



POLICY NAME: FINANCIAL MANAGEMENT	
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FINANCIAL MANAGEMENT POLICY

PURPOSE

The New Canadians Centre Peterborough (hereby referred to as “the Organization”) is committed to the highest standards of responsible financial management, and to ensuring that appropriate financial controls are developed, documented and applied to prevent the abuse or misuse of the Organisation's funds and other resources.

The purpose of this policy is to govern the financial workings of the Organisation and outline the roles and responsibilities of relevant staff and board members.

This policy sets out minimum standards and is not exhaustive. Funders may have requirements that are different or more onerous for the management of their funds.

SCOPE

This policy applies to all employees, board members, volunteers, and any third parties conducting financial transactions with the Organisation.

DEFINITIONS

Qualified donee

A qualified donee is an organization that can issue official donation receipts for gifts it receives from individuals and corporations. It can also receive gifts from registered charities.

Coordinator

For the purpose of this policy, a Coordinator is any employee in a Tier 4 position.

Monetary Values

Any and all monetary values (e.g. expense authority thresholds) are exclusive of any applicable taxes.

RESPONSIBILITIES

Board of Directors

The Board of Directors (or “Board”) is responsible for the overall financial health of the Organisation and management of resources. The Board ensures that funds are spent in accordance with the Organisation’s objectives.

Treasurer

The Treasurer of the Organisation is responsible for overseeing the management of the Organisation's finances and reporting to the Board.

The Treasurer, as Chair of the Finance Committee, is the liaison between the Board of Directors and the Finance Committee (for roles and responsibilities of the Finance Committee, refer to the Finance Committee's Terms of Reference).

When the Treasurer is not available, a board member designated by the Treasurer is responsible for reporting to the Board.

In advance of every meeting of the Board, the Treasurer or their designee shall review the financial reports prepared by the Director of Corporate Services. The Treasurer or their designee shall work with the Executive Director to answer any questions the Board has about the report.

Executive Director

The Executive Director has primary responsibility for ensuring that the policy is carried out at the operational level. The Executive Director is also broadly responsible for the day-to-day financial transactions of the Organisation and for meeting the requirements of, and reporting on finances to funders.

If the Executive Director is unable to fulfil their responsibilities under this policy, the Director of Corporate Services shall be responsible for all duties of the Executive Director as defined below with the exception of expenditure authorization and signing authority until an Interim Executive Director is appointed or the Executive Director is able to resume their duties. During this period, The Treasurer of the Board will be responsible for authorizing expenditures normally authorized by the Executive Director. The Treasurer shall also take on the signing authority of the Executive Director or assign another board member who already has signing authority to fulfill this role.

Director of Corporate Services

The Director of Corporate Services is directly responsible for the day-to-day financial transactions of the Organisation and for meeting the requirements of and reporting on finances to funders.

If the Director of Corporate Services is unable to fulfil their responsibilities under this policy, due to absence or departure from the Organisation, the Executive Director, in consultation with the Treasurer, shall ensure that critical responsibilities of the Director of Corporate Services are carried out until the Director of Corporate Services is able to resume their duties.

Director of Community Development and Director of Client Services

The Director of Community Development and the Director of Client Services are responsible for managing budgets within their respective departments and approving expenditures up to the allowable amount as outlined in the financial procedures.

Fund Development Coordinator and Director of Community Development

The Fund Development Coordinator and the Director of Community Development are responsible for issuing receipts for charitable donations.

FINANCIAL MANAGEMENT PROCEDURES

1.0 Management of Funds

1.1 The Director of Corporate Services is primarily responsible for reviewing the level of funds in the Organisation's accounts (general chequing, business, Nevada, and GIC investment accounts) with the oversight of the Treasurer.

1.2 Should funds dip below one month operating expenses in the Organisation's accounts in the yearly cycle, the Director of Corporate Services must immediately notify the Executive Director, who shall then notify the Treasurer and the Chair of the Board so that monitoring and any appropriate action may be taken.

1.3 An overdraft of \$20,000 on the Organisation's business account is authorized but should only be used to cover short-term cash flow short-falls. The Director of Corporate Services must immediately notify the Executive Director and the Treasurer of any use of the overdraft. The Treasurer shall then report to the Board.

1.4 The Director of Corporate Services shall regularly review bank service charges and interest rates and compare them from time to time with the offerings of other financial institutions. The Director of Corporate Services shall report comparison information and any recommendations for changes to the Finance Committee who may recommend these changes to the Board.

1.5 The Executive Director, in consultation with the Treasurer, is authorized to invest funds in order to gain a better rate of return on reserves, but funds may only be transferred to insured investments. Insured investments include GICs and Treasury Bills. The Treasurer shall report comparison information and any recommendations for changes to the Finance Committee.

1.6 The opening or closing of any bank account must be approved by the Board.

1.7 The Treasurer and the Executive Director have superuser access to the Organisation's online business account. The Treasurer and the Executive Director are responsible for applying individual user permission settings for the Director of Corporate Services, the Bookkeeper, and signing authorities.

2.0 Deposits

2.1 Received funds shall be deposited once per week. Cash revenue of more than \$2000 shall be deposited by the next business day. All cash and cheques must be securely stored in a locked box until deposited.

2.2 All deposit records are to be reviewed by a signing officer of the Organisation.

2.3 The Director of Corporate Services shall oversee the deposit and administration of donations and other income and keep adequate records of the same.

3.0 Payments

3.1 Accounts payable shall be paid early enough to take advantage of any discounts and before late penalty charges apply.

3.2 Pre-authorized debit should be used to pay regular bills where possible. Otherwise, payments should ordinarily be made by cheque. Petty cash may be used to make smaller payments, usually under \$50.

3.3 Before a payment is made, an invoice and/or other supporting documentation should be reviewed and coded to ensure that:

- a) the goods were received or services rendered (advance payments should be avoided when possible);
- b) the amount charged is accurate and properly calculated;
- c) the expenditure was approved; and
- d) the proper class and general ledger account are identified.

3.4 Statements of accounts paid by pre-authorized debit should also be reviewed as above.

3.5 When a cheque is written, the invoice should be marked paid, and the cheque number recorded.

3.6 All monthly invoices shall be reviewed by a signing officer of the Organisation.

3.7 The Organisation shall not make payments to individuals and organisations other than for goods and services received with the following exceptions:

- a) contributions to registered charitable organisations;
- b) specific cases outlined in a funder's contribution agreement;
- c) payments to clients that are consistent with the Client Funds Guidelines;
- d) employee reimbursement outlined in these procedures.

A maximum of \$5,000 cash (excluding petty cash) shall be kept if needed to fulfill specific purposes outlined in a contribution agreement. All cash shall be kept in a secured location that is separate from the petty cash and controlled by the Executive Director and the Director of Client Services, who is responsible for the funds and for keeping an appropriate accounting.

Only Coordinators directly responsible for the administration of Client Funds or other funds, as outlined in a contribution agreement, may make payments directly to an individual for the exceptions b) or c) listed above. Any individual who receives a cash disbursement from the

Organisation must sign a receipt acknowledging the amount and purpose of the payment, and that receipt must be submitted by the Coordinator to the Bookkeeper.

4.0 Petty Cash

4.1 A maximum of \$1000 petty cash shall be kept.

4.2 All cash shall be kept in a secured location controlled by the Bookkeeper who is responsible for the funds and to keep an appropriate accounting.

4.3 A petty cash log sheet shall be filled out for each disbursement from petty cash.

5.0 Signing Authorities

5.1 The Board shall appoint five signing officers, any two of whom can sign cheques for the Organisation or authorize online payments. The five signing officers will usually be three staff members (the Executive Director being one) and two board members (the Treasurer being one). Neither the Director of Corporate Services nor the Bookkeeper shall be a signing officer.

6.0 Contracts

6.1 The Executive Director is authorised to enter into contracts, including employment contracts, in the ordinary course of NCCP's operations on behalf of NCCP, with the following exceptions:

- a. The Executive Director's employment contract must be approved by the Board.
- b. Contracts for goods and services that fall within the Board-approved budget and are valued at \$10,000 or more must also be approved by the Board Chair or Treasurer. Such contracts must be reported to the Board at a subsequent meeting.
- c. Contracts for goods and services that fall outside of the Board-approved budget and are valued at \$10,000 or more shall be approved by resolution of the Board of Directors.

Contracts for goods and services that fall outside of the Board-approved budget and are valued at less than \$10,000 may be approved by the Executive Director but must be reported to the Board at a subsequent meeting.

6.2 The Executive Director is authorised to apply for new funding and enter into funding agreements on behalf of NCCP for activities related to the priorities outlined in the Board-approved annual operational plan and/or strategic plan. All new funding applications and agreements must be reported to the Board at a subsequent meeting.

7.0 Bank Reconciliation

7.1 Bank reconciliations shall be prepared monthly by the Bookkeeper overseen by the Director of Corporate Services and reviewed by the Executive Director. Organised files of bank statements and canceled cheques shall be maintained for a minimum of 7 years (plus the

current year) per the Canada Revenue Agency's (CRA) guidelines, or for the current length of time recommended by auditors or required by law.

8.0 Expenditures

8.1 All expenditures by the Organisation shall be authorized by a Coordinator or Director and approved by the Executive Director, the Director of Community Development, the Director of Client Services, or a board member with signing authority. Expenditures made by either the Director of Community Development or the Director of Client Services must be authorized and approved by the Executive Director or a board member with signing authority. Expenditures made by the Executive Director must be authorized and approved by a board member with signing authority.

8.2 The Director of Community Development and the Director of Client Services can approve individual expenditures up to \$5,000. For individual expenditures greater than \$5,000, the directors shall obtain approval from the Executive Director.

8.3 The Executive Director can approve individual expenditures up to \$10,000, and the cheque does not require a signature from a board member. Individual expenditures greater than \$10,000 shall be approved by the Executive Director and a board member with signing authority; such cheques shall require the signature of at least one board member and such online payments shall require online approval by at least one board member. The Board shall be informed about expenditures greater than \$10,000 at the next board meeting.

8.4 All cheques must be signed by two signing officers and all online payments require online approval from two signing officers. With the exception of payroll expenses, and expense reimbursements already approved by a board member with signing authority, no signing officer shall sign a cheque payable to themselves or provide online approval for a payment to themselves. For expense reimbursements to signing authorities, the relevant invoice or documentation shall be provided to a signing officer for review before a cheque is signed or the online payment is authorized.

8.5 Payroll expenditures paid by cheque or online shall be approved by any two signing authorities.

8.6 The Executive Director shall bring to the Board for approval of any expenditures that do not fit any current budget line category.

8.7 If waiting for board approval risks the loss of funding or opportunity, expenditures may be made by the Executive Director in consultation with the Treasurer or, if the Treasurer is unavailable, with the Board Chair. The Executive Director shall report such purchases to the Board at the next meeting.

8.8 When purchasing goods and/or services, if gratuity must be paid, it should be no more than 15% of the cost of the good and/or service.

8.9 The Organisation shall use sequentially numbered cheques with stubs showing the Organisation's name and address. Voided cheques shall be kept and clearly marked "VOID."

8.10 There shall be no signing of blank cheques.

9.0 Procurement

9.1 When purchasing goods and services, to provide the best overall value to the Organisation, all of the following factors should be taken into consideration:

- a) price;
- b) quality;
- c) environmental impact;
- d) social impact; and
- e) efficiency.

9.2 Social procurement is the process of acquiring goods and services while generating social outcomes. Social procurement should be used when feasible to assist in achieving the following goals:

- a) promoting social inclusion;
- b) strengthening local economic development;
- c) growing and sustaining partnerships; and
- d) fulfilling the mandate of the Organization.

9.3 The Organisation shall seek three quotations for purchases greater than \$5,000. The chosen option and the reasons for selecting the option shall be reported to the Board by the Executive Director.

9.4 Purchases shall not be made from staff, volunteers, or board members of the Organisation without a conflict of interest declaration being made by those individuals to the Executive Director. No preference shall be given to anyone offering goods or services who is related to or associated with staff, volunteers, or directors. Appropriate conflict of interest declarations shall also be made to the Executive Director, where a relative or associate is competing for the Organisation's business. The Executive Director shall report all new conflicts of interest to the Finance Committee at each meeting. If the conflict of interest involves the Executive Director, then notification shall be made directly to the Treasurer.

10.0 Inventory List

10.1 An inventory list of capital assets shall be maintained by the Director of Corporate Services. A capital asset is tangible property that cannot easily be converted to cash, has a useful life of more than one year, and its acquisition cost exceeds \$1000.

10.2 The list shall be updated at least one time per year and circulated to the Finance Committee for review.

11.0 Credit Cards

11.1 The Executive Director, Director of Community Development, and Director of Client Services shall each have control of and signing authority for one of the Organisation's three credit cards. The cards shall be no fee cards. The maximum expenditure per month is \$20,000 for the Executive Director's card and \$10,000 for each of the Directors' cards. The full balance for each card shall be paid by pre-authorized debit from the Organisation's bank account each month. Limit increases on the card shall be approved by the Board. Any rewards (cash back, store credit, etc.) that accrue from the use of the credit cards belong to the Organisation.

12.0 Payroll

12.1 The Executive Director shall oversee payroll, including ensuring that timesheets are submitted by staff, and that adequate payroll records are maintained.

12.2 Payroll shall be paid through direct deposit whenever possible.

12.3 The Director of Corporate Services shall ensure that all payroll deductions are remitted to the CRA or the appropriate entity in a timely fashion and shall notify the Executive Director immediately if there is any indication whatsoever that the Organisation might be unable to make the remittances. The Executive Director shall then notify the Treasurer and Chair of the Board.

12.4 Pay increases for staff are subject to available resources and shall be based upon a salary range which shall be approved by the Board annually.

13.0 Travel Expenses

13.1 Reimbursement shall be made for approved travel expenses where a travel expense report with receipts (except gas and some parking receipts) are submitted. .
The following expenses, reasonably incurred, will be reimbursed:

- a) Mileage at \$0.59 per kilometre for the first 5,000 kilometres driven and 53¢ per kilometre driven after that for staff using their own motor vehicles for Organisation purposes;
- b) Accommodation at an economy hotel when conducting out-of-town Organisation business requiring an overnight stay;
- c) Meal expenses while operating out of the regular business area of up to \$10 for breakfast, \$25 for lunch, \$35 for dinner excluding alcohol purchases (tax and gratuity included).

14.0 Non-Travel Reimbursement

14.1 Staff and volunteers shall avoid making Organisational purchases with their own money; however, where such a situation is unavoidable, staff and volunteers shall be reimbursed for approved expenditures as outlined in these procedures. Staff and volunteers shall not pay personally for Organisational goods and services, which cost more than \$1,000.

14.2 Reimbursements for Organisation goods or services paid for personally by the Executive Director shall be approved by the Treasurer or another board member with signing authority. The Executive Director shall not pay personally for Organisational goods and services, which cost more than \$1,500.

15.0 Charitable Receipts

15.1 The Organisation shall issue a charitable receipt for donations of \$20 or more, and as requested for donations under \$20 according to the guidelines of the CRA. A receipt shall be issued by February 28 of the calendar year that follows the year of the donation.

15.2 Only the Fund Development Coordinator or the Director of Community Development can issue a charitable receipt or, in both their absences, the Director of Corporate Services. All charitable receipts are pre-numbered, and any void charitable receipts must be kept and accounted for.

15.3 The Director of Corporate Services shall ensure that receipts conform to the CRA's guidelines.

15.4 Charitable receipts may be issued for non-cash gifts in accordance with CRA guidelines in force at the time of the donation. Donations not eligible for a receipt include donations of services, donations where the donor has received a material or service incentive to give, , corporate event sponsors who receive more than minor recognition, and all other cases when the advantage given in return for the gift cannot be determined.

15.5 The Organisation cannot accept charitable donations for which it typically issues tax-deductible receipts and then gives the money, without maintaining direction and control, to a non-qualified donee. Donors cannot choose the specific beneficiaries of their donations but can still give to a particular program once the organisation has identified a beneficiary.

16.0 Financial Reports

16.1 Financial reports shall be prepared before each Finance Committee meeting by the Director of Corporate Services and shall consist of a statement of operations and balance sheet.

16.2 The financial reports shall be presented to the Finance Committee, who shall then recommend them to the Board.

16.3 Financial reports shall be circulated to the Board at least two days in advance of each scheduled board meeting. Any question about a report shall be directed to the Treasurer or their designee who will report back to the Board at the next meeting. The Board shall approve the financial reports at every meeting.

17.0 Annual General Meeting (AGM)

17.1 The following information is presented to the membership at the AGM:

- a) Audited Financial Statements; and
- b) Auditor's Report.

18.0 Budget

18.1 The draft annual budget for the fiscal year shall be prepared by the Executive Director and the Director of Corporate Services. The budget is prepared in accordance with the Organisation's annual goals and objectives in consultation with the Director of Client Services and Director of Community Development.

18.2 The draft budget shall be presented to the Finance Committee, who shall then recommend it to the Board. The draft budget shall be presented to the Board for approval two times: the first draft in February of the previous fiscal year, and the second at the April board meeting. If funding negotiations are not completed in April, a proposed draft budget shall be brought to the Board for approval in principle with a final document brought for approval to the earliest meeting after funding negotiations have been completed.

18.3 New initiatives proposed to be undertaken by the Organisation shall be included in the proposed annual budget and identified as new. New initiatives being undertaken and new funding opportunities being pursued and that arise after the budget has been finalized shall be brought to the Board's attention at the next board meeting.

18.4 During the course of the fiscal year, the Executive Director and Director of Corporate Services may reallocate expenses from one line item to another, without prior board approval. Variances from the approved budget should be clearly noted in the financial reports presented to the Finance Committee and Board and any of the said variances greater than 30% must be clearly explained. Variances greater than 3% of the prior years' total revenue must also be clearly explained

18.5 The Executive Director and Director of Corporate Services, shall present budget updates to the Board at least once in the second half of the fiscal year. These updates should allow the Board to compare current performance to the budget and determine whether the performance is favourable or unfavourable.

18.6 The Director of Corporate Services is responsible for the monthly monitoring and controlling of budget expenditures with the oversight of the Executive Director and Treasurer. Issues of concern shall be brought forward to the Chair of the Board in a timely manner.

19.0 Audit

19.1 The Organisation shall be audited annually by an independent certified external auditing firm. The Executive Director and the Director of Corporate Services shall work with the firm to facilitate the audit.

19.2 The auditing firm shall present the draft statements to the Finance Committee for review. Edits are sent to the auditing firm for incorporation into the final report. The Treasurer or their designee shall present the final report to the Board for review.

19.3 The auditing firm shall present the Auditors' Report and Audited Financial Statements at the AGM for approval by the Organisation's members.

19.4 The director responsible for the general administration of the program, the Executive Director, and the Director of Corporate Services shall work with funders performing financial program audits.

19.5 At least once every five years, the Executive Director shall make appropriate inquiries to ensure that audit costs are reasonable and competitive. The Executive Director shall report comparison information and any recommendations for changes to the Finance Committee.

20.0 Tax Return

20.1 The Executive Director is responsible for working with the independent certified auditing firm to prepare and file the Organisation's annual tax return.

20.2 The Director of Corporate Services shall keep apprised of CRA requirements for charities, seeking assistance and guidance where necessary from the Treasurer and Board.

21.0 Records

21.1 The Director of Corporate Services shall ensure that financial records are maintained in accordance with CRA requirements and the Organisation's funders and on the advice of the auditing firm.

22.0 Fiscal Year

22.1 The fiscal year of the Organisation is April 1st to March 31st.

RELATED FORMS

Audited Financial Statements and Auditor's Report

RELATED POLICIES

Responsibilities of Treasurer:	Finance Committee Terms of Reference (liaison role)
Section 3.7	Client Funds Guidelines
Section 5.1	NCCP By-laws (signing authority)
Section 11.3	Policy # HR3 - Compensation (salary range)

HISTORY

First Effective Date:	May 10, 2016
Board Approval of Recommended Changes:	November 8, 2016, February 6, 2017;

	December 4, 2017, February 6, 2018 May 17, 2018 Nov 26, 2018 Feb 27, 2020 Feb 25, 2021 (mileage amount) March 25, 2021 (6.0 contracts; 18.4 budget variances) Sept 30, 2021 (increased credit card limits) Feb 24, 2022 (adding 5 th signing officer)
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