

Budget

No sustainable operation can function without a budget. It is simply one of the most critical tools for an executive to use to manage the business of the branch. The budget should be a realistic but reasonably liberal projection of income and expense items, founded on figures shown in the audited financial statements, over a previous one to three-year period. An annual budget has to be developed and then followed.

Taking all income and expense items into careful individual consideration in the licenced operation, its real property expense, and general administrative functions, the Treasurer and their committee must establish, at the onset, a surplus. With the surplus projected and carefully established, the Treasurer will call upon the various committee chairs of the branch to give budgets for each of their activities in the coming fiscal term. These budgets must illustrate in detail sources of income from various committee activities, as well as detailed expenses from each of these activities.

- The Finance Chair or Treasurer can assist the chairs in setting up their budgets. Preparing the overall budget is the responsibility of the Finance Committee (Treasurer, Chair).
- Each committee chair should be given a memorandum with the amount the committee has been allocated for the ensuing year. The committee can only spend allocated funds on the specific items in the budget. Any other expenditure is subject to review by the Finance Committee, before they can be spent (Finance Committee, Executive and general membership approval must be granted before any additional expenditure is made).
- A monthly financial report to each chair, showing expenditure to date and the remaining balance, keeps committees from over spending their budget.

When all committee budgets are in the hands of the Treasurer or Finance Chair, the latter should sit down with their committee to make a final review of the projections of all items of income and expense, keeping in mind that:

- The end result must cover all branch committee expenditures, cost of construction and renovation, and possibly debt and servicing costs (i.e., repayment of principal and interest loans).
- Cheque-signing procedures, as reviewed by the committee, are maintained and followed at all times. A bill or invoice must be attached to each cheque. The cheque is to be signed by any two of the authorized signatories. (Specific provision of signatories are incorporated into individual branch by-laws). Cheques for reasonable operating costs must be processed at frequent and regular intervals. All cheques meeting the various expenses of committees must be within the budgets, as presented by committee. BC/Yukon Command Bylaws cover disbursement of money authorized by branch General Meetings.
- A reasonable surplus for contingencies is put aside.
- At mid-term, a complete review of the budget is to be made and adjustments arranged, with the knowledge and consent of the membership.

Annual Business Plan

This is often initiated by the Finance Committee, but is the responsibility of the entire Executive Branch Advisory, through the BC/Yukon Command office, can assist with writing the Branch's business plan and provide information. Branches wishing to develop their property will find that one of the requirements of the Branch Advisory Development Committee is submission of a business plan. Lending institutions also make this a requirement for loan application.