coach or official please indicate any certifications you may currently hold.

Date: _____ Signature _____
Parent/Guardian (if under 16 year of age)

For Club use only:

Date Received _____ Fee Paid \$ _____

Assigned Team: _____

Waiver Signed Medical Waiver Signed Member Fee Received

Registrar's Signature _____ Date _____



APPENDIX D – Lacrosse Equipment Manufacturers

DeBeers Lacrosse

389 Paris Road, R.R. 6
Brantford, ON
N3T 5L8

Contact: Randy Beatty
Phone: (519) 752-3115
Fax: (519) 752-9207

Northern Amerex Marketing Inc.

400 Monarch Avenue, Unit 12
Ajax, ON
L1S 3W6

Contact: Debbie Rowland
Phone: (905) 427-6475
Fax: (905) 427-6790

Canam Lacrosse Limited

36 Wright St. Unit #7
St. Catherines, ON
L2P 3J4

Contact: Carol Patterson
Phone: (716) 297-2293
Fax: (716) 297-0318

Shamrock Lacrosse

635 Ramsey Ave #102 B
Hillside, NJ
07205

Contact: Pete Rogers
Phone: (908) 933-0142
Fax: (908) 933-0149

Lacrosse International

285 Lake Road
Bowmanville, ON
L1C 4P8

Contact: Rob Radford
Phone: (905) 623-5123
Fax: (905) 623-6906

T. Litzen Sports Limited

433 Ofield Road South, R.R. 2
Dundas, ON
L9H 5E2

Contact: Ryan Denholm
Phone: (905) 628-3344
Fax: (905) 628-3355