



Dnaagdawenmag Binnoojiiyag

CHILD & FAMILY SERVICES



**Dnaagdawenmag Binnoojiiyag
Child & Family Services**

**FINANCIAL POLICIES
AND PROCEDURES
MANUAL**



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1. INTRODUCTION

PREAMBLE:

Dnaagdawenmag Binnoojiiyag Child & Family Services maintains five primary accounting functions: Accounts Payable, Accounts Receivable, Payroll, Banking Services, Electronic Funds Transfer (EFT), and General Ledger.

The Agency will maintain internal controls of financial and business processes to ensure the effective use of resources. Control comprises the resources, systems, processes, culture, structure, and tasks of an organization that, together, support the achievement of the organization's objectives. The financial and business processes are operated under a system of internal control that:

1. Safeguards Agency assets.
2. Maintains the accuracy and reliability of accounting data.
3. Promotes operational efficiency and effectiveness.
4. Protects Agency personnel.
5. Ensures adherence to prescribed managerial policies.

The internal control systems ensure:

1. People can exercise their judgment and creativity while managing the risk of inappropriate actions.
2. People have the flexibility to address change while addressing known risks.
3. People have reliable information and are able to make use of it at the appropriate place in the organization.
4. External parties are confident with the Agency Financial functions.
5. Financial Management Policies and Procedures are in place to provide assurances to member First Nations and government funding partners. Financial Management Policies and Procedures ensure financial resources are administered in a manner which holds accountability, has added value for money and continued solvency of the Agency.

The purpose of the Finance Manual is to guide and empower the Board and Staff when dealing with financial issues. The Financial Policies and Procedures outline the scope, accountabilities, duties, and responsibilities with respect to the Agency's finances, its departments, and its staff to ensure consistency and continuity in financial operations. The Finance Policy and Procedures will, in no way, circumvent the Agency's framework and governing policies, nor inhibit employees' ability to deliver effective and efficient services.

The Financial Policies and Procedures provide a standard framework for processing, recording, and reporting of all financial transactions and events.



1. Each policy statement embodies the principles of accountability, equity, and efficient use of resources to best meet the goals and objectives of the organization.
2. The reporting requirements of the Agency's member First Nations and funding sources are considered within these policies.

Agency employees are required to comply with all policies and procedures. Ongoing failure by an employee or Director to observe financial policies and procedures will permit the Supervisor/Board to enact the disciplinary process.

Amendments to the Manual

This manual does not constitute a contract between the Agency and its employees. The Agency reserves the right, at its sole discretion, to amend, change, modify, or delete any of the policies or procedures in this manual. Amendments will include employees' input and consultation. Amendments to this manual will be made by a resolution passed by a majority of the Agency's board of directors.

Federal and Provincial Legislation Compatibility

CHILD, YOUTH AND FAMILY SERVICES ACT

Dnaagdawenmag Binnoojiiyag Child & Family Services has a legal mandate under the Child, Youth and Family Services Act (CYFSA) to ensure children are protected. Dnaagdawenmag Binnoojiiyag Child & Family Services also has the legal responsibility under the Child, Youth and Family Services Act, Part IV, to provide services consistent with the Agency's First Nations mandate. The worker must always consult with the First Nation and involve them in decision making regarding child welfare matters, especially when it involves the removal of a child from the community.

Dnaagdawenmag Binnoojiiyag Child & Family Services is committed to developing and delivering culturally competent services to First Nation, Inuit and Metis children and families being respectful of the inherent rights of the member First Nations. Dnaagdawenmag Binnoojiiyag Child & Family Services' philosophy of care and intervention, and practice principles are consistent with the purposes of the Act. All Agency and community services workers will be mindful of the practice principles when delivering services to children and families.



2. ORGANIZATIONAL FINANCIAL INFORMATION

RECORD KEEPING:

Record Keeping	
Chapter 2: Organization Financial Information	Department: Finance
Date Approved:	Date Revised:
Source Reference: www.ontario.ca/laws/regulation/9000070	

POLICY:

To ensure that adequate provision is made to maintain records of a financial and service statistic nature to adhere to the reporting requirements of the Agency, the Ministry of Children, Community and Social Services, The Corporation Act and Canada Revenue Agency.

PROCEDURE:

1. It is the responsibility of the Director of Finance and Administration or his/her Designate to maintain the Financial Records.
 1. All books of original entry
 2. General Ledger
 3. Chart of Accounts
 4. Databases containing Financial Information
2. To ensure the financial policies and procedures comply with the:
 1. Canadian Institute of Chartered Accountants (CICA) handbook rules and regulations;
 2. Reporting standards for not-for-profit organizations;
 3. CFSA Regulation 70

POLICY REFERENCES:

Year End Processing



3. FINANCIAL MANAGEMENT

DESIGNATED FINANCIAL OFFICER AND TRAINING OF FINANCIAL PERSONNEL:

Designated Financial Officer and Training of Financial Personnel	
Chapter 3: Financial Management	Department: Finance
Date Approved:	Date Revised:
Source Reference: Ontario Transfer Payment Accountability Directive https://www.ontario.ca/page/transfer-payment-accountability-directive	

POLICY:

The Director of Finance and Administration shall be designated as the Chief Financial Officer of the Agency and is responsible for managing the financial operation of the Agency under the direction of the Executive Director in accordance with the Agency's financial policies. The Director of Finance and Administration will report directly to the Executive Director. The Director of Finance and Administration will have the appropriate accounting designation and/or the related accounting experience to maintain the financial system of the Agency.

The financial staff are appropriately trained and qualified for the responsibilities they are assigned. New financial staff is oriented to the Agency's policies and procedures, as well as the accounting systems. The financial staff is trained regarding any changes to the accounting system, which may impact their jobs. On a monthly basis, the Director of Finance and Administration will report all financial training initiatives to the Executive Director. On a monthly basis, the Executive Director will inform the Board of Directors of all financial training initiatives.

The Director of Finance and Administration or designate trains other staff to be knowledgeable to use and control the Agency's financial system in order to provide coverage during vacation and other leaves of absence of the Director of Finance and Administration. The Executive Director shall only assign duties of the Director of Finance and Administration to appropriately qualified staff during vacation time and other leaves of absences taken by the Director of Finance and Administration.

PROCEDURES:

1. The Director of Finance and Administration provides support and assistance to staff members in the attainment and maintenance of the necessary knowledge and skills to perform their duties.



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2. The Director of Finance and Administration ensures new financial staff receives the necessary training to understand the specific functions of their positions. The orientation package shall contain, but not be limited to the following information:
 - a) Agency Purpose, Mission Statement, and Sacred Teachings;
 - b) Agency organization, structure, and reporting relationships;
 - c) Agency programs and services;
 - d) Policies and procedures;
 - e) Duties and responsibilities;
 - f) Agency systems, financial, and administrative;
 - g) Personnel issues (Staff Agreements) etc.
3. All financial staff is trained regarding any changes, which impact their job. This will be done as follows;
 - a) On the job training;
 - b) Courses, seminars, conferences; and
 - c) Developmental assignments
4. The Director of Finance and Administration will ensure the Agency always has sufficient staff trained to perform each function within the finance department to ensure there is adequate coverage during vacation time and other leaves of absences.

POLICY REFERENCE:

Human Resources Policy and Procedure Manual

**DIVISION OF DUTIES:**

Division of Duties	
Chapter 3: Financial Management	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiyyag Child & Family Services Internal	

POLICY:

To ensure division of duties related to the handling of cash and other accessible monetary procedures is established in such a way as to minimize the risk of fraud or other such criminal activity (as outlined in Canadian Institute of Chartered Accountants internal control guidelines). A proper segregation of duties is maintained so responsibility for transaction initiation, approval, and recording does not rest with one person.

PROCEDURES:

Notwithstanding, the Agency's access to "Forgery" and "Employee Dishonesty" insurance coverage, the Agency must exercise added caution, to meet the requirements of the insurance policy, by establishing clear division of duties. They are as follows:

Cash Receipts:

The person who prepares the deposits of any receipts should not be the same person who: opens the mail, makes the deposit, issues cheques, and performs the bank reconciliation.

Cash Disbursements:

The person who issues the cheques should not be the same person who signs cheques, deposits receipts, or performs the bank reconciliation.

Exceptions:

Where, in the opinion of the Director of Finance and Administration, a lack of adequate staffing resources does not support an ideal division of duties, an alternative solution may be implemented.

The Director of Finance and Administration may seek the advice of auditors in determining the best possible solution. In the event the Auditors are not consulted, the Internal Control questionnaire in the interim audit will uncover any inconsistencies or poor practices.

POLICY REFERENCE:

Accounts Receivables Policy



4. DISCLOSURE, CONFLICT, AND RESOLUTION

DISCLOSURES OF FINANCIAL INFORMATION:

Disclosures of Financial Information	
Chapter 4: Disclosure, Conflict, and Resolution	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services is accountable to First Nation members of the Agency, as defined by By-law # 1, by giving them a general right of access to the Agency's Financial Records.

PROCEDURE:

1. First Nation members of the Agency are entitled to access certain financial records such as:
 - a) Board approved financial audits;
 - b) Board approved budgets;
 - c) Other items as approved by the Executive Director.
2. First Nation members of the Agency are not entitled to access Financial Records which:
 - a) Would reveal the deliberations of the Board of Directors and any of its committees, including any advance recommendations, or policy considerations submitted or prepared for submission to the Board of Directors or any of its committees unless those deliberations concerned the applicant;
 - b) Are legal opinions and subject to solicitor-client privilege;
 - c) Are privileged documents which could reasonably expect to reveal information received in confidence;
 - d) Could reasonably be expected to harm the financial or economic interest of the Agency;
 - e) Would be an unreasonable invasion of a third-party's personal privacy, including personal financial information.



3. To obtain access to financial records:
- a) A First Nation member of the Agency must make a written request to the Executive Director;
 - b) Upon receipt of the request for information, the Executive Director must respond openly, accurately and completely within 30 days from the date of receipt unless more time is required. If more time is required, the Executive Director will inform the First Nation Members of the Agency when a response will be provided;
 - c) The Executive Director will forward the request for information to the Director of Finance and Administration;
 - d) The Director of Finance and Administration will determine whether the First Nation members of the Agency are entitled to the requested information;
 - e) If the First Nation members of the Agency are entitled to access the requested information, the Director of Finance and Administration will provide the Executive Director with the necessary documentation to fulfill the request. Information copied will be billed to the member at the approved Agency rate for photocopies. If the financial record cannot be reasonably reproduced, the First Nation members of the Agency must be permitted to examine the financial record at the Agency office during regular business hours. The Director of Finance and Administration or Finance Manager must be present when documents are reviewed;
 - f) If the First Nation members of the Agency are not entitled to access the requested information, the Director of Finance and Administration will advise the Executive Director with the rationale for refusal. The Executive Director will provide reasons for the refusal in writing to the First Nation members of the Agency. The First Nation members of the Agency may request a review of the Executive Director's decision with the Board of Directors;
 - g) The Agency may disclose to a First Nation member the Agency's financial information to another government body only if the information is required to ensure the First Nation members the Agency is complying with all eligibility requirements. Only information needed to verify eligibility will be provided to the requesting government body.

POLICY REFERENCES:

Board of Directors Policy and Procedure Manual



CONFLICT OF INTEREST:

Conflict of Interest	
Chapter 4: Disclosure, Conflict, and Resolution	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

All financial transactions will be undertaken in accordance with Dnaagdawenmag Binnoojiiyag Child & Family Services conflict of interest guidelines.

In order to avoid a real or potential conflict of interest, the Agency's officers and employees must carry out financial transactions with responsibility to conflict of interest guidelines.

PROCEDURE:

With respect to all conflict of interest guidelines, all financial transactions are carried out as follows:

1. A director, manager, or employee may not purchase the organization's property or goods with a value over \$75.
2. The purchase of goods and services must be based on competitive considerations, in accordance with the Procurement of Goods and Services Policy
3. Employees and directors are prohibited from using their position or knowledge to influence the tendering process for direct or indirect personal gain.
4. A director, manager, or employee must not represent themselves as being in a position to commit the organization to the purchase of goods or services, except in accordance with relevant policies and practices and within the recognized authority of their position.

POLICY REFERENCES:

Procurement of Goods and Services Policy
Human Resources Policy and Procedure Manual



5. ACCOUNT SYSTEMS

ACCOUNTING SOFTWARE UPDATES AND UPGRADES:

Accounting Software Updates and Upgrades	
Chapter 5: Accounting Systems	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

The Finance and Information Technology Department will periodically review the financial needs of the organization and make recommendations to enhance, update, or upgrade the accounting software or versions of the Agency software.

PROCEDURE:

1. Upon becoming aware of accounting software updates or upgrades, the Finance Manager will compare the relevancy and cost of the update or upgrade through personal research or other financial or technical contacts.
2. The Finance Manager will make recommendations for the system updates or upgrades to the Director of Finance and Administration.
3. Purchase of the updated or upgraded system will follow regular purchasing policies as indicated in Procurement of Goods and Services Policy

POLICY REFERENCES:

Procurement of Goods and Services Policy
Information Technology Policy and Procedure Manual

**FINANCIAL RECORDS – MAINTENANCE AND DESTRUCTION:**

Financial Records – Maintenance and Destruction	
Chapter 5: Accounting Systems	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services accounting system will maintain books and records verifying the occurrence of financial transactions and events.

PROCEDURE:

1. An electronic bookkeeping system is maintained to record all financial transactions .
2. The bookkeeping system is maintained on an accrual basis.
3. All books and records will be retained in accordance with the Income Tax Act the Employment Insurance Act and the Canada Pension Plan. Agency books and records will be maintained in a manner that safeguards records and ensures the reliability and legibility of the information recorded.
4. Permanent financial records will be maintained indefinitely and accessible, in paper or electronic form include the following:
 - a) Insurance Policy;
 - b) Annual Audit Reports;
 - c) Annual Financial Statements;
 - d) General Ledger and Source Journals;
 - e) Agreements and Contracts;
 - f) Annual General Meeting documents.
5. The Finance Manager will supervise the destruction of applicable books and records.
6. All records designated for destruction will be shredded for confidentiality purposes.



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7. The Finance Manager will ensure filing and safekeeping of financial records and related documents for a minimum of seven years in accordance with the stated aforementioned Acts.
8. Agency files will be maintained as follows:
 - a) Source documents will be filed alphabetically, first, according to vendor name, funder name, or employee name and numerically, second, by date with the latest document on top;
 - b) Electronic documents with a financial nature, including financial analysis and reports, will be filed within the Finance Folders on the server
9. The Finance Manager will back up accounting data on the server in the Finance Folder under the GL Backup Folder, a minimum of once per week.
10. The Information Technology Manager will back up the information on the G: Drive when the server is backed up.
11. The Information Technology Manager will store backup drives offsite from the Agency offices.
12. At completion of the retention period, the Director of Finance and Administration will identify which records require destruction and will notify designated employees depending on the nature of the records.
13. Employees who are responsible for the maintenance of specific files will also be responsible for the destruction of records as directed by the Director of Finance and Administration.

POLICY REFERENCES:

Information Technology Policy and Procedure Manual

**ACCESS TO SYSTEMS:**

Access to Systems	
Chapter 5: Accounting Systems	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services Finance and Information Technology Teams use specific privileges and separate access requirements related to its accounting system and for securing confidential financial information.

PROCEDURE:

1. Total and complete access to the accounting system will be limited to the Information Technology Manager, Director of Finance and Administration, and the Finance Manager.
2. Restricted access will be given to financial Administrative Clerks in their respective areas.
3. All individuals accessing the accounting system will have user names and passwords to be kept confidential.
4. Any additions of general ledger accounts or new departments are to be done by the Finance Manager and approved by the Director of Finance and Administration.
5. The Payroll/Finance Coordinator may be given temporary access to make changes to the Accounts Receivable, Payable, and Payroll modules to allow for backup and continuation of daily work. Any changes to be made will be approved by the Finance Manager. In the absence of the Finance Manager, the Director of Finance will approve the required changes.
6. No other individuals in the Agency will be given access to make adjustments or changes to the accounting systems. The Senior Management of the organization will be given "read only" access in order to print off departmental income statements to determine whether they are within allotted budgets.

POLICY REFERENCES:



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Information Technology Policy and Procedure Manual



6. LEVELS OF AUTHORITY

PURCHASING AUTHORITY:

Purchasing Authority	
Chapter 6: Levels of Authority	Department: Finance
Date Approved:	Date
Source Reference: Government Ontario – Broader Public Sector Procurement Directive www.doingbusiness.mgs.gov.on.ca , Broader Public Sector Expenses Directive www.edu.gov.on.ca	

POLICY:

Only authorized personnel will commit Dnaagdawenmag Binnoojiiyag Child & Family Services to the purchase of goods and services.

PROCEDURE:

1. The staff initiating the purchase will complete the Request for Purchase Form. The form will be completed and forwarded to the next appropriate signing authority prior to being submitted to the finance department for processing.
2. In emergency situations, the Payroll/Finance Coordinator or Finance Manager will forward the Request for Purchase Forms or other payment documents to the appropriate delegated authority.
3. Delegated authorities or designate will confirm their authorization of purchases by signing off on the Request for Purchase Form or other payment documents within the limits of their authority.
4. If the usual delegated authority, i.e. Supervisor is not present to physically sign a Request for Purchase, a designate who also has delegated authority may provide written authorization in their absence. The designate will contact the delegated authority if there are any questions pertaining to the expenditure prior to authorization.



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The Board of Directors delegates the authority to purchase goods and services to the following positions as follows:

EXPENDITURE OF FUNDS			
EXPENDITURE REQUIRED	PURCHASE VALUE	RECOMMENDED BY/SUPERVISOR	FINAL APPROVAL FROM
Foster Home Agreement	Any Amount	Alternative Care Worker/Alternative Care Supervisor	Senior Manager/Director of Service
Emergency Financial Assistance - Hydro, Telephone, Heat Rent	Any Amount	Child Welfare Worker/Supervisor	Senior Manager/Director of Service
Other Financial Disbursement	\$100 - one time request	Child Welfare Worker/Supervisor	Senior Manager (signs off at a later date)
	\$100 - \$2,000	Child Welfare Worker/Supervisor	Senior Manager
	Up to \$7,500	Child Welfare Worker/Supervisor	Director of Services
	\$7501 - \$75,000	Child Welfare Worker/Supervisor/Director of Service	Executive Director
Specialized Foster Rate	Admission/Child Information Form	Alternative Care Worker/Alternative Care Supervisor	Senior Manager



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EXPENDITURE OF FUNDS			
EXPENDITURE REQUIRED	PURCHASE VALUE	RECOMMENDED BY/SUPERVISOR	FINAL APPROVAL FROM
Temporary Care Agreement	Per Details Negotiated	Child Welfare Worker/Supervisor	Senior Manager
Dental Treatment (Child in Care)			
Admitting & regular dental procedures			Covered by Green Shield KARE plan - no approval required
Dental procedures not covered by Green Shield KARE plan	Up to \$1,000 per year	Child Welfare Worker/Supervisor/Senior Manager	Director of Service
	Over \$1,000 per year	Child Welfare Worker/Supervisor/Senior Manager	Director of Service
Orthodontics	Any Amount	Child Welfare Worker/Supervisor/Senior Manager	Director of Service
OPR Placement (with details of child's needs & documentation of placement search (signing of service contract))	MCCSS approved rate	Alternative Care Worker Alternative Care Supervisor/Senior Manager	Executive Director/(via Director of Service)
		Director of Service signs initial placement agreement	Executive Director
Outside Paid Resources (OPR) Billing/Invoices	Up to \$25,000	Alternative Care Worker Alternative Care Supervisor/Senior Manager	Senior Manager/Director of Service
	Over \$25,000	Alternative Care Worker Alternative Care Supervisor/Senior Manager	Executive Director/Director of Finance & Administration



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EXPENDITURE OF FUNDS			
EXPENDITURE REQUIRED	PURCHASE VALUE	RECOMMENDED BY/SUPERVISOR	FINAL APPROVAL FROM
Additional OPR per diem	Any Amount	Alternative Care Worker Alternative Care Supervisor/Senior Manager	Director of Service
Special Needs for children/youth in Care	\$100 - one time request	Child Welfare Worker/Supervisor	Senior Manager (signs off at a later date)
	\$100 - \$1,000	Child Welfare Worker/Supervisor	Senior Manager
	Up to \$7,500	Child Welfare Worker/Supervisor/Senior Manager	Director of Services
	\$7,501 to \$25,000	Child Welfare Worker/Supervisor/Senior Manager/Director of Services	Executive Director and any signing officer of the Board
	Over \$25,000	Executive Director	Executive Director and Chair of the Board with Board approval
Foster Home Equip or Damage in Foster Home written details, reason and cost	Up to \$500	Alternative Care Worker/Alternative Care Supervisor	Senior Manager
	Over \$500	Alternative Care Worker/Alternative Care Supervisor	Director of Service/Director of Finance & Administration
Foster Parent Relief	Maximum days per year	Alternative Care Worker/Alternative Care Supervisor	Senior Manager
Foster Parent Support	Any amount with submitted reason, estimated cost, and length of time	Alternative Care Worker/Alternative Care Supervisor	Senior Manager (1 - \$1,000) Director of Services (over \$1,000)
Psychiatric or Psychological Assessment and Treatment (including play	All internal or external Agency Resources	Child Welfare Worker/Supervisor/Senior Manager	Director or Services and Executive Director



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therapy)			
Director of Service or Executive Director will review all Monetary Requests submitted after spending budgets are exhausted, regardless of amount.			

EXPENDITURE OF FUNDS			
EXPENDITURE REQUIRED	PURCHASE VALUE	RECOMMEND BY/SUPERVISOR	FINAL APPROVAL FROM
Professional Development, Conferences, Workshops	Travel, Meals, Accommodation, Registration	Staff, Supervisor, Senior Manager, Director of Service	Director of Service (responsible for training)
Computer Hardware	Any Expenditure	Information Technology Manager	Director of Finance & Administration
Computer Software	Any Expenditure	Information Technology Manager	Director of Finance & Administration
Computer Maintenance and Repair	Any Expenditure	Information Technology Manager	• IT Manager – up to \$1000
			• Director of Finance & Administration – over \$1000
Computer Supplies	Any Expenditure	IT Manager, Director of Finance & Administration	Director of Finance & Administration
Telephone Maintenance and Repair	Any Expenditure	Finance Manager	Director of Finance & Administration
EXPENDITURE OF FUNDS			
EXPENDITURE REQUIRED	PURCHASE VALUE	RECOMMEND BY/SUPERVISOR	FINAL APPROVAL FROM
	\$0 to \$100	Child Welfare Worker/Supervisor	Supervisor or Senior Manager
	\$101 to \$10,000	Supervisors, Senior Managers	Director of Finance & Administration, Director of Service
	\$10,001 to	Finance Manager,	Executive Director,



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	\$20,000 – 2 of the following	Human Resources Manager	Director of Finance & Administration, Director of Service
	\$20,001 to \$75,000	Director of Finance & Administration, Director of Service	Executive Director along with Secretary/Treasurer
	Over \$75,000	Executive Director	Board of Directors
Within the Budget:	No Limit for Executive Director Purchases over \$100,000 should be tendered Purchases over \$25,000 require three quotes where possible		
Outside of Budget:	Purchases over \$10,000 require Board approval, motion can be attached		

POLICY REFERENCES:

Board of Directors Policy and Procedure Manual
Human Resources Policy and Procedure Manual

**BANK AUTHORITY:**

Bank Authority	
Chapter 6: Levels of Authority	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Only authorized positions may sign cheques and other documents authorizing payment of funds from Dnaagdawenmag Binnoojiiyag Child & Family Services bank accounts.

PROCEDURE:

1. The Board of Directors delegate's bank signing authority to the positions listed below. Two of the delegated authorities sign documents to execute bank transactions.
 - a) Chair,
 - b) Vice-Chair,
 - c) Secretary/Treasurer;
 - d) Executive Director;
 - e) Director of Finance and Administration;
 - f) Director of Services;
2. The Payroll/Finance Coordinator will provide cheques for signature by any two of the delegated bank signing authorities. Delegated bank signing authorities should not sign cheques for transactions that they have authorized, i.e. cheque requisitions, nor cheques issued to them, i.e. travel cheque.
3. The Finance Manager will review and initial the electronic fund payment (EFT), and provide it to one of the delegated signing authorities for signature prior to being uploaded to the financial institute. Two delegated authorities will be required to sign off on all EFT uploads.
4. The Director of Finance and Administration will provide agreements which result in recurring, automatic payments from the bank account, i.e. photocopier lease, to any two of the delegated signing authorities.



POLICY REFERENCES:

Board of Directors Policy and Procedure Manual
Human Resources Policy and Procedure Manual

**FUNDING AGREEMENTS:**

Funding Agreements	
Chapter 6: Levels of Authority	Department: Finance
Date Approved:	Date Revised:
Source Reference: https://www.ontario.ca/page/transfer-payment-accountability-directive	

POLICY:

Only authorized positions may enter into agreements on behalf of Dnaagdawenmag Binnoojiiyag Child & Family Services.

PROCEDURE:

The Board of Directors has delegated authority to the positions below to sign agreements:

TOTAL VALUE OF FUNDING	AGENCY POSITION
Up to \$50,000	Executive Director
\$50,000 or greater, up to \$500,000	Chair and Secretary-Treasurer
New Contributions Agreements over \$500,000 or Multi-Year Agreements	Chair and Secretary-Treasurer, upon motion of the Board of Directors

1. The Director of Finance & Administration will review the Agreements to ensure the agreement terms meet the Agency's needs and are consistent with funding proposals and/or budgets. The Director of Finance and Administration will forward the Agreement to the delegated signing authorities in accordance with the total value of funding.
2. The delegated authority will confirm all supporting documentation is on file prior to signing a Funding Agreement.
3. Upon signing the Agreement, the delegated authority will return it to the Finance Manager.
4. The Finance Manager will maintain one original copy for filing in accordance with



the Maintenance and Destruction of Records Policy. The Finance Manager will return the second signed copy to the funder.

5. The details of the payment will be entered into the accounts receivable system to reconcile payment once received.

POLICY REFERENCES:

Funding Revenue Policy
Board of Directors Policy and Procedure Manual
Maintenance and Destruction of Records Policy



7. FINANCIAL PLANNING

BUDGET PROCESS:

Budget Process	
Chapter 7: Financial Planning	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

The Agency will develop an annual budget estimate in accordance with the requirements of Ministry of Children, Community and Social Services (MCCSS) and will set out anticipated revenues, recoveries, and expenses.

After gathering all of the pertinent information and considering the Ministry guidelines to the Senior Management Team for discussion and approval prior to being tabled at the Finance Committee.

The MCCSS fund the Child Welfare and Prevention, AMHAW, and Youth Justice programs.

The Board approved budget is the Agency's authorization to incur expenditures and to collect and apply the revenues to the appropriate activities.

PROCEDURES:

1. Based on prior years' financial information and trends, plus statistical data, the Finance Manager, under the direction of the Director of Finance and Administration, along with the Director of Service and the Executive Director, will prepare the groundwork for the Agency's budget.
2. Budgets for all service streams, prevention, youth justice and child welfare, shall be reviewed on a regular basis to ensure fiscal responsibility.
3. Approved budgets for the next fiscal year must be completed by March 31st of the previous fiscal year. In order to meet this deadline, all financial information must be forwarded to the Finance Manager by January 31 of the previous fiscal year.
4. The Human Resources Manager will forward a Notice of estimated Merit



Increases submitted to the Finance Manager by December 31. Merit increases are based upon completion of performance review.

5. The Senior Managers will forward budgetary requests to the Finance Manager by January 31.
6. The Finance Manager will draft the Agency's Annual Budget based on the Senior Manager requests and operating information pertaining to the outlined Funding Agreements.
7. The Director of Finance and Administration is responsible for developing all financial and statistical information contained in the budget.
8. The Director of Service is responsible for developing the systemic review of past performance, service trends, and changing services, as well as changes due to fluctuating funding for programs.
9. The Executive Director is responsible for developing the review of the organization and the setting of the long term and short-term goals.
10. The Agency staff is involved in the budget process through regular team meetings or through staff information sharing sessions.
11. The Alternative Care providers are involved in the budget process through regular information sharing meetings with the Director of Service.
12. The First Nation and Indigenous communities are involved in the budget process through regular information sharing meetings with the Executive Director.
13. The Board of Directors are involved in all areas of the budget process through regular committee meetings, regular Board Information Sharing Sessions, other meetings (as needed), and special meetings.
14. The Budget is reviewed and revised by the Finance Committee of the Board, reviewed and revised by the entire Board of Directors, and then approved by the Board. The Chair of the Board of Directors and the Executive Director are authorized to sign the budget on behalf of the Agency.
15. The Finance Manager is responsible to enter approved budgets in to the Accounting System.
16. The signed budget is forwarded to MCCSS requesting their review and approval.



17. The budget is reviewed on a regular basis through the following format:
 - a. Regular financial reports to the Finance Committee and to the Board of Directors;
 - b. Regular statistical reports to the Service Committee (*under development*) and to the Board of Directors. The report will contain the annual budget month to month comparisons or budget actual expenditures and the variance between the budget and the actuals;
18. Budget variances are addressed through the following format:
 - a. The Director of Finance and Administration will analyze the Financial Variance Reports and identify any deficiencies to the Senior Management Team.
19. The Senior Management Team recommends actions for the Finance Committee to follow up on in regards to unfavorable variances.
20. The Finance Committee will review the Senior Management Team recommendations and present recommendations to the Board of Directors.
21. The Board of Directors will direct the Executive Director to take appropriate actions to address variances.

POLICY REFERENCES:

Funding Agreement Policy
Financial Data Collection Policy
Data Collection & Analysis Policy
Child in Care Policy and Procedure Manual
Human Resources Policy and Procedure Manual



FINANCIAL DATA COLLECTION:

Financial Data Collection	
Chapter 7: Financial Planning	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

The Agency will establish and maintain an effective financial data collection system to ensure the ability to assess the Agency's financial situation at any time, and to plan for future direction.

The financial data collection system will:

- i. Provide regular and effective cash flow;
- ii. Provide the necessary management stewardship;
- iii. Assist in analyzing financial trends and needs as demonstrated in monthly, annual, and multi-year spending patterns;
- iv. Assist in preparation for external audits of the financial systems and practices of the Agency; and
- v. Reviews generally accepted Accounting Principles with directives and guidelines from MCCSS will be used to ensure fair presentation of the financial position and operating results of the Agency.

The Financial Data Collection system will accurately accumulate all financial transactions in accordance with the MCCSS Chart of Accounts. The Chart of Accounts will be developed to reflect financial information required for the Budget, as well as the information required by Senior Management and the Board of Directors. All financial information will be collected in such a manner as to allow the Agency to determine the costs of the services provided.



The scope of data collected will be dictated by regulation and statute and reflect the need to adequately meet reporting requirements, rationalization, analysis, program and outcome evaluation, and appropriate decision- making. The variety and scope of data collected may change, as required.

PROCEDURES:

1. All financial transactions are accurately recorded and inputted into the Accounting System.
2. Transaction data is prepared and entered only with adequate supporting documentation and authorized approval.

POLICY REFERENCES:

Budget Process Policy
Funding Agreement Policy
Data Collection & Analysis Policy
Child in Care Policy and Procedure Manual
Human Resources Policy and Procedure Manual

**DATA COLLECTION AND ANALYSIS:**

Data Collection and Analysis	
Chapter 7: Financial Planning	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Data regarding the services provided by the Agency and the resources used in the provision of the services are collected on an on-going basis. The data is analyzed to determine any changes in service demands and expenditures, to develop projections, and to compare service plan estimates to actual costs. The data is used for planning and budgeting purposes.

Statistical reports are prepared on a regular basis with regard to, but not limited to:

- i. Service inquiries;
- ii. Residential and Non-residential services provided, including Community Links, Admission Prevention, Investigations, Protection Cases, Days of Care, Children in Care, Customary Care, Legal Custody, Alternative Dispute Resolution including Talking Together Circles, Legal Services, Adoption Subsidies, Client Personal Needs, Professional Services etc.;
- iii. Service participants, clients served, communities served;
- iv. Service providers (staff, volunteers); and
- v. Alternative Care providers and beds approved/available.

Summary reports are submitted to Board Committees, the Board of Directors, and as required to First Nations and Indigenous communities, MCCSS, and other stakeholders (as approved by the Board of Directors). The Board of Directors will incorporate the findings of their data reviews and analyses into the overall business and operational processes.

PROCEDURES:

1. The Agency has a computerized data collection system. All frontline workers regularly submit system data for input by the administrative support staff in order to maintain a current and accurate system.
2. All frontline workers, Managers, and support staff are responsible for the accuracy



of the information provided.

3. The Director of Finance and Administration will be responsible for the overall operation, including verification, monitoring, and ensuring corrections (if required) of the data collection system.

POLICY REFERENCES:

Funding Agreement Policy
Budget Process Policy
Financial Data Collection Policy
Child Protection Policy and Procedure Manual
Alternative Care Policy and Procedure Manual
Child in Care Policy and Procedure Manual
Human Resources Policy and Procedure Manual



8. CAPITAL ASSETS

ACQUISITION AND MANAGEMENT OF ASSETS AND LIABILITIES:

Acquisition and Management of Assets and Liabilities	
Chapter 8: Capital Assets	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiyag Capital Facilities Plan – Final Report, MCCSS Capital Needs Assessment	

POLICY:

The Agency plans for the acquisition and management of its assets and liabilities on an annual basis. The plan identifies capital assets to be acquired during the year, the debt repayments, and the funding sources for these acquisitions and repayments. External professional expertise is utilized as necessary in the development of the plan.

PROCEDURES:

1. The Agency will develop a short term and long-term plan Capital Plan for the purchase of assets and the retirement of liabilities.
2. The Capital Plan will be developed and reviewed in conjunction with the Agency's Annual Budget. The Director of Finance and Administration is responsible for the development of the Capital Plan.
3. The portions of the Capital Plan to be funded through the Agency's operating budget will be incorporated directly into the Annual Budget.
4. The Capital Plan will contain a list of the Agency's assets, the approximated costs of the assets, the age of the assets, and the replacement schedule.
5. The Capital Plan will contain a list of the Agency's liability, the amount of the liability, and the methods and timetable of the retirement of the liability.
6. A capital asset will be included in the inventory system when it is first purchased. The inventory system will be reviewed and revised on an annual basis in conjunction with the development of the budget.
7. Tangible capital assets are recorded at cost which includes all amounts that are



directly attributable to acquisition, construction, development or betterment of the asset when the value is at or exceeds \$5,000. All other purchases will be deemed to be operational assets that do not meet the definition of a tangible capital asset. The cost less the residue value, if any, of tangible capital assets is amortized, over the expected useful lives of the assets on a straight line basis as follows:

- | | |
|---------------------|---------|
| • Computer hardware | 3 years |
| • Computer software | 3 years |
| • Equipment | 5 years |
| • Furniture | 5 years |
| • Vehicles | 5 years |

POLICY REFERENCE:

Inventory of Capital Assets Policy
Alternative Care Inventory Policy
Security of Capital Assets Policy
Disposal of Capital Assets Policy

**INVENTORY OF CAPITAL ASSETS:**

Inventory of Capital Assets	
Chapter 8: Capital Assets	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child and Family Services will maintain a Capital Asset Inventory List to assist in the control of the Agency's capital assets.

PROCEDURE:

1. Purchases of assets with a normal life expectancy of one year or longer and an acquisition cost of \$5,000 will be recognized as capital assets on Dnaagdawenmag Binnoojiiyag Child and Family Services Financial Statements.
2. The Finance Manager will maintain a complete inventory of capital assets, and it will include the following:
 - a) Brief description of item purchased;
 - b) Cost and date of original purchase;
 - c) Serial number of the item;
 - d) Inventory identification number;
 - e) Position the item was assigned to;
 - f) Date of sale/disposal of assets;
 - g) Write-off or surplus value.
3. The Finance Manager will tag all moveable capital assets with an inventory identification number prior to distribution to the employees. The receptionist will record the inventory identification number on the packing list and forward to the Finance Manager.
4. The Payroll/Finance Coordinator will record the purchase in the general ledger start-up account and file the invoices in the vendor file. The Payroll/Finance Coordinator will file a copy of the invoice in the Capital Asset File.
5. The Finance Manager will update the Capital Asset Inventory List at the end of each fiscal year using the invoices for assets purchased during the year. A copy of the updated Capital Asset Inventory List will be provided to the Agency's



auditors at year-end.

6. Supervisors must notify the Finance Manager if any items have been moved or have gone missing or have been damaged. The Finance Manager will record the change in the Capital Asset Inventory List and file the notice in the Capital Asset File.
7. At least once per year, the Finance Manager will assign an administration employee to verify the existence of items contained in the Capital Asset Inventory List. The employee will confirm the existence of the items by making a notation on a copy of the Capital Asset File. If any assets are missing, the employee will attempt to locate the missing item(s) and note items found the copy of the Capital Asset File. If the assignment of assets has changed to a different department, the employee will record the change in Electronic Capital Asset Inventory List. The employee will bring any missing items to the attention of The Finance Manager.
8. At year-end, the Finance Manager will calculate the amortization cost of all capital assets and record it in the Capital Asset Inventory File.
9. At year-end, the Finance Manager will save the final fiscal year copy of the Capital Asset Inventory List.
10. The Finance Manager will provide the capital asset inventory changes and amortization schedule to the Agency's Auditors for inclusion in the audit.

POLICY REFERENCE:

Acquisition and Management of Assets and Liabilities Policy
Alternative Care Inventory Policy
Security of Capital Assets Policy
Disposal of Capital Assets Policy
Risk Management Policy

**ALTERNATIVE CARE INVENTORY:**

Alternative Care Inventory	
Chapter 8: Capital Assets	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Assets purchased for Alternative Care will be maintained and monitored separately from other Dnaagdawenmag Binnoojiiyag Child and Family Services assets.

PROCEDURE:

1. The Alternative Care Department and the Finance Department will maintain an electronic Alternative Care Asset Inventory List. All Workers and Supervisors will have access to the Alternative Care Asset Inventory List.
2. The Child Welfare worker or designate who is purchasing the Alternative Care assets must identify the family or child the item is intended for and recorded it on the Request for Purchase Form.
3. After the assets are received and distributed in accordance with the QuickTrack Pro 6 the Receptionist will record the purchase in the Alternative Care Capital Asset Inventory List, including the description, family/child name, price, and serial number if applicable.
4. If the item is removed from the family's dwelling, the Child Welfare worker or Supervisor will enter the new information in the Alternative Care Capital Asset Inventory List, including the new location of the asset.
5. If Alternative Care assets are removed from the offices, the respective employee will sign out and enter it in the Alternative Care Asset Inventory List.
6. At year-end, the Receptionist will forward the Alternative Care Asset Inventory List to the Finance Manager for filing and reporting.



POLICY REFERENCE:

Acquisition and Management of Assets and Liabilities Policy
Inventory of Capital Assets Policy
Security of Capital Assets Policy
Disposal of Capital Assets Policy
Risk Management Policy

**SECURITY OF CAPITAL ASSETS:**

Security of Capital Assets	
Chapter 8: Capital Assets	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child and Family Services invest significant resources into capital assets and will take steps to minimize associated risks.

PROCEDURE:

1. All capital assets must be insured to minimize the cost of loss to the Agency and to comply with insurance requirements of funding agreements.
2. The Director of Finance and Administration will review insurance coverage annually prior to renewal with the insurer to ensure adequate insurance coverage protects the full value of the Agency's assets.
3. Limited Agency assets and documents will be kept secure in a safe to prevent unauthorized access. The Director of Finance and Administration or Finance Manager will identify items requiring secure storage in the safe. The safe will be locked at all times to prevent unauthorized access. The combination to the safe is only provided to the Finance Manager or designate, and the Director of Finance and Administration.
4. Keys, swipe cards and/or security codes will be provided to employees and must not be shared with anyone to restrict access to the office. The following procedures will be utilized in the offices:
 - a) Head Office:

The Finance Manager will only issue office keys, swipe cards, and access to authorized employees. Employees will sign for receipt of the keys, swipe cards, and access codes, agreeing not to transfer keys or duplicate them for another person. Employees must provide their electronic building access code to the Finance Manager. If an employee loses an office key or card, the employee must notify the Finance Manager immediately. If an employee believes their security code has been compromised, the employee must notify the Finance Manager immediately who will notify the alarm company to



change the employee's security code. At termination of employment with the Agency, the employee must return office keys and swipe cards to their immediate Supervisor, who will return them to The Finance Manager.

b) Regional Offices:

The Supervisor will sign out building and/or office keys from the First Nation where the office is located. The Supervisor will only issue office keys to authorized employees. Employees must sign for receipt of the keys, agreeing not to transfer keys or duplicate them for another person. If an employee loses an office key, the employee must notify the Supervisor immediately. At termination of employment, the employee must return office keys to their immediate Supervisor, who will reassign it to another employee or return it to the First Nation.

c) Agency Satellite Office:

For the Agency satellite office, the on-site Receptionist will retain a full set of office keys. A full set of keys will be retained at the head office.

5. The Information Technology Manager will ensure items such as cameras, projectors, video cameras and computer software, etc. will be placed in a locked cabinet or drawer when not in use.
6. When property is removed from the Head Office, the employee will sign the Equipment Sign-Out Form, located at the Head Office front desk, indicating authorization to remove the property from the office. The form will include date removed, description of the property, and the employee responsible for the property. When the equipment is returned, the employee will sign the Equipment Sign-out Sheet to indicate the equipment return.
7. If the employee who has signed out equipment is transferring it to another employee, the employee who originally signed out the equipment must notify the Receptionist of the change. Receptionist will note the transfer on the Equipment Sign-Out Form.
8. If assets are to be left in a vehicle for a period of time, the employee must place the assets out-of-view and ensure the vehicle is locked.
9. Upon returning damaged or malfunctioned property to the office, the employee must notify the Finance Manager of the damage and cause. The Finance Manager will record the damage/malfunction in the Capital Asset Inventory List and arrange for an assessment and repair, if possible.
10. If an asset has been stolen or lost, the employee must notify the Finance Manager immediately, providing the loss details. The Finance Manager will record the lost asset in the Capital Asset Inventory List.



11. Depending on the loss details and value of the asset, the Finance Manager may contact the insurer to file a claim.

POLICY REFERENCE:

Acquisition and Management of Assets and Liabilities Policy
Inventory of Capital Assets Policy
Alternative Care Inventory Policy
Disposal of Capital Assets Policy
Risk Management Policy

**DISPOSAL OF CAPITAL ASSETS:**

Disposal of Capital Assets	
Chapter 8: Capital Assets	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Disposal of assets will be made in accordance with corresponding Funding Agreements.

PROCEDURE:

1. Dnaagdawenmag Binnoojiiyag Child and Family Services will dispose of assets in the following order of priority:
 - a) Families who require assets will be given assets at no cost;
 - b) Remaining items valued at under \$75 will be sold to employees on a first- come, first-serve basis;
 - c) Remaining items valued at \$75 and over will be sold to non-employees;
 - d) Remaining items will be offered to a “goodwill” company operating for charitable purposes;
 - e) Remaining items will be disposed of.
2. The Director of Finance and Administration will review the Capital Asset List with the Senior Management Team semi-annually. The Senior Management Team will approve the write-off and disposal of capital assets.
3. The Finance Manager will record the decision in the Capital Asset Inventory List.
4. The Finance Manager will review the asset condition and determine a disposal value based on historical cost information and record a gain or loss on the disposal of the asset.
5. The Finance Manager will dispose of the assets, in the order of priority.
6. Following the verification of the existence of capital assets, the Finance Manager will review the capital asset inventories and prepare a list of missing, unserviceable, or obsolete items.



POLICY REFERENCE:

Acquisition and Management of Assets and Liabilities Policy
Inventory of Capital Assets Policy
Alternative Care Inventory Policy
Security of Capital Assets Policy
Risk Management Policy



9. ACCOUNTS RECEIVABLE

REVENUE RECEIPTS:

Revenue Receipts	
Chapter 9: Accounts Receivable	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services receive various payments in the forms of cheque, direct deposit, and cash for the administration and delivery of programs. Revenue receipts are safeguarded to ensure funds are used for the intended purposes.

PROCEDURE:

Receiving Cheques:

1. The Receptionist receives and opens all Agency mail on a daily basis. Upon receipt of a cheque, the Receptionist will record the cheque in the incoming mail log. The Receptionist will stamp the back of the cheque with the stamp "For Deposit Only to the Account of Dnaagdawenmag Binnoojiiyag" and will forward the cheque to the Payroll/Finance Coordinator. The Finance Manager will file all cheques in the safe pending deposit to the Agency bank account.
2. The Payroll/Finance Coordinator or designate will issue a numbered receipt. The receipt will identify the date received, amount, details about payment and signature of who recorded the revenue. This will be used to complete the bank deposit slip and make the bank deposit. The Payroll/Finance Coordinator will record the revenue account relating to the deposit in the general ledger binder pending the preparation of the Bank Reconciliation.
3. When a cheque is returned Not Sufficient Funds (NSF), the Payroll/Finance Coordinator will notify the Finance Manager. The Finance Manager will notify the Payroll/Finance Coordinator to reissue the invoice and add a Not Sufficient Funds fee charge to the payee (payer). The Finance Manager will notify the payee of the returned cheque and forward the re-issued invoice to the customer for payment.

Receiving Direct Deposit:

1. Upon receipt of a direct deposit notice, the Finance Manager will note the date



identified on the direct deposit notice in the accounts receivable file. The Finance Manager will follow up on any discrepancies. The Finance Manager will note the deposit and revenue account in the general ledger binder for Bank Reconciliation processing.

Receiving Cash:

1. Some revenues are received in cash for miscellaneous transactions. Employees who generate cash through fundraising activities will remit the cash to the Finance Department on the day following the fundraising activity.
2. Individuals paying cash will notify the Payroll/Finance Coordinator they wish to make cash payment to the Agency.
3. The Payroll/Finance Coordinator immediately counts the cash in view of the individual. For all funds, the Payroll/Finance Coordinator will issue a numbered receipt to the individual and forward the cash to the Finance Manager pending deposit to the Agency bank account.
4. The Finance Manager will store the cash in the Agency Safe pending deposit. The Finance Manager will record the cash in the bank deposit book and record the receipt in the general ledger binder for Bank Reconciliation processing.

POLICY REFERENCES:

Funding Revenue Policy
Other Revenue Policy
Ontario Child Benefit Equivalent (OCBE) Policy
Child Tax Benefit Policy

**FUNDING REVENUE:**

Funding Revenue	
Chapter 9: Accounts Receivable	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services receives various revenues under Agreements with government agencies for the administration and delivery of programs. Funding revenue is administered in accordance with Funding Agreements to maintain the Agency cash flow.

PROCEDURE:

1. The Executive Director, Director of Services, and/or Director of Finance and Administration participates in negotiations with government departments to ensure program funding meets the Agency needs.
2. Upon receipt of the final Funding Agreement, the Director of Finance and Administration will review the Agreement to ensure it meets the negotiated terms. The Director of Finance will arrange for Agreement signature in accordance with the delegated authorities for Funding Agreements Policy.
3. The Finance Manager will file the signed original copy of the Agreement in the central file. The Finance Manager will forward a copy of the signed Agreement to the Director of Services. The Finance Manager will forward a copy of the Core Funding Agreement to the Executive Assistant for the Agency Board of Directors.
4. The Director of Finance and Administration will submit funding reports in accordance with agreement terms.
5. The Finance Manager will file funding reports in accordance with the Maintenance and Destruction of Records Policy.

POLICY REFERENCES:

Revenue Receipts Policy
Other Revenue Policy
Ontario Child Benefit Equivalent (OCBE) Policy
Child Tax Benefit Policy
Maintenance and Destruction of Records Policy

**OTHER REVENUES:**

Other Revenues	
Chapter 9: Accounts Receivable	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Revenues are recorded to maintain control of funds due to Dnaagdawenmag Binnoojiiyag Child & Family Services and to enable staff control and follow up on amounts that are receivable.

PROCEDURE:

In handling invoices, the following procedures will be utilized:

1. Invoices are issued monthly for amounts due to the Agency.
2. Invoices will include the customer name and address, description of service, quantity, and price.
3. The Finance Manager is responsible for reviewing invoices issued by the Agency.

In handling Alternative Care invoices, the following procedures will be utilized:

1. The Payroll/Finance Coordinator will prepare monthly Alternative Care invoices from the information contained on the approved Days in Care Form and the Child Welfare Information System data.
2. Invoices are issued monthly by the thirteenth business day.
3. The Payroll/Finance Coordinator will forward the invoice to the Finance Manager for review.
4. The Finance Manager will review the invoice for accuracy against the Days in Care and the Child Welfare Information System Forms and return it to the Payroll/Finance Coordinator.



In handling Other Revenue, the following procedures will be utilized:

1. Agency employees must notify the Payroll/Finance Coordinator when other revenue is expected for their program. This is done either by forwarding a memo or confirmation document regarding the expected revenue to the Payroll/Finance Coordinator.
2. The Payroll/Finance Coordinator will draft invoices for other revenue using the documentation provided by the employee due to the Agency. The Payroll/Finance Coordinator will forward the invoice to the Finance Manager with supporting documentation. The Finance Manager will review the accuracy of the invoice against supporting documentation and return it to the Payroll/Finance Coordinator for mailing.
3. All refundable taxes will be recorded as accounts receivable once the Revenue Canada form has been completed for the period.
4. The Payroll/Finance Coordinator will send the invoice via email, fax, or mail, depending on the customer requirements. The Payroll/Finance Coordinator will stamp the invoice with a faxed or emailed date and place the invoice in the Accounts Receivable Folder.
5. The Payroll/Finance Coordinator will re-send copies of all outstanding invoices to customers as reminders of past due amounts. If information is required to resolve outstanding past due invoices, The Payroll/Finance Coordinator will notify the appropriate Team Supervisor.
6. The Finance Manager will review outstanding accounts receivable monthly and follow-up on any large, unusual, or past due amounts.

POLICY REFERENCES:

Revenue Receipts Policy
Funding Revenue Policy
Ontario Child Benefit Equivalent (OCBE) Policy
Child Tax Benefit Policy
Maintenance and Destruction of Records Policy
Alternative Care Policy and Procedure Manual
Information Technology Policy and Procedure Manual

**ONTARIO CHILD BENEFIT EQUIVALENT (OCBE):**

Ontario Child Benefit Equivalent (OCBE)	
Chapter 9: Accounts Receivable	Department: Finance
Date Approved:	Date Revised:
Source Reference: Appendix C – Ontario Child Benefit Equivalent (OCBE) Appendix D – Ontario Child Benefit Equivalent (OCBE) Savings Plan	

POLICY:

Ontario Child Benefit Equivalent Funds received by Dnaagdawenmag Binnoojiiyag Child & Family Services will be recorded in a restricted fund account and reported as a liability pending disbursement for the child or youth, which will ensure a transfer of unused amounts will not have to be transferred at year end.

PROCEDURE:

1. Ontario Child Benefit Equivalent funds are to be used for the following purposes:
 - a) To establish a savings program for youth in care (15 to 17 years of age);
 - b) To invest in purposes leading to any of the three outcomes of higher educational achievement, higher degree of resiliency, and transition to adulthood for youth in care.
2. The Central, East, and West Protection and Alternative Care Supervisors are responsible for approving Ontario Child Benefit Equivalent expenditures. All approved Ontario Child Benefit Equivalent expenditures must be recorded in a separate account.
3. Ontario Child Benefit Equivalent funds cannot be used for expenditures relating to medical, dental, clinical and/or therapeutic, and other expenditures already included in Foster Care and Outside Paid Resources rates.
4. Upon identification of Ontario Child Benefit Equivalent expenditure, the Child Welfare worker/Supervisor will submit detailed documentation to the Central, East and/or West Senior Manager to request access to the funds.
5. The Director of Finance will review the request to confirm it is consistent with the Ontario Child Benefit Equivalent purposes and approve the request. The Director of Finance and Administration will forward the approved request to the Finance Department for processing.



6. At the end of every quarter, the Finance Manager will transfer the required funds from the restricted Ontario Child Benefit Equivalent fund to the Ontario Child Benefit Equivalent revenue account to offset the Ontario Child Benefit Equivalent approved expenditures.

The following Ministry Reporting Requirements will be utilized:

1. Using the template provided by the Ministry, the Director of Finance and Administration or designate will prepare and submit quarterly and annual reports prior to the due date.
2. In accordance with Ontario Child Benefit Equivalent requirements, the Director of Finance and Administration will ensure reports include the following:
 - a) Number of children and Youth in Care and formal Customary Care on whose behalf the fund has been accessed and percentage of total children and youth in care accessing the fund;
 - b) Total number of children and youth who participated in activities/programs, number and percentage of total fund users, by age, who participated in activities focused on:
 - i. Higher education achievement;
 - ii. Higher degree of resiliency, social skills, and relationship building;
 - iii. Smoother transition to adulthood.
3. Expenditures by:
 - a) Higher educational achievement;
 - b) Higher degree of resiliency, social skills, and relationship building;
 - c) Smoother transition to adulthood;
 - d) Listing of community partners/agencies providing activities for which the fund was accessed;
 - e) Total revenues received and expenditures from the fund during the fiscal year.

POLICY REFERENCES:

Revenue Receipts Policy
Funding Revenue Policy
Other Revenue Policy
Maintenance and Destruction of Records Policy
Child in Care Policy and Procedure Manual
Information Technology Policy and Procedure Manual
Human Resources Policy and Procedure Manual
Ontario Child Benefit Equivalent (OCBE)
Ontario Child Benefit Equivalent (OCBE) Savings Plan

**CHILD TAX BENEFIT:**

Child Tax Benefit	
Chapter 9: Accounts Receivable	Department: Finance
Date Approved:	Date Revised:
Source Reference: https://www.canada.ca/en/revenue-agency/services/child-family-benefits/canada-child-benefit-overview.html#nt	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services is entitled to receive the Child Tax Benefit for a child or youth in care with the exception of Customary Care Agreements where the care giver will apply directly for the Child Tax Benefit. The Alternative Care Worker will provide a letter to support their application with Canada Revenue Agency

When a child is placed in the care of an Alternative Care Provider, the Agency becomes the Caregiver and, therefore, receives the Child Tax Benefit for the period the child remains in the Agency's care.

PROCEDURE:

1. The Payroll/Finance Coordinator will print the admissions and discharges report on the Child Welfare Information System on a monthly basis.
2. Once a child has been in care for 30 days, the Payroll/Finance Coordinator will apply for the Child Tax Benefit. The Payroll/Finance Coordinator will advise the Caregiver of the transfer of the Child Tax Benefit via letter sent by mail.
3. On a monthly basis, the Finance Manager will review discharges and notify Revenue Canada, as well as the Caregiver, of all discharges in order to suspend payment to the Agency.
4. Verification of changes to the Child Tax Benefit is confirmed through an email from Revenue Canada received by the Finance Manager. The Finance Manager will match the verification notice to the monthly reconciliation received from Revenue Canada.
5. Upon receipt of the monthly reconciliation from Revenue Canada, the Finance Manager will allocate the funds by location, based on where the Alternative Care Provider resides. The Finance Manager will prepare a summary of the Child Tax



Benefit direct deposits into the Agency's bank account.

6. The Finance Manager will forward the monthly reconciliation to the Director of Finance and Administration who will match the direct deposit receipt against the Revenue Canada Special Allowance Reconciliation.
7. Upon verification of the direct deposit receipt, the Director of Finance and Administration will sign the receipt and forward it to the Payroll/Finance Coordinator for filing

POLICY REFERENCES:

Revenue Receipts Policy
Other Revenue Policy
Maintenance and Destruction of Records Policy
Alternative Care Policy
Information Technology Policy and Procedure Manual
Human Resources Policy and Procedure Manual

**INVESTMENT OF FUNDS:**

Investment of Funds	
Chapter 9: Accounts Receivable	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

At the discretion of the Director of Finance and Administration, excess funds available for 30 days or more will be invested into Dnaagdawenmag Binnoojiiyag Child & Family Services Board of Directors approved financial instruments at a Board approved financial institution for future use. This allows the Agency to protect any large funds intended for future projects, while earning a return.

PROCEDURE:

1. The Board will approve the financial instruments and financial institutions to be used for investment of funds on an annual basis to ensure investment instrument(s) continue to meet the needs of the Agency.
2. The Payroll/Finance Coordinator will inform the Finance Manager when excess funds are received for future use.
3. The Finance Manager will prepare an Investment Recommendation Report which details the following:
 - a) Name of the fund provider;
 - b) Date funds were received;
 - c) Date funds are expected to be used;
 - d) Purpose of funds (general or specific in nature);
 - e) Amount of funds to be invested;
 - f) Type and length of investment (e.g., GIC's, Treasury Bills).
4. The Finance Manager will forward the investment recommendation report to the Director of Finance and Administration. The Director of Finance and Administration will review the report and make arrangements with the Financial Institution for the investment of excess funds.
5. The Finance Manager will review the monthly (or quarterly) investment statements and reports to ensure interest is being earned appropriately and reports are accurate.



6. The Director of Finance and Administration will present an Annual Investment Report to the Board.

POLICY REFERENCES:

Accounts Receivable Policy
Child in Care Policy and Procedure Manuals
Human Resources Policy and Procedure Manual



TRUST FUNDS FOR CHILDREN IN CARE:

Trust Funds for Children in Care	
Chapter 9: Accounts Receivable	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

The Agency will follow all Ministry directives in establishing, maintaining, and closing trust funds for children in care.

PROCEDURES:

1. Any trust fund established for a child in care of the Agency will be invested in financial instruments guaranteed by federal government deposit insurance.
2. All trust funds will be held in separate accounts for each child and will be subject to the annual audit process.
3. The Director of Finance and Administration will ensure application is made for any additional government funding for which trust funds for children in care may be eligible.

POLICY REFERENCES:

Accounts Receivable Policy
Child in Care Policy and Procedure Manuals
Human Resources Policy and Procedure Manual



10. PURCHASING/EXPENDITURES

PROCUREMENT OF GOODS AND SERVICES:

Procurement of Goods and Services	
Chapter 10: Purchasing/Expenditures	Department: Finance
Date Approved:	Date Revised:
Source Reference: Government Ontario – Broader Public Sector Procurement Directive www.doingbusiness.mgs.gov.on.ca , Broader Public Sector Expenses Directive www.edu.gov.on.ca	

POLICY:

A competitive procurement process will be undertaken when practical for the purchase of goods and services, to ensure value for money.

Dnaagdawenmag Binnoojiiyag Child & Family Services' acquisition of goods and services, including construction, consulting services, and information technology will be acquired through an open and fair process which is transparent to all stakeholders.

The Procurement of Goods and Services are based on five key principles allowing Dnaagdawenmag Binnoojiiyag Child & Family Services to achieve accountability, transparency, value of money, quality of service delivery, and process standardization.

The principles of the Procurement Process will include the duty of fairness, to provide proper disclosure, to reject non-complaint bids, to conduct a fair competition, to award to the winning bidder, and to award the contract as tendered.

PROCEDURE:

COMPETITIVE PROCUREMENT THRESHOLDS

1. The procurement of goods and services will be approved as per the Purchasing/Procurement Authorities Policy.
2. The procurement of any goods and services will not be divided into a single procurement item in order to circumvent the approval requirements of Authority to Purchase Goods and Services.
3. A Request for Information (RFI) or Request for Expression of Interest (RFEI) may be used when warranted but will not be used to pre-qualify a vendor or



influence the chances of the participating vendor from becoming the successful proponent in any subsequent opportunity.

4. The Request of Qualification (RFSQ) will be used when possible in order to gather information about a vendor's capabilities and qualifications in order to pre-qualify for an immediate product or service need or to identify qualified candidates in advance of expected future competitions.
 - a) A Vendor of Record will be established when actual demand is not known in advance. The Agency will establish and maintain a reference list of approved vendors in order to procure frequently used goods or services. When a purchase is required for frequently used goods or services, it can be procured through a supplier listed on the vendor of record using a purchase order.
5. Non-competitive purchases may occur as a result of the following:
 - a) Allowances/reimbursements paid to Alternative Care Providers;
 - b) Health costs incurred on behalf of an Agency client.
 - c) Act, Legislation or the existence of patent or copyrights;
 - d) Short supply as a result of abnormal market conditions;
 - e) Only one source of supply being acceptable and cost effective;
 - f) Absence of competition;
 - g) Security and confidentiality matters;
 - h) Emergency situations;
 - i) Monopoly of a utility;
 - j) Boarding expenditures;
6. Direct negotiation may be used only when one or more of the following conditions apply:
 - a) Required goods and services will be similar to goods and services under an existing contract;
 - b) Failed attempt at using a method other than direct negotiation;
 - c) Goods and services are to be supplied by a vendor with special knowledge, skills or expertise.
7. Upon determining a tendering process is required, the responsible employee will initiate the required tendering process.
 - a) The employee will solicit quotations and/or proposals through the following public advertising sources in accordance with the annual purchase value and applicable means of procurement:



- i. Request from Vendors of Record;
 - ii. Agency website;
 - iii. Posting in member First Nations;
 - iv. Circulation to various vendors, consultants and/or professionals;
 - v. When a contract value is expected to exceed \$100,000, a solicitation may be advertised in newspapers or posted on MERX
 - b) The employee will issue a Request for Proposal or Request for Tender in accordance with the annual purchase value and applicable means of procurement. The request must provide the following information to interested contractors:
 - i. Letter of invitation;
 - ii. Statement of goods or work required;
 - iii. Timeframe for delivery;
 - iv. Proposal evaluation criteria;
 - The evaluation criteria will be developed, reviewed, and approved as per the Procurement of Goods and Services authority matrix prior to the commencement of the competitive procurement process including weighted criteria
 - v. Bid submission date and closing time.
 - The bid submission receiving the highest evaluation score and meets all mandatory requirements set out in the competitive procurement document will be declared the winning bid.
8. The following thresholds will apply to the tendering process for the purchase of goods and services

Procurement Approval Authority Schedule for Consulting Services		
Total Procurement Value	Means of Procurement	Tendering Requirement
\$0 to \$100,000	Invitation or open competitive process <ul style="list-style-type: none"> • Request for Proposal • Request for Tender 	Minimum of two quotations required



FINANCIAL POLICIES AND PROCEDURES MANUAL

\$100,001 or more	Open competitive process <ul style="list-style-type: none">• Request for Proposal• Request for Tender	Minimum of 3 responsive proposals
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Goods, Non-Consulting Services and Construction		
Total Procurement Value	Means of Procurement	Tendering Requirement
\$0 to \$100	Petty Cash	Receipts, Invoices
\$101 to \$3,000	Cheque Requisition, Expense Claim, Request for Payment	Receipts, invoices required,
\$3,001 to \$10,000	Purchase Order	Minimum of 2 written quotations
\$10,001 to \$100,000	Invitation, competitive procurement <ul style="list-style-type: none"> • Request for Proposals • Request for Tender 	Minimum of 3 proposals
\$100,001 or more	Open competitive process <ul style="list-style-type: none"> • Request for Proposal • Request for Tender 	Minimum of 3 responsive proposals

POLICY REFERENCES:

Purchasing Authority Policy
 Acquisition & Management of Assets & Liabilities Policy
 Inventory of Capital Assets Policy
 Alternative Care Inventory Policy
 Appendix B: Exemptions to Competitive Procurement Policy
 Child in Care Policy and Procedure Manuals

**SELECTION AND AWARD OF PROCUREMENT:**

Selection and Award of Procurement	
Chapter 10: Purchasing/Expenditures	Department: Finance
Date Approved:	Date Revised:
Source Reference: Government Ontario – Broader Public-Sector Procurement Directive www.doingbusiness.mgs.gov.on.ca	

POLICY:

A Dnaagdawenmag Binnoojiiyag Child & Family Services selection committee will be used to review quotations, proposals and tenders having an anticipated purchase value greater than \$20,000. The Executive Assistant will prepare agreements.

PROCEDURE:

1. Members of the Agency selection committee will be comprised of three of the positions below:
 - a) Executive Director;
 - b) Director of Finance and Administration;
 - c) Board Chair;
 - d) Secretary/Treasurer;
 - e) Other resource persons who may have expertise in the service being contracted.
2. Factors to be considered when selecting a vendor include the following:
 - a) Past performance of the vendor in delivering the goods or services;
 - b) Quality and level of service provided;
 - c) Suitability of the vendor;
 - d) Ability of the vendor to meet delivery requirements;
 - e) Avoidance of a real or perceived conflict of interest;
 - f) A monopoly held by vendors will not be permitted;
 - g) Costs associated with conversion from an existing supplier to a new supplier;
 - h) Preference will be given to an Aboriginal vendor, if goods and services are of equal or greater value or quality.
3. Submissions in response to Requests for Proposal or Requests for Tender must adhere to the following:
 - a) Include time, date and method of delivery;



- b) Received by the specified closing date and time;
 - c) Any bid received after the closing date and time will be returned unopened;
 - d) If more than one bid is submitted by a vendor, the latest bid will supersede all previous bids;
 - e) Bidders may withdraw a bid at any time by letter, bearing signature;
 - f) Bidders may be requested to supply a list of all subcontracts to be utilized.
4. Quotations, proposals, or tenders received are to be date stamped and filed, until the deadline date for submission. The selection committee must maintain the seal on tenders pending review. On the pre-determined date, the Selection Committee will open and review the submissions.
5. On the pre-determined date, the Selection Committee will open the quotations, proposals or tenders and review the submissions against evaluation criteria. The Selection Committee will select the bidder who best meets the evaluation criteria. The bidder will be awarded the contract, subject to approval by the Agency's delegated authorities. The lowest bid is not necessarily awarded the contract.
6. If no acceptable bid has been received, the Director of Finance and Administration may waive the need for a revised bid solicitation and enter into negotiations if:
- a) The bid is in excess of funds approved by the Agency for the project, or
 - b) Written justification is provided to demonstrate changing the bid requirements does not change the nature of the good and/or service required.
7. If equal bids have been received, the Director of Finance and Administration may:
- a) Offer the bidders an opportunity to resubmit, or
 - b) Consider other factors that may change the equality of bids such as:
 - i. Payment discounts;
 - ii. Best delivery date;
 - iii. After sales service;
 - iv. Experience with the Agency.
8. If only one bid has been received, the Director of Finance and Administration may:
- a) Return the bid and inform the bidder the Agency may be reissuing the tender at a later date, or
 - b) Open the bid and assess whether it is acceptable. If the bid is not acceptable, the Director of Finance and Administration will follow the Policy



for no acceptable bids.

9. Upon approval by the Agency's delegated authorities for the bid selection, the Director of Finance and Administration will verbally inform the candidate of the contract award.
10. The Director of Finance & Administration will prepare an Agreement which clearly states the requirements in detail, as follows:
 - a) Terms and conditions of the goods and/or service to be provided;
 - b) Time frame for the delivery of the goods and/or service;
 - c) Periodic evaluation of results achieved;
 - d) 10% holdback provision to be released upon compliance with all contract deliverables.
 - e) In complex procurement, appropriate cancellation or termination clauses may be used at critical project life-cycle stages.
11. The Payroll/Finance Coordinator will coordinate the Agreement signing.
12. The delegated authorities will sign the Agreement on behalf of the Agency. Upon receipt of the Agreement signed by the Contractor, the Agreement will be forwarded to the Finance Department for filing.
13. The Director of Finance may renew an existing agreement if:
 - a) The vendor's performance met the Terms and Conditions;
 - b) Written justification demonstrates that renewal is in the best interests of the Agency, and;
 - c) Funds are available within the approved budget.
14. For all procurements greater than \$5,000 in value, the Finance Manager will maintain the following records:
 - a) Quotations, proposals and/or tenders received for the specific procurement;
 - b) Evaluation documents of proposals and/or tenders;
 - c) Approval document;
 - d) Agreement and amendments to Agreements;
 - e) Supplier performance records;
 - f) Confirmation of receipt of deliverables.
15. The Agency will post the contract award notification for all procurements valued at \$100,000 or more and will inform all unsuccessful vendors about their entitlement to a debriefing up to 60 days following the date of the contract award notification.



16. All procurement documents will be maintained for a period of seven years in accordance with the Maintenance and Destruction of Records Policy.
17. All competitive procurement documents will outline a bid dispute resolution procedure to ensure any dispute is handled in an ethical, fair, reasonable, and timely fashion.
18. The Director of Finance and Administration will review vendor performance and satisfaction with the procurement process on an annual basis and implement improvements as necessary.

POLICY REFERENCES:

Level of Authority – Purchase of Goods and Services Policy
Acquisition & Management of Assets & Liabilities Policy
Inventory of Capital Assets Policy
Alternative Care Inventory Policy
Child in Care Policy and Procedure Manuals
Appendix B: Exemptions to Competitive Procurement Policy

**RECEIVING AND DISTRIBUTION OF GOODS:**

Receiving and Distribution of Goods	
Chapter 10: Purchasing/Expenditures	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Purchase goods are delivered to Dnaagdawenmag Binnoojiiyag Child & Family Services Head Office or Satellite Offices for tax-exempt purposes unless otherwise indicated.

Goods received at the Head Office will be received by the Receptionist or alternate before distribution. The Satellite Office Receptionist before distribution will receive goods received at Satellite Offices.

PROCEDURE:

The following procedure will be adhered to when the Head Office receives goods:

1. The Receptionist or alternate receives delivered goods are delivered to the Head Office.
2. The Receptionist will count the items received and compare the count to the items listed on the packing slip. If the count does not match the amounts on the packing slip, the Receptionist will contact the vendor to resolve the issue.
3. The Receptionist will match the packing slip to the Purchase Order and compare the goods delivered to the amounts identified on the Purchase Order. The Receptionist will note any discrepancies on the Purchase Order.
4. The Receptionist will file the pink copy of the Purchase Order in the completed Purchase Order binder after the goods are received.
5. The Receptionist or designate will forward the goods to the employee based on the information on the Purchase Order.
6. If goods must be returned to the supplier, the employee will return the goods to the Receptionist or designate. The Receptionist will immediately contact the supplier and arrange to return the goods. The Receptionist will indicate on the Purchase Order that the goods were returned to the supplier.



The following procedure will be adhered to when a Satellite Office receives goods:

1. The Satellite Office Receptionist receives delivered goods and does a count of the items received and compares the count to the items listed on the packing slip. Any discrepancies are checked and noted on the packing slip and the Head Office Receptionist is notified immediately.
2. The packing slip is forwarded to the Head Office Receptionist to address any discrepancies.
3. The Satellite Office Receptionist will forward the goods to the employee.
4. If goods must be returned to the supplier, the Supervisor notifies the Head Office Receptionist or designate. The Head Office Receptionist will immediately contact the supplier and arrange to return the goods. The Head Office Receptionist will indicate on the Purchase Order that the goods were returned to the supplier.
5. All larger goods will be delivered to the office that they are assigned to. The employee will verify receipt of goods to the packing slip and fax the packing slip and/or invoice, if available, to the Head Office.

POLICY REFERENCES:

Cheque Processing Policy
Purchase Order Policy



11. DISBURSEMENTS

ACCOUNTS PAYABLE:

Accounts Payable	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Invoices will be processed for payment in a timely manner to avoid the application of interest and late payment charges by vendors.

PROCEDURE:

Dnaagdawenmag Binnoojiiyag Child & Family Services invoices are received through a variety of methods, as follows:

1. Invoices for the purchase of goods or services may be received through the mail or with the delivery of goods.
2. Employees generate internal documents such as Travel Claims and Travel Advances.
3. Invoices for regular monthly services such as utilities, postage meter lease, photocopy lease, fuel purchases are received from suppliers.

The following procedure will be adhered to when Invoices are received via mail:

1. The Receptionist will date stamp each invoice upon receipt and place the invoice in the Accounts Payable folder.
2. The Finance/Payroll Coordinator will match the amounts invoiced to the original Purchase Order. If there are any differences between the invoice and Purchase Order, the Finance/Payroll Coordinator will contact the vendor to follow up on it or discuss with the staff who originated the purchase.

The following procedure will be adhered to when Invoices are received with delivery of goods:



1. The Receptionist will date stamp the invoice and attach it to the appropriate Purchase Order and packing slip.
2. The Receptionist will clear the Purchase Order from the Outstanding Purchases folder and place it in the Accounts Payable folder.

The following procedure will be adhered to when Internal Claims are generated for payment:

1. The employee who prepares the payment document will forward it to their Supervisor for the appropriate authorization in accordance with the Purchasing Authority Policy.
2. The Supervisor will forward the authorized document to the Head Office for inclusion in the Accounts Payable folder.
3. Regular expense invoices without a Purchase Order, but may have a standing Purchase Order or generate monthly invoices.
4. The receptionist will place the invoice in the Accounts Payable folder.

POLICY REFERENCES:

Purchasing Authority Policy

**REQUEST FOR PAYMENT:**

Request for Payment	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Request for Payments are used to purchase products or services for Dnaagdawenmag Binnoojiiyag Child & Family Services when the Agency does not have an account with the vendor.

PROCEDURE:

1. The employees will identify items requiring payment by cheque and will complete Request for Payment Form.
2. The employee will forward the Request for Payment to their Supervisor.
3. The Supervisor will review and approve or deny the request.
 - a) If the request is approved, the Supervisor will sign the Request for Payment and forward it to the Finance Department;
 - b) If the request is denied, the Supervisor will contact the employee and explain the rationale for denial.
4. The Receptionist will receive the Request for Payment Form and forward it to The Finance Manager or alternate Senior Manager for approval or denial.
 - a) If the Finance Manager or alternate Senior Manager approves the request, the Receptionist places the approved Payment Request Form in the Accounts Payable folder pending processing in accordance with the Cheque Processing Policy;
 - b) If the Finance Manager or alternate Senior Manager denies the request, the Finance Manager or alternate Senior Manager will contact the Supervisor and explain the rationale for denial.
5. The receptionist or alternate will send an email back to the Supervisor within 24 hours of receiving the Request for Payment to notify the request is approved.



POLICY REFERENCES:

Cheque Processing
Purchasing Authority Policy

**PURCHASE ORDERS:**

Purchase Orders	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

All purchases/expenditures must be made in accordance with the Dnaagdawenmag Binnoojiiyag Child & Family Services Procurement of Goods and Services Policy and authorized in accordance with the Purchasing Authority Policy.

Dnaagdawenmag Binnoojiiyag Child & Family Services makes purchases of goods and services in an orderly manner through a system, which ensures the most economical prices are paid for goods and services required.

Dnaagdawenmag Binnoojiiyag Child & Family Services is responsible for ensuring purchases are authorized, payables are accurately recorded, and payments are made for goods and services received.

PROCEDURE:

1. The following limitations apply to the purchase of goods and services:
 - a) All purchases must be completed through the Head Office;
 - b) Purchases will be made exempt of tax where possible. A signed tax exemption notice may be provided to the vendor to confirm tax exempt status; deliveries to the Head office will be utilized wherever possible.
 - c) Health-related expenditures for a child or youth may be eligible for coverage through other sources such as Ontario Ministry of Health and Health Canada Non-Insured Health Benefits. Employees are required to exhaust all funding sources before the Agency pays;
 - d) Office supplies are to be purchased twice a month only. Emergency situations do arise and will be taken into consideration.
2. Each employee will identify purchases required for the delivery of their programs, in a timely manner.
3. The employee making a purchase must gather the pertinent purchase information



and complete a Request for Purchase Form with any quotes or supporting documentation. The employee will forward the Request for Purchase Form to their Supervisor.

4. Upon receipt of the Request for Purchase Form, the Supervisor will review and approve or deny the request.
 - a) If the request is approved, the Supervisor must sign the Request for Purchase Form and will forward it to the Finance Department.
 - b) If the request is denied, the Supervisor will provide their rationale to the employee.
5. The Payroll/Finance Coordinator will receive the Request for Purchase Form and forward it to the Finance Manager, or alternate Senior Manager, by 1:00p.m. for approval. If 1:00 pm deadline is not met, the approval will be deferred until the next business day.
 - a) The Finance Manager or alternate Senior Manager will approve the Request for Purchase Form and return it to the Payroll/Finance Coordinator, or alternate, to create a Purchase Order. The Finance Clerk, or alternate, will complete a Purchase Order upon receipt of an authorized Request for Purchase Form and attach the Request for Purchase Form to the Purchase Order.
 - b) If the Finance Manager or alternate Senior Manager denies the request, The Finance Manager or alternate Senior Manager will provide the rationale to the Supervisor.
6. The Payroll/Finance Coordinator, or alternate, will forward the authorized Purchase Order to the vendor to make the purchase. The Payroll/Finance Coordinator will also notify the employee the Purchase Order was sent to the vendor.
7. The Finance Manager or designate will fax a copy of the Tax-Exemption document to the supplier if required.
8. The Payroll/Finance Coordinator or alternate will file the Purchase Order and Request for Purchase Form pending receipt of goods.

POLICY REFERENCES:

Procurement of Goods and Services Policy
Selection & Award of Procurement Policy

**EMERGENCY PURCHASES:**

Emergency Purchases	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services recognize emergency purchases may be made for client and/or family whose personal needs are required within 24 hours.

PROCEDURE:

1. Employees must ensure clients have exhausted other funding sources, as appropriate, before initiating a purchase for emergency personal needs.
2. Upon identification of the need for a client emergency purchase, the Investigation Assessment/Child Welfare Worker must complete a Request for Emergency Assistance Form with the client.
3. The purchase of emergency personal needs must be no more than \$500. Groceries may be purchased as personal needs. Legal fees, alcohol, and tobacco products are not eligible purchases for emergency personal needs.
4. Supervisors must track the number of occurrences used by each client in the Personal Needs File. The Director of Services, Team Supervisors, the Payroll/Finance Coordinator, and the Receptionist will have access to the Personal Needs File to monitor purchases.
5. Receipts are required for emergency personal needs purchases. The employee is to obtain the receipts from the client. If receipts are not provided, this may impact future opportunities for clients to obtain financial assistance from the Agency.
6. The Investigation Assessment/Child Welfare Worker will forward the request to their immediate Supervisor or alternate for approval or denial. If the request is approved, the Supervisor will forward the approved Request for Emergency Assistance Form to the Finance Department of Finance for processing.
7. The Payroll/Finance Coordinator or alternate will process a Purchase Order for the



emergency purchase within 24 hours, processing the documentation in accordance with the Purchasing Policy. If the vendor requires a cheque, the Payroll/Finance Coordinator will process a cheque within 24 hours, processing the documentation in accordance with the Cheque Processing Policy.

8. The Investigation Assessment/Child Welfare Worker will inform the client photo identification is required when using the Purchase Order. The employee will notify the client receipts must be submitted to verify the purchase.
9. The client will submit the purchase receipts to the employee within 10 business days of the purchase. The employee will forward the receipt to the Finance Department.
10. The Payroll/Finance Coordinator or Receptionist will enter the data into the Personal Needs File.

POLICY REFERENCES:

Cheque Processing Policy
Authority to Purchase Goods & Services Policy

**CHEQUE PROCESSING:**

Cheque Processing	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

A Cheque Requisition must be completed for all Dnaagdawenmag Binnoojiiyag Child & Family Services approved Accounts Payable.

Cheques must only be signed in accordance with the Purchasing Authority Policy. The individual who signs the Cheque Requisition will not sign cheques.

PROCEDURE:

1. All Accounts Payables are prepared weekly. All payables received by 4:30 p.m. Monday will be processed on the Thursday cheque run. Cheque signing and distribution day is Friday following the cheque run.
2. Payables received after the Monday 4:30 p.m. deadline will be processed on the following cheque run.
3. The Payroll/Finance Coordinator will retrieve all payment documents from the Accounts Payable folder.
4. The Payroll/Finance Coordinator will prepare a Cheque Requisition for all invoices/claims noting the account number, departmental budget to be charged, and payment amount, and invoice date.
5. The Payroll/Finance Coordinator will forward the Cheque Requisitions to the Finance Manager.
6. The Finance Manager will review the Cheque Requisitions to ensure they are complete and properly authorized. The Finance Manager will authorize the Cheque Requisitions and return them to the Payroll/Finance Coordinator to issue payments.
7. The Payroll/Finance Coordinator will record the Cheque Requisition using the



accounting software. Upon recording all Cheque Requisitions into the accounting system, The Payroll/Finance Coordinator will print the invoice batch and forward it to the Finance Manager.

8. After the invoice batch is completed and cheques are printed, the batch is reviewed for accuracy and initialed by the Finance Manager. The Payroll/Finance Coordinator will detach the bottom portion of the cheque for filing. The cheque bottom portion is attached to the Cheque Requisition.
9. The Payroll/Finance Coordinator will forward the cheques to two of the authorized bank signatories.
10. The bank signatories will return the signed cheques to the Finance Clerk.
11. The Payroll/Finance Coordinator will place the signed cheques in sealed envelopes (with windows) to protect the confidentiality of the information for the payee.
12. The Payroll/Finance Coordinator will distribute the payments and give the receptionist cheques to be mailed or picked up by the payees.
13. The Payroll/Finance Coordinator will remove any remaining cheques at the receptionist desk at the end of the day and placed in a locked safe.

POLICY REFERENCES:

Purchasing Authority Policy
Bank Authority Policy
Accounts Payable Policy

**LOST OR MISPLACED CHEQUES:**

Lost or Misplaced Cheques	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

When a cheque Dnaagdawenmag Binnoojiiyag Child & Family Services issues becomes lost or misplaced, correct protocols must be followed.

PROCEDURE:

1. A payee must notify the Finance Manager when a cheque is lost or misplaced.
2. The Finance Manager will confirm the cheque has not cleared the Agency Bank Account by:
 - a) Checking the most recent bank statement; or
 - b) Checking with the Financial Institution, verbally or through online banking.
3. If the cheque has not cleared, the Finance Manager will issue a stop payment request to the financial institution via fax, email, or through online banking.
4. The Finance Manager will inform the payee a stop payment has been made on the missing cheque and the cheque will be reissued on the next Accounts Payable run. In emergency situations, a replacement cheque may be issued immediately following the stop payment.
5. Cheques outstanding longer than six months are classified as stale dated. No "stop-payment" documentation is required for the stale dated cheque(s).
6. If a missing stale dated cheque(s) clears the bank subsequent to reissuance, the Payroll/Finance Coordinator will note this on the Bank Reconciliation and inform the Finance Manager.
7. The Finance Manager will notify the bank and make arrangement for reimbursement of the cheque to the Agency bank account.



POLICY REFERENCES:

Banking Authority Policy
Purchasing Authority Policy

**AGENCY CREDIT CARDS:**

Agency Credit Cards	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services utilizes credit cards for purchases of goods and services for the Agency, not for personal purchases.

PROCEDURE:

1. The Agency credit cards are issued to the following positions:
 - a) Executive Director, \$10,000
 - b) Director of Service, \$ 5,000
 - c) Executive Assistant \$ 3,000
 - d) Youth Justice, \$ 1,500
2. The following limitations apply to the use of Agency credit cards:
 - a) The Agency's credit limit on the combined credit cards in accordance with the credit lending institution is \$20,000;
 - b) Total purchases charged to the card during any monthly period must not exceed this credit limit.
3. An authorized Request for Purchase Form is required prior to the use of the Agency credit card.
4. No Manager will review and authorize their section of the credit card statement for payment.
5. Credit card statements are paid at the financial institution in advance of the deadline to ensure interest is not charged.
6. An employee will identify the need to purchase with the use of a credit card. The employee will prepare a Request for Purchase Form with the rationale for using the Agency credit card. The employee will gain authorization of the Request for Purchase in accordance with the authority to Procurement of Goods and Services Policy.



7. The employee will provide the authorized Request for Purchase Form and attached documentation to the credit card authority and it will be signed off as per the Authorized Authority Matrix.
8. Upon receipt of the authorized Request for Purchase Form, the credit card authority will sign the credit card commitment on the purchase document, call in the purchase, or make the online purchase.
 - a) If the commitment is made via telephone, the credit card authority will record the purchase confirmation number on the Request for Purchase Form.
 - b) If the commitment is made online, the credit card authority will print a copy of the purchase confirmation and attach it to the Request for Purchase Form.
9. The employee will forward the Request for Purchase Form and attached documents to the Receptionist.
10. The Receptionist will place the Request for Purchase Form in the Purchase Order File pending receipt of the credit card bill statement.
11. Upon receipt of the credit card bill statement, the Receptionist will attach all Requests for Purchase Forms to the bill statement. The Receptionist will file the bill statement with attached documents in the Accounts Payable File.
12. The Payroll/Finance Coordinator will reconcile the credit card statement to the attached Request for Purchase Forms on a monthly basis.
13. When recording the bill statement in the accounting system, the Payroll/Finance Coordinator will record each purchase separately as a debit to the appropriate expense account.
14. For purchases made by the Director of Finance and Administration, an alternate Senior Manager will review their section of the credit card statement. For the Executive Director, the Director of Finance and Administration will review their section of the credit card statement.

POLICY REFERENCES:

Travel Policy
Purchasing Authority Policy

**PETTY CASH:**

Petty Cash	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Petty cash is maintained at Dnaagdawenmag Binnoojiiyag Child & Family Services Head Office and Satellite Office to pay cash for incidental and essential purchases and when a cheque disbursements process is not practical.

PROCEDURE:

1. The following limitations apply to the administration of petty cash:
 - a) The petty cash fund is limited to \$400 at Regional Offices and \$100 at Satellite Offices;
 - b) At any point in time, the total cash in the petty cash box plus the total of petty cash vouchers must equal the original petty cash value and be available in the petty cash fund;
 - c) Petty cash must be kept secure in a locked petty cash box at all times except when it is accessed;
 - d) The Petty Cash Custodian is responsible for the administration of petty cash. The Petty Cash Custodian is:
 - i. The Receptionist at the Head Office; and
 - ii. The Receptionist at the Satellite Office.
 - e) No other employees, unless otherwise designated due to coverage will have access to the petty cash.
 - f) Petty cash funds are only accessible to a maximum of \$50.00 or less
2. The Petty Cash Custodian will cash the cheque and store it in a locked petty cash box in a secured location.
3. As cash is required for incidental expenses, the Petty Cash Custodian will issue a petty cash voucher and give the cash to the payee.
4. The payee will sign the petty cash voucher to confirm receipt of the cash. If the payee receives a receipt from the supplier to whom the cash was paid, the payee



will give the receipt to the Petty Cash Custodian.

5. The Petty Cash Custodian will attach the receipt to the petty cash voucher and will receive any change remaining from the purchase.
6. The Petty Cash Custodian will replenish the petty cash fund once the fund has been almost fully disbursed.
7. The Petty Cash Custodian will complete a Petty Cash Form, breaking down the cost allocation for the replenishment of the petty cash. The Petty Cash Custodian will forward the completed Petty Cash Form to the Finance Manager for approval to replenish the fund, at a minimum of quarterly intervals.
8. The Supervisor will process the approved Petty Cash Form in accordance with the Cheque Processing Policy.

POLICY REFERENCES:

Cheque Processing Policy
Purchasing Authority Policy

**BOARD EXPENSES:**

Board Expenses	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

The Dnaagdawenmag Binnoojiiyag Child & Family Services Board of Directors will be reimbursed for expenses incurred to attend Agency related business including, but may not be limited to, Board, Committee, Ministry meetings, and Board training, etc.

PROCEDURE:

1. Board travel costs; including mileage, meals and accommodations are covered at the same rate and conditions as Agency employees.
2. The Executive Assistant will complete a Board of Directors Travel Expense Claim prior to each meeting once confirmation has been received and forward it to the appropriate delegated authority in accordance with the Purchasing Authority.
3. The delegated authority will approve the Board of Directors Travel Expense Claim and forward it to the Finance Department for processing in accordance with the Cheque Processing Policy.

POLICY REFERENCES:

Cheque Processing Policy
Travel Expenses Policy
Board of Directors Policy and Procedure Manual
Purchasing Authority Policy

**ALTERNATIVE CARE:**

Alternative Care	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Alternative Care Policies	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services provides financial assistance to Alternative Care homes for the placement of Alternative Care children in their homes in accordance with the Alternative Care Policies.

PROCEDURE:

1. Alternative Care home payments are paid on the tenth working day of the month.
2. The Child Welfare Workers will complete the Alternative Days in Care (Days in Care) forms in accordance to the Alternative Care Policies.
3. The Child Welfare Workers will forward the Days in Care Forms to the Team Supervisor for review and approval. The Team Supervisor will forward the Days in Care Form to the Finance Manager by the end of the second working day of the month.
4. The Finance Manager will process the Foster Pay Module using the Child Welfare Information System to generate a Foster Payment Report. The Finance Manager will reconcile the Foster Payment Report to the Days in Care Forms and will forward the reconciled Days in Care Forms to the Payroll/Finance Coordinator.
5. The Payroll/Finance Coordinator will add other expenses, in accordance with the Alternative Care Reimbursement Policy from the attached receipts.
6. The Payroll/Finance Coordinator will complete the review of the Days in Care Forms for accuracy and print the statements of deposit for the homes from the Child Welfare Information System.
7. The Finance Manager will review and initial the Days in Care and the Child Welfare Information System Forms for accuracy and return them to the Payroll/Finance Coordinator.



8. The Payroll/Finance Coordinator will enter the information into the TD Direct Module and print the Draft Transmission Sheet.
9. The Finance Manager will review and initial the Draft Transmission Sheet and forward it to one of the delegated bank signing authority to sign in accordance with the Bank Authority Policy.
10. The Finance Manager will return the Authorized Transmission Sheet to the Payroll/Finance Coordinator.
11. The Payroll/Finance Coordinator will transmit the direct deposit file for payment to the Alternative Care Provider homes.
12. The Payroll/Finance Coordinator will place the statements of deposit in a sealed envelope to protect the confidentiality of information and forward them to the Receptionist for mailing.

POLICY REFERENCES:

Bank Authority Policy
Alternative Care Manual Policy
Child in Care Policy and Procedure Manuals
Information Technology Policy and Procedure Manual
Purchasing Authority Policy

**KARE:**

Green Shield's KARE Plan	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Alternative Care Policies	

POLICY:

Dnaagdawenmag Binnoojiiyag Child and Family Services will enroll eligible children/youth with Green Shield's KARE Plan medical and dental benefit program. Eligible children/youth are: those in the care of the Agency (including Kin in Care), any youth on an Continued Care and Support for Youth (CCSY) agreement, on ODSP, and children/ youth on adoption probation.

Children/youth that are not eligible for the KARE Plan benefit program are: Other Agency Wards (OSW), Other Provincial Wards (OPW) and children/youth in Kin-Service placements.

PROCEDURE:**Services:**

1. Immediately following a child/youth's admission to care, the Senior Manager or Supervisor assigning the file will also notify the Child & Youth Service Worker's Team Administrative Assistant who will register that child/youth in the KARE Plan benefit program.
2. For children/youth that are admitted to care outside of regular business hours, the After Hours Workers are not expected to register the child/youth in the KARE Plan. Registration will occur the first business day after admission by the assigned Child & Youth Service Worker's Team Administrative Assistant following the process described in step 1 above.
3. Coordination of benefits may occur when a child/youth is in care and is entitled to benefits under their parent/caregivers benefit plan. The parent/caregiver's plan would be utilized and the child/youth would not be enrolled in KARE. Any balance not paid by the parent/caregiver plan will be billed directly to the Agency or covered under the foster parent/caregiver/OPR expense report.



4. Once a child/youth is registered with the KARE Plan, the youth or the child's foster parent/caregiver will be provided with an enrollment package including a welcome letter and a KARE Plan booklet outlining the benefits available for the child/youth in care. The child/youth will also be issued a temporary KARE card containing their identification number and will receive a permanent identification card soon after (link: KARE Plan booklet). The child/youth's registered address with Green Shield will be Dnaagdawenmag Binnoojiiyag Child and Family Services.

All correspondence for the child/youth from Green Shield will be addressed to Dnaagdawenmag Binnoojiiyag Child and Family Services office and is not considered private correspondence for these purposes. The information will be entered into the child/youth's file and copied to the child/youth and foster parent/caregiver, as appropriate.

5. Youth on Independent Living or in a CCSY Agreement will generally be provided with their KARE cards. Situations may arise where the Children's Services Worker holds the KARE card for the youth. This decision is to be documented by the Child & Youth Service Worker.

Youth who go on ODSP, and are still in care for supports, would give their KARE ID card to their Children Service Worker and is retained in the Children Services file. The card would be available in very specific and rare circumstances such as orthodontic work not covered under ODSP coverage.

6. When a child/youth presents a prescription to be filled or receives a service such as dental work, from a health care professional, the caregiver/youth is to present the KARE card and the claim will be sent electronically to Green Shield for direct payment to the provider.
7. For children/youth that are admitted to care outside of regular business hours and require immediate medical or dental attention, and have not yet been enrolled in the KARE Plan, the foster parent/caregiver may request the After-Hours worker to ask the provider to bill directly to Dnaagdawenmag Binnoojiiyag Child and Family Services.
8. Any ineligible expenditure as outlined in the KARE plan booklet, can be considered on a case-by-case basis for payment directly by the Agency. The Child & Youth Service Worker should bring forward any ineligible KARE medical or dental expenditures to their supervisor for consideration. See approval authority schedule (AAS) FI01-001 Appendix D for appropriate approval levels.



9. The KARE plan design has various maximum expenditure limits based on medical or dental services provided. Anticipated expenditures in excess of these limits must be pre-approved and authorized per the Authorized Approval Schedule FI01-001 Appendix D. These exceptions can be: isolated, episodic or ongoing. When Green Shield receives an unauthorized claim that requires pre-approval the Children Services Team Administrative Assistants will be contacted by Green Shield. A KARE Plan Exception Form will be completed/authorized and emailed/mailed to Green Shield. The Approved Exception form will be copied into E-forms and to the child's file (link: KARE Claim Exception Form, per the Authorized Approval Schedule FI01-001 Appendix D).
10. Pre-determinations are used as a tool to review large dollar dental or medical claims before costs are incurred. The process gives the plan member information about how much their KARE plan will actually pay. Correspondences regarding pre-determinations from Green Shield are provided directly to the Agency and not to the foster parent/caregiver and/or child/youth.

When a pre-determination form is completed by a provider they send it directly to Green Shield. If Green Shield approves the total cost of the predetermination the Children's Service Worker will receive a copy of the approval. The Child & Youth Service Worker will advise the child/youth and their foster parent/caregiver of the approval.

If Green Shield does not cover the total cost of the pre-determination the Claim can be submitted for reimbursement using the KARE plan exception process. In order to submit the balance through the exception process, the actual claim needs to be processed through Green Shields claim system. Once Green Shield has the claim in its system, the balance owed to the provider would be issued by Green Shield and sent to the provider directly.

(link; KARE Claim Exception Form, KARE Claim Exception Procedures).

11. Any updates to the child/youth's KARE Plan information, including add, edit, and/or terminating, are managed by the assigned Team Administrative Assistant for the Child & Youth Service Worker. Refer to Green Shield On Line Administration Quick Reference Guide - www.greenshield.ca.
12. Lost KARE Plan cards will be reordered from Green Shield by the assigned Team Administrative Assistant for the Children's Service Worker.
13. At the time of discharge from the care of the Agency, a child/youth must also be discharged from the KARE Plan. The Child & Youth Service Worker or Adoption



Worker must notify their Team Administrative Assistant of a child/youth's discharge from care. The Team Administrative Assistant will discharge the child/youth from KARE Plan through the KARE Plan website.

For all readmissions to care, steps 1 and 2 of this procedure are to be followed. Where the child/youth has been enrolled in the KARE Plan previously, the Green Shield system will generate the same Plan number, using the child/youth's name and date of birth. A new card will be issued.

14. For children/youth placed on Adoption Probation, the KARE Plan may:
 - a.) continue to be utilized until the finalization of the child/youth's placement. This decision is case specific and based on the adoptive parents having the ability to fully add the child/youth to their personal benefit plan (when one exists) prior to the finalization of the adoption. Once the child/youth's adoption is finalized the Adoption Worker is to notify the assigned Team Administrative Assistant for removal from the KARE plan.
 - b.) be discontinued if the adoptive parents have the ability to fully add the child/youth to their personal benefit plan (when one exists) prior to the finalization of the adoption.

There are also instances when children/youth are adopted and the adoptive family receives an adoption subsidy for medical and dental expenditures. The Agency's financial department receives a copy of the adoption subsidy for that child/youth. The subsidy may provide financial assistance for medication and dental care costs to a child/youth that is being adopted or has been adopted. The KARE Plan may be maintained during the adoption process and following finalization as part of the adoption subsidy for that child/youth. This would be identified within the subsidy agreement. A subsidy of this form is reviewed annually and based on the needs of the child/youth.

Each child/youth has a unique KARE plan number specific to the child/youth. Name changes will not require a new KARE plan number. The Adoption Worker will communicate any name changes to the assigned Team Administrative Assistant who will subsequently update Green Shield and a new KARE card will be issued.

15. Quarterly reports, (March 31st, June 30th, September 30th and December 31st), from Green Shield, specific to each child/youth enrolled in the KARE Plan, will be accessed and electronically recorded within the child/youth file by the Child & Youth Service Worker's Team Administrative Assistant.



Finance:

16. In order to verify and ensure that the correct child/youth are recognized by the KARE Plan, a quarterly audit will be performed. Quarterly audits by the Finance Supervisor will be completed in order to verify eligibility for the KARE Plan. Admissions and discharges during the quarter, and a quarter end list of eligible child/youth will be provided to the Finance Supervisor from the Data Analyst. This information will be reconciled to the Green Shield billing for corresponding quarter end.
17. If finance receives medical or dental providers' invoices above the KARE plan fee guidelines (e.g. current year ODA rates), finance will communicate in writing to those providers to cease the extra billing. If a resolution cannot be found consideration will be given to not using that provider in the future.
18. KARE invoices will be received and processed for payment by Accounts Payable. The KARE invoice will be approved by the Manager Children Services.
19. The following positions are the respective KARE Plan contacts with Green Shield:

Main Contact: Manager Children Services

Billing Contact: Financial Systems Coordinator

Administrator (staff adds and deletes online access): Financial Systems Coordinator

The following positions have on-line access:

- Team Administrative Assistant
- Supervisor
- Senior Manager
- Payroll/Finance Coordinator
- Finance Manager
- Director of Finance and Administration

**TRANSFER PAYMENTS:**

Transfer Payments	
Chapter 11: Disbursements	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services transfers funding resources to communities and/or other parties for entitlement programs shared cost agreements and grants.

PROCEDURE:

1. Transfer payments can only be given to:
 - a) Individuals;
 - b) Legal Entities
 - i. Established by or under Legislation;
 - ii. Federally or Provincially incorporated;
 - iii. Band Councils established under the Indian Act;
 - iv. Other Aboriginal organizations that are incorporated.
2. The Director of Finance and Administration is to guide the transfer of funding resources and will develop transfer Agreements.
3. Signed Agreements between the Agency and the transfer payment recipient are required for the issuance of any transfer payment and must:
 - a) Set out expectations, terms, and conditions of funding, value for money, and transparency in the administration of transfer payment funds;
 - b) Document the respective rights, responsibilities, and obligations of the Agency and recipient;
 - c) Include specific, measureable results for the money received, reporting requirements, and any corrective action the Agency is entitled to take if agreed upon results are not achieved;
 - d) Allow independent verification of financial information by independent professionals;
 - e) For entitlement programs, the Agreement must include written representations on the part of the recipient that they meet eligibility criteria with supporting proof;



- f) For shared cost Agreements and Grants, recipients must have governance structures and accountability processes to properly administer and manage public funds and provide services for which transfer payments are made. Also, recipients must demonstrate the following are met:
 - i. Expertise and experience necessary to discharge responsibilities exists;
 - ii. Appropriate governance and control structure are in place;
 - iii. Reliable financial reporting;
 - iv. Establishment of a Canadian bank account;
 - v. Compliance with applicable laws and regulation.
- 4. The Director of Finance and Administration will review the agreements annually.
- 5. The Director of Finance and Administration will monitor compliance for both the Agency and the recipient. Monitoring and reporting for the transfer payment will include:
 - a) Communication with the transfer payment recipient on a regular basis;
 - b) Monitoring the results for contracted projects and services (used as specified in agreement);
 - c) Taking corrective action when necessary.
- 6. The Director of Finance and Administration will address any compliance issues with the Senior Management Team where remedial actions will be developed and implemented. Corrective action may include stop payments or funding adjustments upon approval by the Board of Directors.

POLICY REFERENCES:

Cheque Processing Policy
Board of Directors Policy and Procedure Manual
Purchasing Authority Policy



12. TELEPHONE COMMUNICATIONS

LONG DISTANCE:

Long Distance	
Chapter 12: Telephone Communications	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Limitations will apply to Dnaagdawenmag Binnoojiiyag Child & Family Services employees and client's use of long distance telephone service.

PROCEDURE:

1. Long distance telephone service may only be used for work-related purposes as it relates to the general operation and delivery of Agency services.
2. Employee use of long distance telephone service is only permitted for a personal emergency.



CELL PHONE:

Cell Phone	
Chapter 12: Telephone Communications	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services' direct service staff and Management are required to carry a cell phone for safety and business purposes while out of the office.

PROCEDURE:

1. Upon hiring, all direct service staff and Management will be issued a cell phone for business purposes.
2. Dnaagdawenmag Binnoojiiyag Child & Family Services allocate cell phones based on:
 - a) Permanent employees will be assigned a phone and number and the bill will be paid directly;
 - b) Contract employees may use their personal cell and will receive a monthly allowance of \$35.00 for reimbursement of cell charges.
3. Each employee will be required to initial the Orientation Check List form acknowledging they have received a working cell phone and they will from that date forward be responsible for its safety and security.
4. Employees will keep their cell phones secure, as follows:
 - a) Employees will store their cell phones in a secure location inaccessible by others;
 - b) All cell phones will be password protected to ensure no unauthorized users can access it;
 - c) Employees must not offer their assigned Agency cell phone to any unauthorized users.
5. Client use of long distance telephone services is restricted to emergency or unique situations where other resources are not available.



6. The Agency has a cell phone plan allowing unlimited long distance calling within Canada.
7. Each employee is allowed to use up to 6G of data per phone per month.
8. Any employee using more than the 6G allotments will be responsible for paying the additional fees. At the start of their employment, each employee along with their supervisor will sign a Recouping Costs Agreement Form that agrees to repay back any outstanding overages in excess of the 6G allotment or any intentional damages made to the cell phone. A Payroll Deduction Authorization Form will also be signed to authorize Dnaagdawenmag Binnoojiyag Child and Family Services to recoup costs in excess of the 6G allotment or intentional damages made to the cell phone.
9. Every qualifying employee permitted a cell phone will be required to sign a form allowing deductions to their payroll if they exceed data plans.
10. To help eliminate this risk, ensure you are using Wi-Fi whenever possible.
11. The Payroll/Finance Coordinator will monitor data usage and make the necessary deductions to employees who exceed their data usages.
12. If a cell phone becomes lost, damaged, or stolen, the employee must immediately report it to their immediate Supervisor and the Senior Executive Assistant, and one of the following will happen:
 - a) If the Supervisor determines neglect was the cause of the damage, or if it is a second occurrence, a charge to the employee will occur. The amount of the charge will depend on the age of the phone, the amount of time left to complete the contract, and any other relevant factors. The Supervisor will notify the Senior Executive Assistant who will recommend replacement costs;
 - b) If the cell phone is stolen, the employee must contact the police to report the theft of the cell phone. Within 24 hours, the employee must submit a police report to their immediate Supervisor and the Senior Executive Assistant
13. An Agency cell phone assigned to an employee must be returned to their Supervisor with any accessories, as follows, unless alternative arrangements have been made:
 - Prior to taking a Leave of Absence for a period of four (4) weeks or more;



- Upon terminating their employment with the Agency

14. The Supervisor will ensure all equipment and accessories are returned and are in working order. The Supervisor will report any damage or repairs to the Senior Executive Assistant in accordance with the Security of Capital Assets Policy.

POLICY REFERENCES:

Payroll Policy
Accounts Payable Policy
Security of Capital Assets Policy
Cell Phone Policy



13. PAYROLL

PAYROLL SYSTEM:

Payroll System	
Chapter 13: Payroll	Department: Finance
Date Approved:	Date Revised:
Source Reference: Ontario Employment Standards Act www.labour.gov.on.ca/english/es	

POLICY:

The Agency will have written authorization for all new hires, terminations, leaves of absences, rates of pay, and payroll deductions. Only the Executive Director, or in their absence, the Director of Service, will grant authorizations for new hires, terminations, and leaves of absences.

Payroll deductions, other than statutory deductions, for each staff member will occur following receipt of written authorization from each staff person for each deduction. Payroll payment will be done through direct deposit.

The Director of Finance and Administration will be responsible for the bi-weekly review of payroll registers and approval of salary and benefits expenditures.

Time records for all staff will be signed by the individual staff person and authorized by their Manager.

The Agency will comply with the remittance requirement for both statutory (i.e. CPP, E.I., Income Tax, etc.) and voluntary RSP (i.e.: CSB, etc.) deductions.

PROCEDURES:

1. The Director of Finance and Administration is responsible for reviewing and approving bi-weekly payroll expenditures paid through direct deposit.
2. All permanent and temporary employees are paid by way of direct deposit on a bi-weekly basis every second Thursday. The pay period runs from Sunday to Saturday.
3. All employees, as part of the orientation process, will provide the following relevant payroll information, if applicable under the Human Resources Policy and Procedure Manual:



- a) Completed Employee Information Form;
 - b) Federal and Provincial TD-1 for determination of tax deductions;
 - c) Federal TDI-IN for confirmation of income tax exemption;
 - d) Void cheque for direct deposit;
 - e) Benefits application such as Employee Group Health, Short-Term Disability, Registered Pension Plan, after 3 months or once eligible.
4. The Human Resource Manager will forward a copy of the Employee Information Forms, void cheque and applicable forms authorizing employee payroll deductions to the Payroll/Finance Coordinator.
5. Mandatory deductions include Employment Insurance, Canada Pension Plan contributions, and Income Tax, where applicable. Other deductions are made upon receipt of proper documents e.g. Notice of Garnishment.
6. Employees are responsible for recording and signing off on their hours of work and time taken on the bi-weekly timesheets. This includes all regular hours/afterhours to be recorded on timesheets for supervisor to sign off. Time sheets are to be submitted by the employee to their Supervisor on the last Friday of the pay period, every second Friday. Supervisors are responsible for approving time sheets and submitting to Finance for processing.
7. Employees are responsible for keeping track of flex time earned.
8. The Payroll/Finance Coordinator is responsible for the payroll function including changes in deductions.
9. The Finance Manager will review the payroll list for accuracy and authorize it for processing and will return the authorized payroll list to the Payroll/Finance Coordinator.
10. Payroll/Finance Coordinator will complete the payroll using the accounting system and print the pre-cheque register.
11. The Payroll/Finance Coordinator will review the pre-cheque register against the previous payroll and mark variances in pen. The Payroll/Finance Coordinator will forward the pre-cheque register to the Finance Manager for final review before printing the employee's computerized deposit slips.
12. The Finance Manager will authorize the pre-cheque register and return it to the Payroll/Finance Coordinator.
13. The Payroll/Finance Coordinator will complete the payroll run and enter the data



into the direct deposit software application.

14. The Payroll/Finance Coordinator will complete the direct deposit transmission.
15. The Payroll/Finance Coordinator will scan to email payroll stubs to all employees.
16. The Finance Manager will review the payroll register and direct deposit batch detail and initial the report indicating that it has been reviewed. The Finance Manager will forward the payroll register and direct deposit batch detail to the Director of Finance and Administration or Executive Director to initial the bank deduction.
17. The Director of Finance and Administration maintains a set of operational procedures so another staff person can perform the duties in the event the Payroll/Finance Coordinator is not available to perform his/her duties.
18. The Agency Human Resources Policies and Procedures will govern deductions for Sick Leave, Compassionate Leave, Vacation Pay, and personnel deductions. Other deductions for payroll are governed by statutory deductions as defined by Ontario Employment Standards Act and Revenue Canada.

In preparing Revenue Canada Remittances, the following steps will be taken:

1. The Payroll/Finance Coordinator will prepare the Canada Revenue Agency Remittance before the 15th of the month for the previous month.
2. The Payroll/Finance Coordinator will forward the Canada Revenue Agency for Remittance and to process in accordance with the Cheque Processing Policy.

In making Deductions for Absences, the following steps will be taken:

1. The Supervisors will notify the Payroll/Finance Coordinator of required deductions from an employee's pay for absences or reduced hours. Notification must be provided to the Payroll/Finance Coordinator by memo, e-mail, timesheet, or attendance forms prior to processing of payroll for the respective pay period. The Supervisors will provide a copy of the notification to the employee.
2. If the Payroll/Finance Coordinator did not receive the notification prior to processing the payroll for the current pay period, the deduction will be made on the employee's next pay. The Payroll/Finance Coordinator will inform the Supervisors of this, who will then notify the employee.

In making other deductions, the following steps will be taken:



1. The employee will notify the Payroll/Finance Coordinator through written documentation regarding deductions from the employee's pay with a start and end date prior to the processing of payroll.
2. Other optional bi-weekly deductions are donations, which are authorized at the beginning of the calendar year or the employee's start date.
3. Other optional deductions must be requested in writing with a start and end date.

In making Adjustments, the following steps will be taken:

1. The Human Resources Manager must provide notification to the Payroll/Finance Coordinator of changes in salary, employment status and/or position no later than noon on Monday of payroll week.
2. Upon contract completion and/or employment termination, the employee must submit a final timesheet in order for the Agency to reconcile their final pay. The Human Resources Manager must provide the Payroll/Finance Coordinator with an up-to-date Accrual Form, listing Annual Vacation, and overtime balances to-date prior to final pay processing. For employee's Overtime and Annual Vacation owing is paid out at the end of the employment period.
3. Registered Pension Plan deductions will apply in respect of overtime earnings to employees eligible for Registered Pension Plan unless the Payroll/Finance Coordinator is otherwise notified.
4. Any negative balances in leave credits will be adjusted before processing the final payroll. This will produce a final pay calculation memorandum to notify the employee of the basis of their final pay.
5. The Payroll/Finance Coordinator will issue a Record of Employment for terminated employees within five working days after their last payroll is issued.

POLICY REFERENCES:

Human Resources Policy and Procedure Manual
Child in Care Policy and Procedure Manual



14. MONTH-END PROCESSING

Month-End Processing	
Chapter 14: Month-End Processing	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services will complete monthly Account Reconciliations by the 10th of each month to validate balances.

PROCEDURE:

In completing Bank Reconciliations, the following steps will be taken:

1. The Finance Manager will review the Bank Statement and note any direct deposits, bank service charges, and automatic deductions, e.g., Leases.
2. The Finance Manager verifies all cleared cheques against the Bank Statement and will contract the financial institution if any discrepancies are found. Any adjusting entries will be noted for the next month.
3. The Finance Manager will complete the Bank Reconciliation using the accounting software, as follows:
 - a) Clear all cheques through the bank account, noting any discrepancies;
 - b) Verify deposits or payments not supported by a cheque against financial documentation to confirm account allocation;
 - c) Record and clear deposits, automatic deductions, and service charges.
4. The Finance Manager will print the Bank Reconciliation Report with a listing of outstanding cheques and forward it to the Director of Finance and Administration for review, sign off, and filing.
5. Cheques outstanding for more than six months are stale-dated. The Finance Manager will follow up with the payee to determine why the cheque has not been cashed. If an alternate cheque is required, it will be processed in accordance with the Lost or Misplaced Cheques Policy.



In completing Accounts Receivable, the following steps will be taken:

1. The Payroll/Finance Coordinator will prepare the listing of all Accounts Receivables for reporting with the Financial Statements. The Account Receivable Listing will indicate:
 - a) Alternative Care Receivables;
 - b) Receivables for other monthly items; and
 - c) Estimates based on Agreements, Contracts, Invoices, And Recoverable Funds.
2. The Payroll/Finance Coordinator will forward the Accounts Receivable Listing to the Finance Manager to monitor account balances, make appropriate follow up and report with detail with Monthly Financial Statements.

POLICY REFERENCES:

Month End Processing Policy
Inventory of Capital Assets Policy
Investment Policy
Accounts Receivables Policy
Alternative Care Policy
Lost or Misplaced Cheques Policy
Accounts Payable Policy
Budget Process Policy



15. YEAR-END PROCESSING

Year-End Processing	
Chapter: Year-End Processing	Department: Finance
Date Approved:	Date Revised:
Source Reference: Generally Accepted Accounting Principles (GAAP)	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services will complete Annual Account Reconciliations by June 30th to validate balances and include in annual Financial Statements.

PROCEDURE:

In completing Bank Reconciliations, the following steps will be taken:

1. The Finance Manager will provide the Bank Reconciliation for the last month of the fiscal year and the bank deposit book to the Agency's Auditor. All other Bank Reconciliations for the fiscal year are readily available for the Agency's Auditor during the Audit Review.

In completing Accounts Receivable, the following steps will be taken:

1. The Payroll/Finance Coordinator will ensure payment claims or reports to funding agencies are completed and submitted for all Funding Agreements for the period ending March 31st.
2. The Payroll/Finance Coordinator will determine revenue receivables based on the Claims submitted.
3. The Payroll/Finance Coordinator will record all identified revenue receivable.
4. The Payroll/Finance Coordinator will ensure supporting documentation for all Accounts Receivable is available.
5. The Payroll/Finance Coordinator will prepare a complete listing of Accounts Receivable. The Accounts Receivable listing will include all funding and the date received. The Payroll/Finance Coordinator will provide the Accounts Receivable Listing with supporting documentation to The Finance Manager.



6. The Finance Manager will review the Accounts Receivable Listing to ensure accuracy and completeness. The Finance Manager will provide the Accounts Receivable Listing with supporting documentation to the Agency's Auditors. All original documents for Accounts Receivable are readily available to the Agency's Auditors during the Audit Review.

In completing GST and HST, the following steps will be taken:

1. The Finance Manager will provide a copy of the completed GST and HST Refund Forms to the Agency Auditor.

In completing Accounts Payable, the following steps will be taken:

1. The Payroll/Finance Coordinator will record all Accounts Payable and Accrued Accounts Payable at year-end.
2. The Payroll/Finance Coordinator will prepare a complete listing of Accounts Payable for the Agency. The Accounts Payable Listing will include all payables to suppliers, employees, funding agencies, etc.
3. The Payroll/Finance Coordinator will forward the Accounts Payable and Accrued Accounts Payable Listings to the Finance Manager.
4. The Finance Manager will provide the Agency Auditor with the Accounts Payable and Accrued Payable Listings. All original invoices are readily available for the Agency's Auditor during the Audit Review.

In completing Prepaid Listing, the following steps will be taken:

1. The Finance Manager will prepare a complete listing of prepaid expenses for the Agency.
2. The Finance Manager will record the prepaid expenses in the accounting system.
3. The Finance Manager will provide the prepaid listing to the Agency's Auditor. All original invoices are readily available for the Agency's Auditor during the Audit Review.

In completing Salaries Payable, the following steps will be taken:

1. The Payroll/Finance Coordinator will prepare a complete listing of salaries payable to employees. These salaries are due March 31st and are paid in April.



2. The Payroll/Finance Coordinator will forward the Salary Payable List to The Finance Manager. The Finance Manager will review the salary payable list and record salaries payable in the accounting system.
3. The Finance Manager will provide the Salary Payable List to the Agency Auditor. All salary and payroll information is readily available for the Agency's Auditor during the Audit Review.

In completing Overtime and Vacation Accrual, the following steps will be taken:

1. The Payroll/Finance Coordinator will prepare a complete listing of overtime and vacation accrual to employees as of March 31st based on the Time Sheets Summaries prepared quarterly by the Human Resources Manager.
2. The Payroll/Finance Coordinator will forward the Overtime and Vacation accrual list to The Finance Manager. The Finance Manager will review the Overtime and Vacation Accrual List and record the amounts payable in the accounting system.
3. The Finance Manager will provide a copy of the Overtime and Vacation Accrual list to the Agency Auditor.

In completing Employer Health Tax (EHT), the following steps will be taken:

1. The Payroll/Finance Coordinator will prepare an Employer Health Tax Listing of Employer Health Tax due up to and including March 31st based on amounts calculated from taxable salary paid from January to March.
2. The Payroll/Finance Coordinator will forward the Employer Health Tax Listing to The Finance Manager.
3. The Finance Manager will review the Employer Health Tax Listing and record the Employer Health Tax payable in the accounting system.

In completing Capital Asset Inventory, the following steps will be taken:

1. The Capital Asset Inventory is updated at year-end according to Inventory of Capital Assets Policy.
2. The Finance Manager will provide a copy of the Electronic Capital Asset Listing with an accompanying schedule of additions and amortization to the Agency Auditors.



In completing Interest Income, the following steps will be taken:

1. The Finance Manager will review Investment Account Statements at March 31st to determine any interest income earned on invested Agency funds.
2. If income has not been paid to the Agency on investments for any period up to March 31st, the Finance Manager will calculate interest accrued on the investment.
3. The Finance Manager will record interest income in the accounting system.
4. The Finance Manager will provide Investment Account Statements and accrued interest calculations for the Agency Auditors.

In completing New Fiscal Year Financial Files, the following steps will be taken:

1. The Finance Manager will ensure current and previous fiscal year financial files are kept on-site.
2. At the end of the fiscal year, employees will file the older set of fiscal files in a storage box and record the contents on each storage box. The Finance Manager will ensure the files are moved to storage.
3. Employees will open new fiscal year files for every active vendor and Funding Agreement.
4. The Finance Manager will prepare an Expense Allocation List for the Finance Clerk to use as a guide for the allocation of expenses during Cheque Requisition or processing. The Finance Manager will print a new Chart of Accounts and attach it to the Expense Allocation List.

POLICY REFERENCES:

Month End Processing Policy
Inventory of Capital Assets Policy
Investment Policy
Accounts Receivables Policy
Accounts Payable Policy
Budget Process Policy



16. Financial Reporting

BUDGET SURPLUS OR DEFICT:

Budgeting Surplus or Deficit	
Chapter 16: Financial Reporting	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Budget surpluses will be reallocated to ensure revenues are used effectively for Dnaagdawenmag Binnoojiiyag Child & Family Services operations.

PROCEDURE:

1. Budget surpluses will be reallocated using the following authorities:
 - a) The Executive Director has authority to approve reallocation of budget surpluses under \$20,000 subject to funding agreement;
 - b) The Board of Directors will also approve the reallocation of budget surpluses over \$20,000.
2. Budget deficits are not permitted. Budget deficits over \$20,000 require corrective plan of actions approved by the Board.
3. The Finance Manager will provide Monthly Variance Reports to Senior Managers identify surpluses or deficits.
4. The Director of Finance and Administration will discuss budget surpluses or deficits at Monthly Senior Management Meetings.
5. Senior Management will develop and recommend a plan to address the surpluses or deficits.
6. The Director of Finance and Administration will present the recommended plan to the Finance Committee.
7. The Finance Committee will present the recommended plan to the Board of Directors for their review and or approval.

**FINANCIAL REPORTS:**

Financial Reports	
Chapter 16: Financial Reporting	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services operates in accordance with legal funding source requirements and regulations. The Finance Department will prepare and provide the Financial Reports necessary to ensure accountability and disclosure of all financial information to Board of Directors, member First Nations, and funding sources. Monthly, Quarterly, and Annual Reports are submitted as required or requested. The Board will appoint a Licensed Auditor by July 30 to perform an Annual Audit of the Agency's Financial Statements for the current fiscal year.

PROCEDURE:

The following procedures will be undertaken monthly:

1. The Finance Manager will be responsible for the preparation of the monthly financial statements in accordance with funding agency templates and preparation of the accompanying narrative.
2. The Finance Manager reviews the Bank Statement and notes General Ledger entries and completes the Bank Reconciliation using the financial electronic application.
3. The Finance Manager reviews the General Ledger Listing to ensure accuracy. The reports are prepared by the Finance Manager indicating total expenses to date.
4. Each Supervisor receives their Monthly Program Report by the end of the following month.
5. The Senior Management Team receives and reviews the consolidated and detailed reports.
6. The Finance Manager will prepare a covering letter listing known omissions and/or variances for the applicable period.
7. The Finance Manager will maintain a copy of these reports.



8. The Alternative Care Statistics Report will be completed, as follows:
 - a) The Payroll/Finance Coordinator will compile monthly information from the Days in Care Forms;
 - b) The Payroll/Finance Coordinator will forward the information from the Children's Aid Society invoices to the Finance Clerk;
 - c) The Payroll/Finance Coordinator will complete the Alternative Care Statistics Report including the number of Days in Care, payments to homes, and amounts receivable from Children's Aid Society's. The Payroll/Finance Coordinator will forward the completed report to the Finance Manager.

The following procedures will be undertaken quarterly:

1. The Director of Services provides required data elements to the Finance Manager within 20 days after the end of the quarter.
2. The Finance/Payroll Coordinator provides time sheet summaries to the Finance Manager within 20 days after the end of the quarter.
3. The Finance Manager prepares Quarterly Reports to meet funding Agency requirements. Variance reports are developed in collaboration with the Director of Services.
4. The completed reports are reviewed and approved by the Director of Finance and Administration.
5. The approved report is submitted to the appropriate funding source.
6. The Finance Committee meets to review the Quarterly Financial Statements within 45 days of the end of the quarter and recommends approval to the Board of Directors.
7. The Finance Committee will present the Quarterly Report to the Board of Directors at the next scheduled meeting to review and approve by motion the acceptance of the monthly financial statements.

The following procedures will be undertaken to handle audits:

1. Annually the audited financial statements will be completed along with the Transfer Payment Annual Reconciliation report (TPAR) and any eligibility reports as required.
2. A board approved auditor audits financial statements annually, at fiscal year-end. The Auditor's Report is approved by the Board of Directors and presented to the



corporate members at the Annual General Meeting.

3. The Board of Directors appoints an external Auditor at the Annual General Meeting to audit the Corporation's Financial Records.
4. The Audit Report must be completed and submitted to the Finance Committee by August 15th for the fiscal year ending March 31st. The audited financial statements and the management letter will be reviewed by the treasurer and presented to the Board of Directors. The Board of Directors will take necessary steps to address audit recommendations.
5. The Finance Manager will provide the Auditor with required information, including:
 - a) An itemized list of Accounts Receivable;
 - b) An itemized list of Accounts Payable and Accrued Accounts Payable;
 - c) Bank Statements, cancelled cheques, and Bank Reconciliations for the fiscal year;
 - d) Bank deposit book;
 - e) Signed Contribution Agreements;
 - f) Receiver General Remittance Slips for a fiscal year;
 - g) T4 summary and T4 Slips for the calendar year;
 - h) Insurance Policies and Invoices;
 - i) Board Resolutions and Minutes;
 - j) Electronic General Ledger Listings for fiscal year end;
 - k) Employer Health Tax (EHT) calculations;
 - l) An itemized list of prepaid expenses;
 - m) An itemized list of salaries payable;
 - n) List of accruals for Overtime and Annual Vacation;
 - o) List of inventory additions and depreciation;
 - p) Year-end Financial Statements;
6. The Executive Director and Director of Finance and Administration will meet with the Auditors to discuss the planning and the timing of the Audit.
7. The Finance Department will assist the Auditor with access to Agency files.
8. The Director of Finance and Administration will meet with the Auditors to discuss the draft Audit.
9. The Executive Director and Director of Finance and Administration will meet with the Agency Management Team to review the draft Audit.
10. The Finance Manager and Director of Finance and Administration will meet with the Finance Committee for a review of the draft Audit and Management



Letter.

11. The Finance Committee presents the draft Audit and Management Letter to the Board.
12. The Finance Manager and Director of Finance and Administration and the Executive Director sign off on Certificate of Assurance annually to the board and auditor.
13. The Board will review all recommendations made by the Auditor and where necessary and appropriate, plan for and implement those recommendations.
14. The Finance Manager will be responsible for the implementation of the recommendations from the post audit management letter.
15. The Board will approve the Audited Financial Statements to be signed by the President and Secretary/Treasurer on behalf of the Board of Directors.
16. The signed Audited Statements will be included in the Agency's Annual Report and submitted to each of the First Nations and all funding sources, as required.
17. The Director of Finance and Administration will ensure the Auditor presents the Audited Financial Statements at the Annual General Meeting.

POLICY REFERENCES:

Year End Processing Policy
Board of Directors Policy and Procedure Manual

**GOVERNMENT REPORTS:**

Government Reports	
Chapter 16: Financial Reporting	Department: Finance
Date Approved:	Date Revised:
Source Reference: Revenue Canada https://www. Canada.ca/en/revenue-agency	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services Finance Department will file government forms, reports, or make payments on or before the required due date to avoid penalties and interest charges.

PROCEDURE:

1. Corporation Act filing including annual income Tax filing as required by the Federal Corporations Act.
2. The Director of Finance and Administration prepares or causes to be prepared the required documents and returns. The Director of Finance and Administration reviews and authorizes the reports for submission to the appropriate regulatory body.
3. The Payroll/Finance Coordinator is responsible for the preparation of all payroll-related filings. The Finance Manager is responsible for reviewing the accuracy of payroll-related filings.
4. Employer Health Tax (EHT) – Finance/Payroll Coordinator
 - a) Employer Health Tax applies to taxable earnings;
 - b) The information disclosed can be obtained from the T4 Summary Report;
 - c) This form is required after the calendar year end;
 - d) The remittance must be submitted on/or before March 15th;
 - e) One week prior to the due date, the form is mailed.
5. Receiver General
 - a) Receiver General Payments are submissions of employee payroll deductions and employer contributions;
 - b) The amount owing is calculated from payroll issued in the current month;
 - c) The payment is due on/or before the 15th of the following month;
 - d) The completed form and payment are to be taken to the bank. The bank



- will stamp the form with the date of payment;
- e) This form is retained and filed as verification of payment.

6. OMERS Annual Reconciliation Report

- a) Ensure that you have an e-access and log in before January 1
- b) Run a Membership Data Extraction
- c) Ensure your data maintenance is complete:
 - Enroll any members that should have been enrolled, but were not (e-Form 102)
 - Report any outstanding normal retirement age or status changes (e-Form 106)
 - Report any outstanding leave periods (e-Form 165a)
 - Report any unpurchased disability elimination periods (e-Form 164)
 - Report any outstanding disabilities (e-Form 143)
 - Report any outstanding member terminations, retirements and pre-retirement deaths (e-Forms 143)
- d) Compare contributions remitted to contributions deducted to ensure they balance
- e) Build your import file using the Import File Builder
- f) Ensure all e-Form 119 data is available
 - Credited service
 - Contributory earnings
 - RPP/RCA contributions
 - Pension adjustments (PAs) (only required if submitted after Feb 28)
- g) Make sure to include retro-payment details (if applicable)
- h) Import data into e-access
 - E-form 119
 - Retro (if applicable)
- i) Submit data to OMERS
- j) Resolve expectations
- k) Reconcile
 - Ensure all e-Form 119 requests have been submitted or deleted
 - Verify contributions reported vs. remitted
 - Generate Pension Reports
 - Select employer contact information
 - Click the green **Reconcile** button



- l) Run the Membership Data Extract to obtain Pas (if before Feb 28)
- m) Review the ANR125 – Form 119 RPP and RCA Reconciliation Report

7. Employee T4

- a) Annual Report required for employee tax information;
- b) Draft copies are printed and cross-referenced with the Receiver General Report totals. (EI; tax; CPP; Gross Taxable Salary; Insurable Earnings);
- c) If the totals are verified, the T4 Forms are printed using the automated system;
- d) One copy is given to the employee, the employer retains one copy, and the third copy is mailed to Revenue Canada on/or before February 28th.

8. Employer T4 Summary

- a) The Employer T4 Summary Form lists the totals of all employee and employer contributions. Any variance between required payments and actual payments will be reflected on this form;
- b) If a balance is owing, a cheque is processed and submitted with the form;
- c) If an overpayment has been made a cover letter should be attached to the form asking Revenue Canada to transfer the amount to next year's remittances. This overpayment balance will be deducted from the next year's Receiver General Remittance.

9. Employee T4A

- a) A T4A is printed for each employee who has received severance or retirement payments.

10. T4A Summary

- a) A T4A Summary Form lists the totals of severance or retirement payments paid to all employees.

11. Harmonized Sales Tax Rebate Form (HST)

- a) The Harmonized Sales Tax Rebate is applied for annually, ending March 31;
- b) A rebate will be claimed for 50% of the Federal component and 82% of the Provincial component;
- c) The completed form is sent to Revenue Canada.
- d) Once the Revenue Canada Form is completed an Accounts Receivable will be set up in the module awaiting payment

12. The Executive Director signs the documentation before submission to the Canada Revenue Agency.



17. MINISTRY RECONCILIATION

TRANSFER PAYMENT OPERATING FUNDS:

Transfer Payment Operating Funds	
Chapter 17: Ministry Reconciliation	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child & Family Services will maintain records to account for revenues and expenditures associated with Ministry funded services they are contracted to provide. Ministry reporting is based on modified accrual accounting, which forms the basis of funding.

PROCEDURE:

1. To achieve compliance in reporting, the Agency must ensure Quarterly Reporting to the Ministry meets the following:
 - a) Accurate reflection of actual, to-date results;
 - b) Adherence to related policies and programs guidelines;
 - c) Forecasting/reporting is based on Ministry basis of accounting.
2. The Agency must complete a hard or soft close at the end of each quarter and explain all significant variances.
3. At year-end, the Finance Manager will reconcile the Ministry's approved subsidy with the Agency's Year-End Actual information to identify a total net subsidy either due to or owed by the Ministry. The financial information will be obtained from the Agency's Financial Statements, which includes supplemental information segmented by service (detail code).
4. The Executive Director will review the reconciliation for accuracy.
5. If the Auditor has issued a Management Letter, the Executive Director must provide a copy to be submitted to the Ministry.

POLICY REFERENCES:

Admissible/Inadmissible Policy



FINANCIAL POLICIES AND PROCEDURES MANUAL

Executive and Allotment Control Policy
Retainable/Non-Retainable Revenues Policy
Financial Flexibility Policy
Budgeting Surplus or Deficit Policy

**ADMISSIBLE/INADMISSIBLE:**

Admissible/Inadmissible	
Chapter 17: Ministry Reconciliation	Department: Finance
Date Approved:	Date Revised:
Source Reference: https://www.ontario.ca/page/transfer-payment-accountability-directive	

POLICY:

Dnaagdawenmag Binnoojiiyag Child and Family Services is responsible for reporting as per Ministry guidelines for admissible and inadmissible expenditures.

PROCEDURE:

1. Admissible Expenditures must be:
 - a) Deemed reasonable and necessary for the provision of services subsidized by the Ministry;
 - b) Used in the calculation of the operating subsidy;
 - c) Expenditures must be:
 - i. Authorized in accordance with the policies of the Service Provider;
 - ii. Approved by the Ministry;
 - iii. Supported by acceptable documentary evidence.
2. Admissible Expenditures include:
 - a) Administration expenditures (directly related to the service or program delivery);
 - b) Bonuses, Gifts and Honoraria (paid to staff, excludes Board of Directors);
 - c) Capital Loans (principal and interest, in Ministry approved debt retirement situations);
 - d) Fundraising (if revenue raised is used to offset costs eligible for Ministry subsidy);
 - e) Incorporating or Restructuring Expenditures;
 - f) Mortgage Financing (principal and interest);
 - g) Pension Contributions (payments into a fund);
 - h) Property Taxes (with Ministry approval);
 - i) Replacement Expenditures (furniture, equipment, vehicles);
 - j) Travel Expenses (reimbursement of actual travel expenses incurred);
 - k) Accrued Vacation for Contracts.
3. Inadmissible Expenditures include:



- a) Amortizations (tangible and intangible);
 - b) Appropriations (charges to reserves or allowances);
 - c) Capital Expenditures (land or buildings);
 - d) Donations and Transfers (unless approved by Ministry);
 - e) Interest on Operating Loans (unless approved by Ministry);
 - f) Transactions with non-arm's length organizations;
 - g) Pension Expense (accrual);
 - h) Professional Organization Fees;
 - i) Provisions (unused vacation/sick leave, repairs and replacements, bad debts);
 - j) Retainer Fees (to have services available on a stand-by basis);
 - k) Unrealized loss or gain (non-cash item).
4. When an expense is incurred, the Finance/Payroll Coordinator will record it in the accounting system. In the comments box, the Finance/Payroll Coordinator will indicate the expenditure classification as admissible or inadmissible for future subsidy calculations.
5. The Finance Manager will review the expenditure classifications each month for accuracy.

POLICY REFERENCES:

Executive and Allotment Control Policy
Retainable/Non-Retainable Revenues Policy
Financial Flexibility Policy
Transfer Payment Operating Funds Policy
Budgeting Surplus or Deficit Policy

**EXECUTIVE AND ALLOTMENT CONTROLS:**

Executive and Allotment Controls	
Chapter 17: Ministry Reconciliation	Department: Finance
Date Approved:	Date Revised:
Source Reference: https://www.ontario.ca/page/transfer-payment-accountability-directive	

POLICY:

Dnaagdawenmag Binnoojiiyag Child and Family Services is responsible for reporting as per Ministry guidelines for the following controls in the Ministry Reconciliation:

1. Account under Executive Control: spending cannot exceed the budget or be transferred to another account without approval of the Ministry Management Board.
2. Account under Allotment Control: updated manually in the Ministry's Budget Control Systems Transfer Payments Policy.

PROCEDURE:

1. The Director of Finance and Administration will review the designation for accounts or sub-accounts under Executive Control.
2. The Director of Finance and Administration will compare the account and subaccount designations to the Executive and Allotment Controls document on the Ministry of Child and Youth Services website.
3. The Director of Finance and Administration will update the designation of accounts and sub-accounts to match the Executive and Allotment Controls document.
4. The Director of Finance will notify the Finance/Payroll Coordinator and the Director of Services of any changes to the account or sub-account designations.
5. The Executive Director will ensure any changes to any Agency account are approved by the Board of Directors before submission to the Ministry.



POLICY REFERENCES:

Admissible/Inadmissible Policy
Retainable/Non-Retainable Revenues Policy
Financial Flexibility Policy
Transfer Payment Operating Funds Policy
Budgeting Surplus or Deficit Policy

**RETAINABLE AND NON-RETAINABLE REVENUES:**

Retainable and Non-Retainable Revenues	
Chapter 17: Ministry Reconciliation	Department: Finance
Date Approved:	Date Revised:
Source Reference: https://www.ontario.ca/page/transfer-payment-accountability-directive	

POLICY:

Dnaagdawenmag Binnoojiiyag Child and Family Services will report as per Ministry funding for retainable and non-retainable revenues.

PROCEDURE:

1. The Finance/Payroll Coordinator will classify revenues as retainable and non-retainable, which is required when completing the calculation of the Ministry subsidy.

POLICY REFERENCES:

Admissible/Inadmissible Policy
Executive and Allotment Control Policy
Financial Flexibility Policy
Transfer Payment Operating Funds Policy
Budgeting Surplus or Deficit Policy

**FINANCIAL FLEXIBILITY:**

Financial Flexibility	
Chapter 17: Ministry Reconciliation	Department: Finance
Date Approved:	Date Revised:
Source Reference: https://www.ontario.ca/page/transfer-payment-accountability-directive	

POLICY:

Dnaagdawenmag Binnoojiiyag Child and Family Services is permitted financial flexibility with some budgets in accordance with Ministry Agreements.

PROCEDURE:

1. Transfer payment providers are allowed financial flexibility to move dollars on a one-time basis without approval from the Ministry provided that all criteria are met. No permanent or annualized changes can be made without the prior approval of the Ministry Office managing the contract.
2. The following criteria applies to Financial Flexibility:
 - a) Program/Policy Directions and Priorities
 - i. Service targets defined in the contracts must be substantially met;
 - ii. Services must be consistent with Policy directions as well as community priorities;
 - iii. Must improve services and outcomes to clients;
 - iv. Realignments must first be applied to caseload increases in mandated services.
 - b) Funding Policies and Guidelines
 - i. Mechanisms must be in place to monitor achievement of service targets;
 - ii. No changes to annualized funding can be made without Ministry approval.
 - c) Conditions
 - i. Submission of Year-To-Date Reports on time with proper explanation of variances;
 - ii. Compliance with existing financial policies and guidelines;
 - iii. Identifying the realigned funding in the Year-End Reconciliation process.



- d) Realignment
 - i. Within the same Executive Control;
 - ii. Within the same Service Contract or Ministry of Children and Youth Services Approval;
 - iii. Between Detail Codes not identified as exceptions to financial flexibility.
- 3. The following Child Welfare Blocks apply to Financial Flexibility:
 - a) Block 1 – Agency Core Funding
 - i. Full financial flexibility across all funding categories
 - ii. Direct Services;
 - iii. Residential Services;
 - iv. Non-Residential Services;
 - v. Adoption Services;
 - vi. Child Welfare Legal Services;
 - vii. Travel-Client Related;
 - viii. Infrastructure and Admin Support Services;
 - ix. Revenue – Boarding Rates.
 - b) Block 2 – Transformation
 - i. No financial flexibility.
 - c) Block 3 – Select Service Volume Growth Change Funding
 - i. Conditional Financial Flexibility;
 - ii. Minimum percentage service volume increases before accessible each year;
 - iii. Applied only after Blocks 1 and 2 thresholds are exceeded.
 - d) Block 4 – Ministry Managed Child Welfare Funds
 - i. Partial Financial Flexibility;
 - ii. Surpluses can be used to offset pressures in Block 1.
- 4. Accounting Supervisor will review the surpluses or deficits held in each program at the end of the funding period and inform the Director of Finance and Administration and Information Technology Manager.
- 5. The Director of Finance and Administration will recommend to the Executive Director the realignment of any surpluses to allowable categories.
- 6. The Executive Director will present the realignment to the Board of Directors for approval prior to the adjustment of funds in the accounting records.



POLICY REFERENCES:

Admissible/Inadmissible Policy
Executive and Allotment Control Policy
Retainable/Non-Retainable Revenues Policy
Transfer Payment Operating Funds Policy
Budgeting Surplus or Deficit Policy



18. FINANCIAL ACCOUNTABILITY

ANNUAL AUDIT AND AUDITED FINANCIAL STATEMENT:

Annual Audit and Audited Financial Statement	
Chapter 18: Financial Accountability	Department: Finance
Date Approved:	Date Revised:
Source Reference: http://www.children.gov.on.ca/htdocs/English/index.aspx	

POLICY:

A licensed public Accountant will audit the Agency's financial operations on an annual basis. The auditor is appointed at the Agency's Annual General Meeting. The agency shall periodically put auditing services out to tender. As part of the Audit, the auditor must ensure MCCSS financial policy directives are adhered to.

The Board of Directors delegates the responsibility of receiving and reviewing the auditor's report to the Finance Committee of the Board of Directors.

The audited financial statement must be reviewed by the Board of Directors and then submitted to the Annual General meeting for approval. The Summary Financial information included in the Annual Report must accurately reflect the information in audited financial statements. The audited financial statements are made available to the general public.

The Finance Committee reviews the Auditor's Management Letter, if one is submitted, and monitors the implementation of the accepted recommendation. The Executive Director is responsible to implement the recommendations contained in the Auditor's Management Letter.

PROCEDURES:

1. The Finance Committee recommends to the Board of Directors the appointment of qualified auditors for the coming year. The appointment of auditors is at the discretion of the members of the Agency. A motion to appoint an Audit Firm for the coming year is made and approved at the Annual General Meeting.
2. An interim audit is conducted in the fall of each year to check systems and internal control procedures.



3. The final audit is conducted following the year-end to test and verify the financial records and statements prior to issuing audited outcomes, such as the Auditors Report, financial statements and if required, a Management Letter, addressing issues arising from the audit. The final audit is performed prior to the Annual General Meeting within a time frame to allow summary financial information to be included in the Agency's Annual Report.
4. The Director of Finance and Administration reviews the draft audited financial statements. Changes to the format or financial content, from what has already been reported to the Board of Directors, and is discussed with the Executive Director, Director of Finance and Administration, and the auditors.
5. The Finance Committee reviews the Auditors Management Letter, if received, and is advised by the Director of Finance and Administration of the plan for the implementation of the accepted recommendations.
6. The draft financial statements are reviewed by the Finance Committee of the Board for comments.
7. The Finance Committee invites the Auditor to assist in the presentation of the audited financial statements to the Board of Directors. The Finance Committee then recommends to the Board of Directors to accept and approve the final audited financial statements.
8. The Director of Finance and Administration ensures the summary financial information included in the Annual Report accurately reflects the information provided in the audited financial statements.
9. The announcement of the Annual General meeting and the Annual Report includes notification the complete audited financial statements are readily available to the membership of the Agency and the general public at the Agency's main office upon request.



DEVELOPMENT AND REVISION OF FINANCIAL POLICIES AND PROCEDURES:

Development and Revision of Financial Policies and Procedures	
Chapter 18: Financial Accountability	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

Dnaagdawenmag Binnoojiiyag Child and Family Services will develop, maintain, and revise Financial Policies and Procedures, which reflect good business practices and are compliant with governing legislation and standards. In order to maintain policies and procedures which are current and accurate, it is the agency's practice to review all policies and procedures at least once every four years, or more frequently, as required.

PROCEDURES:

1. Development of new financial policies occurs in the following manner:
 - i. The Director of Finance and Administration drafts the policies;
 - ii. The Senior Management Team and the Finance Committee of the Board review the draft;
 - iii. The Finance Committee, upon their acceptance of the Policies, recommends them to the Board of Directors for approval.
2. Upon review, the Finance Committee of the Board decides through motion, to reaffirm or revise each existing policy.
3. When a policy is to be revised, the process for development of new policies will be followed.

POLICY REFERENCES:

Board Designated Treasurer Policy
Finance Committee Policy
Board of Directors Policy and Procedure Manual



BOARD DESIGNATED TREASURER:

Finance Committee (Board of Directors)	
Chapter 18: Financial Accountability	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

The Board of Directors of the Agency must designate by way of election or appointment by the Board, a Director to act as Treasurer.

The Treasurer will have combined experience and skills or qualifications in business and financial management to fulfill the responsibilities of the Board Treasurer. The Treasurer must regularly report to the Board of Directors on financial matters related to the business of the Agency. This will effectively allow the Board to carry out its functions to monitor the Agency's financial operations.

The Treasurer will attend the Finance Committee meetings and act as Chair of the Committee. The formal development and review of all financial policies must occur at the Finance Committee and recommendations for the acceptance of new or revised Finance policies shall be made to the Board by the Treasurer.

PROCEDURES:

The roles of the Treasurer of the Board of Directors are:

- a) Report to the Board of Directors on all financial matters;
- b) On behalf of the Board of Directors ensure:
 - The Agency has appropriate financial policies that conform to legal requirements, MCCSS financial directives and generally accepted accounting principles;
 - Acts as the Chair of the Finance Committee; and
 - Acts as a signing officer for the Agency.

POLICY REFERENCE:

Development & Revisions of Financial Policies and Procedures
Board of Directors Policy and Procedure Manual



FINANCE COMMITTEE (BOARD OF DIRECTORS):

Finance Committee (Board of Directors)	
Chapter 18: Financial Accountability	Department: Finance
Date Approved:	Date Revised:
Source Reference: Ontario Accountability Directive http://ontario.ca/age/transfer-payment-accountability-directive	

POLICY:

The Finance Committee is a permanent committee created by the Board of Directors whose members monitor the financial affairs of the Agency.

The Finance Committee is accountable to the Board of Directors of Dnaagdawenmag Binnoojiiyag.

PROCEDURES:

1. The Agency By-Laws governs the authority and rules of the Finance Committee.
2. The Terms of Reference of the Finance Committee establishes the membership, chair, duties, and operational procedures of the Finance Committee.

The term of membership on the Finance Committee shall be from the date of appointment until the first Board meeting following the Annual General Meeting of the members of Dnaagdawenmag Binnoojiiyag Child & Family Services. Finance Committee members may serve successive terms if re-elected.

POLICY REFERENCE:

Board of Directors Policy and Procedure Manual

**BUDGET APPROVAL AND MONITORING:**

Budget Approval and Monitoring	
Chapter 18: Financial Accountability	Department: Finance
Date Approved:	Date Revised:
Source Reference: Ontario Accountability Directive http://ontario.ca/age/transfer-payment-accountability-directive	

POLICY:

The Board of Directors will review and approve the Annual Operating and Capital Budgets of the Agency.

The Board of Directors will review and approve all significant revisions made during the year to approved Annual Budgets and/or funding allocations.

The Board of Directors will perform periodic reviews, at least quarterly, of operating results and comparison of such operating results to the approved budget and/or funding allocations.

A significant revision to the Approved Budget and/or funding allocation is defined as any amount in excess of 10% of the total budget.

PROCEDURES:

1. The Financial Plan of the Agency and the Capital Budget (if applicable) is presented to the Board of Directors upon recommendation of the Finance Committee.
2. The Financial Plan of the Agency is approved through Board of Director motion.
3. The Board of Directors receives Summary Financial Reports prepared monthly by the Director of Finance and Administration, with comparisons to budget funding.
4. The Executive Director will provide the Board of Directors with a plan to ensure any Agency programs with a negative budget variance will be balanced.
5. Any significant revisions to the Financial Plan of the Agency, may result from a change in the amount of ministry funding, are reviewed and approved by the Board of Directors.



6. The Agency will provide MCCSS with a TPAR (Transfer Payment Annual Reconciliation) Report in the form of Audited Model Financial Statements, 4th Quarter Year to Date Reports, Post Audit Management letter, and any other information as requested by the Ministry.
7. The Ministry reviews the TPAR Report and determines eligible funding as well as any recoverable subsidy. This is verified through the Annual Program Expenditure Reconciliation process. MCCSS is responsible to recover any recoverable subsidies from the Agency

POLICY REFERENCE:

Budget Policy
Board of Directors Policy and Procedure Manual



19. RISK MANAGEMENT

Risk Management	
Chapter 19: Risk Management	Department:
Date Approved:	Date Revised:
Source Reference:	

POLICY:

The definition of risk for the purpose of this policy means “the exposure to potential danger or losses.”

Types of exposure to risk are as follows:

- i. Any situation which gives rise to any individual taking any civil action against the Agency (i.e.: defamation of character, libel, slander, breach of contract) where it is deemed by the individual they have incurred some loss as a result of Agency actions;
- ii. Any situation where any agent or employee of the Agency is responsible for any criminal undertaking (this cannot be protected against through insurance coverage);
- iii. Losses due to fire, flood, earthquake, or any act of God;
- iv. Losses due to theft, break-in, malicious, and willful damage;
- v. Losses due to the dishonesty of employees;
- vi. Losses due to the action of tenants in Agency owned properties.

The Board of Directors will determine the acceptable level of risk incurred through normal conduct of its business and will review the level of risk on an annual basis. The Executive Director must ensure an adequate Risk Management Plan and Risk Protection Insurance Plan is in effect at all times. The Executive Director will ensure Agency business is conducted in a meaningful and bonafide manner.

PROCEDURES:

1. It is the responsibility of any person (Board, Staff, Alternative Care Providers, Volunteers, or members of the communities) to report any potential risk of danger or loss to the Agency, to the Executive Director or Director of Finance and Administration as soon as possible.
2. This recognition of risk may be in the form of Notification of Action through a process server. If the Agency is named in the action, the Executive Director must be served.



3. When any potential risk against the Agency is reported, the Executive Director and/or Director of Finance and Administration will call together those individuals who are closest to the issue to discuss a process of managing the situation.
4. A Risk Management Plan is the way in which the Agency decides to protect itself. It is the responsibility of the Executive Director, the Director of Finance and Administration to ensure the Agency has a Risk Management Plan in accordance with the acceptable level of risk as approved by the Board of Directors. Insurance Coverage is a primary means of protection. Insured risk exposures are:
 - i. Long Term Disability;
 - ii. Workers Compensation;
 - iii. Comprehensive General liability;
 - iv. Errors and Omissions;
 - v. Non-Owned Automobile;
 - vi. Boiler and Machinery;
 - vii. Employee Dishonesty;
 - viii. Tenants legal Liability;
 - ix. Legal Defense.

All persons, Board members, Staff, Alternative Care Providers, and volunteers who perform as agents, the work of the Agency must be under the direction of the Agency, must adhere to the policies and procedures of the Agency, and provide service under the general guidelines of the Child, Youth and Family Services Act (CYFSA).

5. All insurance coverage(s) are monitored continuously and modifications to coverage will be considered relative to exposure incurred as a result of contracts and other actions.
6. A review of all insurance coverage occurs on at least an annual basis. At the time of the review, the Human Resources Manager will consult with appropriate professionals, such as auditors and insurance carriers/brokers to ensure sufficient coverage in significant areas of risk as well as to consider changes or enhancements in insurance coverage.
7. Once adequate insurance coverage has been confirmed, a recommendation for the Risk Protection Insurance Plan is made by the Executive Director and the Director of Finance and Administration to the Finance Committee of the Board.
8. The recommendation for the Risk Protection Insurance Plan is presented to the Board of Directors for approval.



9. The Director of Finance and Administration communicates the Risk Protection Insurance coverage to the Senior Management Team who in turn will inform specific groups covered by the Insurance (i.e.; Board of Directors, Alternative Care Providers, and Staff).
- A. **CATASTROPHIC LOSS**
 - The Agency has insurance policies and vendor agreements in place to ensure, to the degree possible, the continuation of child welfare service delivery to the communities.
- B. **PROPERTY LOSS**
 - Agency properties and contents insured on a replacement basis; inventory of assets is updated annually;
 - Extra expense provision of insurance policy insures costs incurred by the Agency in order to continue, as nearly as practicable, normal operations during the loss restoration period; and
 - Staff may be assigned to alternate location(s) during loss restoration period.
- C. **HARDWARE/SOFTWARE LOSS**
 - Data and Management programs are backed up daily and stored off site);
 - Hardware insured on a replacement cost basis; inventory updated annually;
 - Extra expense provision of insurance policy insures costs incurred by the Agency in order to continue, as nearly as practicable, normal operations during the loss; and
 - Insurance coverage contains provisions for software replacement; policy limit reviewed annually.
- D. **SERVICE DELIVERY**
 - Delivery of child welfare services and urgent prevention matters to continue on a temporary basis via expanded Emergency After Hours Service



20. TRAVEL

ROAD TRANSPORTATION:

Road Transportation	
Chapter 20: Travel	Department: Finance
Date Approved:	Date Revised:
Source Reference: Travel, Meal and Hospitality Expenses Directive https://www.ontario.ca/document/travel-meal-and-hospitality-expenses-directive	

POLICY:

A combination of car rentals, use of personal staff vehicles, and other ground transportation will be utilized to meet the business needs of the Agency in a cost effective and operationally efficient manner.

Alternative modes of transportation (i.e.: rail and air) will be considered when road transportation is not viable, practical, or operationally efficient. Alternative modes of transportation must be approved by the Executive Director or designate.

PROCEDURES:

1. Where travel needs will exceed 400km in a given day, the employee will discuss alternatives with their immediate manager. The manager may approve taxicab service for limited local transport needs, or approve the rental of a vehicle where feasible and reasonable. When road transportation has been determined to be the most practical and economical way to travel, the order of preference will be:
 - Rental vehicle when a rental vehicle is more economical than use of a personal vehicle i.e. if travel will average more than 400kms round trip, the employee should rent a car); or
 - Personal vehicle when the personal vehicle is more economical than use of a rental vehicle, and where the employee has requested and obtained permission to use personal vehicle as per separate policy ('Use of Personal Vehicle') *

*An exception to the above involves employees who have obtained permission to use their personal vehicles on a regular basis to carry out day-to-day functions of Agency business, normally within the Agency's jurisdiction. Employees who are required to use personal vehicles on a regular basis are also required to abide by the order of preference above when travelling distances exceeding 400 kilometers.



Dnaagdawenmag Binnoojiiyag Child & Family Services recognizes many of its' employees are based in rural and remote locations on First Nations and do not have reasonable access to rental vehicles, and in many circumstances, it might require excessive travel and time to do so. The expectation is rental vehicles will be used whenever the combined cost and time lost in travelling to obtain a rental car is outweighed by the cost savings created through using one.

2. When renting a vehicle, the size of the rental will be the most economical and practical required for program delivery and number of occupants.
3. Car rentals can be charged directly to the Agency.
4. Requests to use one's personal vehicle for travel are subject to the "Use of Personal Vehicles".
5. Local public transportation /hotel shuttles will be used whenever practical
6. Taxicabs may be used where justified by exceptional circumstances i.e.:
 - When other means of transportation are not available;
 - When weather conditions so warrant;
 - When health or safety warrants;
7. When group travel by taxi cab is more economical than the total cost had individuals travelled separately; and
8. When the transport of work-related baggage is required and cannot be accommodated by other forms of travel.

POLICY REFERENCE:

Travel Outside of the Jurisdiction Policy

Use of Personal Vehicle Policy

Use, Operation, Maintenance of Vehicles Policy

Travel Arrangements, Meals, Mileage & Miscellaneous Expenses Policy

**TRAVEL OUTSIDE OF THE JURISDICTION:**

Travel Outside of the Jurisdiction	
Chapter 20: Travel	Department: Finance
Date Approved:	Date Revised:
Source Reference: Travel, Meal and Hospitality Expenses Directive https://www.ontario.ca/document/travel-meal-and-hospitality-expenses-directive	

POLICY:

The Agency must ensure travel by Board Members, staff, Alternative Care providers, and volunteers outside the boundaries of Dnaagdawenmag Binnoojiiyag Child & Family Services occurs only when necessary, and is done in a manner which reflects good service delivery and financial accountability. Travel outside Ontario, by staff or alternative care providers on Agency business, or children in care, requires the approval of the Executive Director.

PROCEDURES:

Requests for travel outside the jurisdiction are subject to the Agency's Finance policy on Signing Authorities/Approval Limits, including written proposal where applicable. All expenditures in such circumstances are subject to compliance with the Agency's policies on reimbursement. Further, staff is required to confer with their manager before travelling to ensure adequate office coverage is in place during their absence.

A. TRAVEL OUTSIDE THE JURISDICTION/IN ONTARIO

1. Staff approved to attend a training event, course or meeting, or to serve on a committee, working group etc., are deemed to have approval to attend such activities without receiving prior written approval for each individual trip.
2. Staff who have, as part of their responsibilities, the supervision of children and youth placed outside of the jurisdiction will have standing approval to travel to those placements to meet their obligations under CYFSA without receiving prior written approval for each trip.

B. TRAVEL OUTSIDE ONTARIO

1. All travel outside Ontario requires approval of the Executive Director prior to the trip being made. The request for travel will include;



- The reason for the travel;
- Duration of travel;
- Method of travel and rationale;
- Estimated costs for travel; and
- Estimated benefits for travel to the Agency, client and/or individual involved.

C. TRAVEL OUTSIDE CANADA

1. The Executive Director must approve all travel outside Canada in advance.
2. Written requests, which must include rationale and justification for out of country travel, will be submitted to the Executive Director who will consider the nature of the request, necessity or benefit of travel, the method of travel, and cost.
3. The most economical, efficient, and effective form of transportation will be utilized unless there are compelling reasons to select a costlier form. Such will be documented and maintained with the original proposal.
4. Workers must ensure all required documentation for their out of country travel, or that of a child in care, is in order prior to departure, i.e.; passports, visas, medical coverage, etc.

POLICY REFERENCES:

Road Transportation Policy

Use of Personal Vehicle Policy

Use, Operation, Maintenance of Vehicles Travel Policy

Arrangements, Meals, Mileage & Miscellaneous Expenses Policy

**USE OF PERSONAL VEHICLE:**

Use of Personal Vehicle	
Chapter 20: Travel	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal https://www.ontario.ca/page/broader-public-sector-expenses-directive	

POLICY:

The Employer may require certain employees to provide personal vehicles for business purposes. The Employer reserves the right to request a mechanical fitness certificate be provided for employee's vehicles if required for work purposes at the employee's expense. Smoking is not permitted in personal vehicle when transporting children and clients up to 30 minutes before transporting children and clients.

PROCEDURES:

1. Authorized use of personal automobiles is subject, but not limited, to policies and procedures related to travel, use, operation, maintenance of vehicles, and road transportation.
2. Proof of liability insurance in the amount of \$2,000,000 plus appropriate business coverage must be provided by employees for their personnel file in those circumstances where personal use of vehicles is either requested by the employee or required by the Employer.
3. Employees are responsible for the cost of insurance.
4. Employees authorized to use their personal vehicles for Agency business will normally be compensated with the Agency's approved KM rate.
5. Where an employee has specifically requested, and has received approval to use their personal vehicle, when less expensive transportation alternatives are available, the employee will be reimbursed for gas only.
6. Employees will document date of travel, specific destination, including the civic address, distance & purpose of travel of all travel for which reimbursement is claimed.
7. Employees using their vehicle for work related duties will plan for the most economical route to minimize kilometers and drive time.



POLICY REFERENCE:

Road Transportation Policy

Travel Outside of the Jurisdiction Policy

Use, Operation, Maintenance of Vehicles Policy

Travel Arrangements, Meals, Mileage & Miscellaneous Expenses Policy

**USE, OPERATION AND MAINTENANCE OF VEHICLES:**

Use, Operation, and Maintenance of Vehicles	
Chapter 20: Travel	Department: Finance
Date Approved:	Date Revised:
Source Reference: Dnaagdawenmag Binnoojiiyag Child & Family Services Internal	

POLICY:

The Agency will ensure the utilization of any vehicle for Agency business is conducted in a safe and reasonable manner and Agency vehicles are maintained in a state of good repair. Individuals who drive their own vehicles or car rentals on behalf of the Agency, must have a valid driver's license and be authorized in accordance with the Agency's delegation of authority to drive Agency vehicles for business purposes. Use of personal vehicles for Agency business outside of regular travel required to meet the daily needs of the position requires authorization from the Executive Director or designate and is subject to the "Use of Personal Vehicle" policy and procedures.

PROCEDURE:

1. Circumstances where personal use of car rentals on behalf of the Agency may be considered and which requires approval of the Executive Director or designate are:
 - a) When staff are travelling out of their usual jurisdictional work area on Agency business, they may deviate from the direct distance for a maximum of 10% of total distance to attend to personal matters providing it is done on personal time;
 - b) When staff travelling overnight out of their usual jurisdictional work area on Agency business they may deviate up to 10% of total distance for routine stops, going out for meals, etc. without having to reimburse the Agency; and
 - c) When staff are travelling overnight on Agency business and elect to stay with family/friends rather than hotel room, the distance between their accommodations and location of Agency business shall not be considered as personal travel. Permission will be obtained prior to travel.

Passengers, Seat Belts and Car Seats

1. Persons other than the driver of a vehicle may only be transported as passengers when such transportation is necessary for program delivery or beneficial to the Agency's operations. Any exceptions must be approved by the Executive Director or



designate. Such must not impact on confidentiality or interfere with the delivery of service, purpose, or cost of travel.

2. All individuals driving vehicles will use seat belts at all times.
3. Children being transported, subject to height and weight, will wear seat belts at all times or be seated in a properly secured car seat with a tether strap attached to an anchor belt.
4. Adults being transported will be asked to use their seat belts. If they decline to do so, they will be advised they will be responsible for any fines, injury, etc., that may occur.

Illness

1. Any illness restricting a person's ability to use a vehicle must be reported in writing to the immediate Supervisor with an accompanying medical certificate. Resumption of use of a vehicle to conduct Agency business will be considered only with the written clearance from a physician.

Accidents

1. Where necessary, emergency medical attention will be requested without delay.
2. All accidents are to be reported to the police and the drivers' immediate manager.
3. Upon return to worksite, the driver, without delay, will complete a full written report and submit it to their immediate manager, with copies to the Executive Director and Director of Finance and Administration.
4. In addition to the above, employees will report any accident which occurs carrying out Agency business directly to their insurance carrier.

Traffic (moving) and parking violations

1. Fines are the responsibility of the vehicle operator who was in charge of the vehicle at the time the fine was incurred.
2. Any moving violations incurred while on Agency business, or any moving violations involving demerit points at any time are to be reported in writing immediately to the immediate manager with a copy to Human Resources



3. The Executive Director may impose restrictions on an employee with respect to the use of a vehicle for Agency business where violations are serious or repetitive in nature and pose a serious risk.
4. Loss of a valid driver's license may result in temporary suspension or termination from employment.

Malfunctions and safety concerns

1. It is the responsibility of the owner of a personal vehicle to address malfunctions and/or safety concerns related to their vehicle without delay and to make alternative arrangements approved by their manager for agency related travel.

Cellphones

1. The use of cellphones and/or other hand held devices are prohibited, unless hands free technology is available.

POLICY REFERENCE:

Road Transportation Policy
Travel Outside of the Jurisdiction Policy
Use of Personal Vehicle Policy
Travel Arrangements, Meals, Mileage & Miscellaneous Expenses Policy

**TRAVEL ARRANGEMENTS, MEALS, & MISCELLANEOUS EXPENSES:**

Travel Arrangements, Meals, Mileage, & Miscellaneous Expenses	
Chapter 20: Travel	Department: Finance
Date Approved:	Date Revised:
Source Reference: Travel, Meal, and Hospitality Expenses Directive https://www.ontario.ca/document/travel-meal-and-hospitality-expenses-directive	

POLICY:

Travel, meal, and miscellaneous costs arising from Agency business or training will be reimbursed and/or advanced to employees, Alternative Care Providers and volunteers upon approval of the appropriate management staff, according to the established rates of reimbursable expenses. Related Policies/Procedures:

- Credit Cards;
- Signing Authorities/Approval Limits;
- Road Transportation;
- Travel Outside of Jurisdiction; and
- Use of Personal Vehicle, Use, Operation, and Maintenance of Vehicles.

PROCEDURES:**A. TRAVEL ARRANGEMENTS**

- a) The appropriate level of authority must be pre-approved for all business travel and documented on a Travel Advance.
- b) Travel less than 200kms round trip and involving no overnight stay does not require pre- authorization.
- c) Pre-authorization for the manager is required for travel not considered routine.

B. RESERVATIONS PROCEDURES

- a) All reservations for trips including air travel must be made through the approved travel agency or designated employee. Each traveler or designated travel arranger will be responsible for coordinating his/her travel arrangements, obtaining confirmation numbers, and ensuring proper payment is made.

C. AIR TRAVEL

- a) *Class of Service:* all employees must travel in coach class unless they receive a free upgrade.



- b) *Lowest Available Fare:* All airline tickets must be booked at the lowest available airfare as determined by the approved travel agency. Non-refundable and non-transferable tickets are lower priced, however, are not to be purchased. These tickets place the Agency at risk of monetary loss.
- c) The flight's departure or arrival time is within hours before or after the requested departure or arrival time; one stop or connecting flights should be considered if savings of \$100 or more can be achieved; employees may not specify a carrier.
- d) *Electronic Tickets (e-tickets);* to capitalize on the cost benefits and convenience, use of electronic ticketing will be the primary method of ticketing, except multi-leg international itineraries, and airlines without an electronic ticket option.
- e) *Charter or Private Aircraft:* Reimbursement for usage of charter or private aircraft requires the written permission from the Executive Director prior to incurring the expense.
- f) *Payment and Documentation:* All airline tickets must be booked with the approved travel agent or designated employee or on-line. When booked with the travel agent or designated employee, tickets are automatically charged to Dnaagdawenmag Binnoojiiyag Child and Family Services and paid by the Agency.
- g) *All documentation supporting the travel costs must be submitted to the Finance Department.* Boarding passes are needed to claim the expense.

D. LODGING

- a) *Hotel Selection:* Employees should select good quality, moderately priced hotels.
- b) *Room Type:* a standard room with a private bath in a moderately priced business hotel or motel is the corporate standard.
- c) *Cancellation:* All rooms will be guaranteed for late arrival. Employees must cancel the room reservation, by required deadline, if they will not need the room, to avoid a "no-show" charge. If the cancellation is made directly with the hotel, employees should request and retain a "cancellation" number as documentation of the transaction. "No show" charges are not reimbursable.
- d) *Payment and Documentation:* Lodging charges are to be billed to the employee and reported on their Expense Claim for reimbursement. The original receipt of charges and the Pre-Trip Approval form are required for documentation for reimbursement of lodging charges.
- e) Employees who stay with friends or relatives as an option to hotel/motel accommodation will be reimbursed for out of pocket expenses of \$40.00 per night in lieu of accommodation charges. No receipts are required for this amount which recognizes a contribution of food or a gift of hospitality.



E. MEALS & MILEAGE

- a) Travel arrangements should be the most cost effective for the Agency. Employees should use the most direct route and the most economical transportation, taking into consideration travel time, expense, and absence from the office.
- b) Mileage Allowance will be calculated from your work location or your home base whichever is the closest to the destination. When submitting mileage allowance, use

Mileage Allowance will be paid according to kilometer rates are set at the rate of 0.52 cents per km.

- c) Employees who have been designated to have travel status may receive:

Meals

Breakfast	\$13.45
Lunch	\$12.65
Supper	\$35.90
Incidentals	\$17.30

**Original, itemized receipt must be provided for reimbursement of meals and if an advance payment of meals has been given, original receipts will need to be submitted.*

**If staff do not want to purchase fast meals and would rather purchase from a grocery store due to healthy habits, etc. They can purchase groceries that do not exceed the total meal allowances that are allowable for their time away from work. If any meal is provided by an organization while they are away, this will not be added to the total meal allowance for calculating.*

**When staff are travelling to one of our office locations for training or a meeting and we have facilities (lunch room/fridge). Employees are expected to make their own lunch with no reimbursement (unless an overnight stay is required).*

Eligibility to claim meal allowance shall be as follows:

- Breakfast: Departing or on travel status on or before 8:30 am
- Lunch: Departing or on travel status on or before 12:00 pm
- Dinner: Arriving or on travel status after 6:00 pm
- Incidentals: Dependent upon accommodations claim

- d) *Business Meal* expenses are those meals taken with clients, prospects, or associates during which a business discussion takes place. Business Meal expenses must be



supported by an original itemized receipt and an Expense Claim. If the employee has an Agency credit card, those receipts are the preferred form of documentation and employees who have corporate cards should use them to pay for expenses whenever possible. The original itemized receipt must also be submitted with the credit card slip. Tear Tabs receipts from the diner/restaurant, where the employee fills in the amount of the expense, will not be accepted as documentation for Business expenses.

The following information must be included on employee expense reports as support for Business Meal expenses;

- Name, title and agency of all attendees;
- Name and location of the establishment where the event took place;
- Amount and date of the expense;
- Specific business topic discussed; and
- Phone Calls.

When possible, avoid making phone calls from hotels as it adds surcharges. If the employee has been issued an Agency cell phone, it should be used for making calls within Canada.

Non-Reimbursable Travel Expenses

- Hotel movies
- Alcohol
- Laundry/Dry Cleaning
- In-flight refreshments
- Personal gifts
- Traffic and parking fines
- Personal Articles (toiletries, magazines, etc.)
- Charitable contributions
- Office supplies

If an advance payment of expenses has been made to an employee for travel, all receipts of expenses will need to be included in reconciliation with the Finance Department. If an employee has received an advance of expenses and the employee has quit or has been terminated before using the travel advance, the employee must repay back the advancement. The employee along with their supervisor will sign a Recouping Costs Agreement Form that agrees to repay back any monies advanced for travel/training expenses or owing, if not used. A Payroll Deduction Authorization Form will also be signed to authorize Dnaagdawenmag Binnoojiiyag Child and Family Services to recoup costs of unused advance payments of travel/training expenses.

POLICY REFERENCE:



FINANCIAL POLICIES AND PROCEDURES MANUAL

Road Transportation Policy
Travel Outside of the Jurisdiction Policy
Use of Personal Vehicle Policy
Use, Operation, Maintenance of Vehicles Policy



Appendix A: Exemptions & Exceptions to Competitive Procurement Requirements

Note, the exception is for a non-competitive procurement of the good or service that falls within the categories listed and is not an exemption with respect to the administration, documentation, contract management, or other requirement of the procurement policy.

Licensed Professional and Specific Services for Children and Youth in Care and for any other clients served by the Agency:

The procurement of services from licensed professionals including medical doctors and dentists, pharmacists, nurses, psychologists, lawyers, accountants, architects, as well as boarding rate expenditures including reimbursable expenses paid to Foster Parents and Outside Paid Resources and support services for the case of children and youth placed by the Agency as well as services for other individuals and families who are clients of the Agency.

Single Source Supply:

Where only one supplier is available to meet the requirements of the agency procurement including the following circumstances:

- To ensure compatibility with existing products, to recognize exclusive rights, such as exclusive licenses, copyright, and patent rights, or to maintain specialized products maintained by the manufacturer or its representative;
- Where there is an absence of competition where the goods or services can be supplied only by a particular supplier and no alternative or substitute exists;
- For work to be performed on the behalf of the agency through a building lease agreement where the lessor will invoice costs back to the lessee;
- For work to be performed according to provisions of a warranty or guarantee held in respect of the original work;
- For the procurement of a prototype or a first good or service to be developed as needed for research purposes, a particular study, or other original purposes;
- For the purchase of goods under duress such as bankruptcy or receivership, where the agency has clearly documented the advantageous value received;
- For the procurement of real property;

Limiting Circumstances:

Limiting circumstances may exist where inherent factors limit the procurement process that undertaken. Under limiting circumstances, the agency can deviate from competitive



procurement requirements provided it does not do so for the purpose of avoiding competition between suppliers or in order to discriminate against suppliers.

Limiting circumstance may include:

- Where goods or consulting services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process could reasonably be expected to compromise government confidentially, cause economic disruption or otherwise be contrary to the public interest;
- Where compliance with open tendering provisions would interfere with the agency's ability to maintain security or order;
- In the absence of a receipt of any bids in response to a call for tenders made in accordance with the directive;

Emergency Situations:

For the purpose of this procedure, an "Emergency" means a situation where the immediate purchase of goods and services is essential to prevent serious delays in service delivery or to prevent or remedy damage to agency property or to restore an essential service.

An "Emergency" includes an imminent or actual danger to the life, health, or safety of an official or an employee while acting on the Agency's behalf (e.g. emergency boiler repairs or replacement), an imminent or actual danger of injury to or destruction of real or personal property belonging to the Agency.

Under emergency circumstances, the Executive Director has the authority to take the necessary steps to address the emergency and will subsequently inform the Board of Directors of the actions taken, setting out the details of any purchases made pursuant to this authority and the circumstances justifying the action taken.



Appendix B: Ontario Child Benefit Equivalent (OCBE)

POLICY:

To provide all children and youth in care and in formal customary care with access to recreational, educational, cultural and social opportunities that support their achievement of higher educational outcomes, higher degree of resiliency, social skills and relationship development and a smoother transition to adulthood.

PROCEDURES:

1. The Finance Manager will set up a separate general ledger account to hold and pool all OCBe payments made by the Ministry of Children and Youth Services. The fund shall be separate from the operating and from any other funds. The OCBe funding will be used only for expenditures outlined in Ministry Policy Directive CW002-08 as amended and shall not be used for any activities or staffing currently funded through the Child Welfare Multi-Year Funding Model. This policy directive is effective November 14, 2008.
2. The OCBe funding shall be used to support the achievement of the following outcomes:
 - a) Higher Educational Achievement
 - To be supported through a child or youth's participation in activities that maximize his or her learning potential and promote success in both primary and educational settings, and the future pursuit of post-secondary education and vocational learning opportunities.
 - b) Higher Degree of Resiliency
 - To be supported through a child or youth's participation in activities that promotes social skills and interpersonal relationship development.
 - c) Smoother Transition to Adulthood
 - To be supported through a child or youth's participation in activities that promote the development of the knowledge and skills necessary to transition from care and live independently, including knowing how and where to access required supports.
3. The funds will be used in two ways:
 - a) To provide opportunities for all children and youth in care and in formal customary care, 0 - 17, to participate in recreational, educational, cultural, and social activities consistent with their plans of care.
 - b) To establish a savings program for youth in care 15 - 17 years old.



4. All children and youth in care or in formal customary care will be provided with an opportunity to benefit from the fund regardless of whether or not OCBe payments have been received on their behalf.
5. Based on each child or youth's plan of care, the Child and Youth Service Worker shall identify goals related to his or her participation in recreational, educational, cultural, and social activities in support of the achievement of the three outcomes noted in #2 above. The actions taken to achieve these goals shall be documented in the child's file.
6. The Child and Youth Service Worker shall consider a range of inputs (e.g. advice from care providers, educators, and professionals), and shall actively involve children and youth, where appropriate and based on the child/youth's stage of development, in planning the programs and activities in which children and youth will participate.
7. Expenditures from the fund would follow the agency's approved expenditure authorization process.
8. The fund shall not be used for expenditures relating to medical, dental, clinical and/or therapeutic services for a child/youth.
9. The fund, when appropriate, may be used to contract a third party to provide specific services responsive to the child/youth's needs on a temporary and time limited basis.
10. For 15, 16 and 17 years old youth in care, funds equivalent to the maximum monthly OCBe payment will be allocated for the savings program. The Child and Youth Service Worker shall develop a plan concerning how these funds will be used to support the youth's transition from care. These plans shall be documented in the youth's plan of care.
11. The Child and Youth Service Worker shall endorse in writing via proposal the use of the fund for each child or youth and shall document this endorsement in the child/youth's file.
12. The Agency shall ensure that staff, foster parents, Outside Paid Resources and children in care are knowledgeable about the purpose of the fund and of this policy.
13. The Agency shall submit reports to the Ministry as required related to the use of the funds, which may include:
 - a) Number of children and youth in care and in formal customary care between 0 - 17 on whose behalf the fund has been accessed and percentage of total children in care accessing the fund.



- b) Of the total number of children and youth who participated in activities/programs, number and percentage of total fund users, by age, who participated in activities focused on: higher educational achievement, higher degree of resiliency, social skills and relationship building; and smoother transition to adult.
 - c) Expenditures by: higher educational achievement, higher degree of resiliency, social skills and relationship building; and smoother transition to adult.
 - d) Listing of community partners/agencies providing activities for which the fund was accessed; and
 - e) Total fiscal year revenues into and expenditures from the fund.
14. The Agency shall report revenues, expenditures and the balance of the fund as a separate ledger in the agency's year-end audited financial statements and reports to the Ministry and in other reports as requested.
15. Unspent monies in the fund from year to year can be retained for future use in accordance with this policy.



Appendix C: Ontario Child Benefit Equivalent (OCBE) Savings Program

POLICY:

To assist older youth who have been in care or in formal customary care for an extended period of time in recognition of their need for transition planning and supports to transition successfully to independent living. The savings program will provide all eligible youth with:

- Financial skills to help prepare them for independent living; and
- Savings to assist with the costs of their basic needs upon leaving care

As per the addendum to Ministry Policy Directive CW002-08 effective September 30, 2009, the Society will allocate Ontario Child Benefit equivalent (OCBe) funds to a Savings Program for eligible children as defined below.

Both the activities program and the savings program are intended to support children and youth in care or in formal customary care in their achievement of the following outcomes:

- Higher educational achievement
- Higher degree of resiliency, social skills, and relationship development; and
- A smoother transition to adulthood

PROCEDURES:

1. A youth is eligible to participate in the savings program when the youth:
 - Is 15, 16 or 17; and
 - Has been in the care or in formal customary care for 12 or more consecutive months, or is a youth on a VYSA and where Dnaagdawenmag Binnoojiiyag Child and Family Services/Agency is in receipt of the Children Special Allowance.
2. When a youth becomes eligible to participate in the savings program, the Child and Youth Service worker shall inform the youth about the savings program, including:
 - Specific requirements for the savings program
 - Methods of disbursement of savings to eligible youth
3. For each youth participating in the savings program, the finance department shall allocate the current monthly OCBe payment per youth to the savings program for each month that the youth is in care or in formal customary care. The OCBe payments are to be saved by the society on behalf of eligible youth.
4. Where a youth has been in care or in formal customary care for 12 consecutive months when the eligible youth turns 15 years old, the finance department shall



allocate the OCBe payment amounts to the savings program for that youth beginning with the month that the youth turned 15 years old.

5. When a youth becomes eligible for the program after he or she turns 15 years of age, OCBe payment amounts will be saved on behalf of the youth starting with the month the youth turned 15 years, or came into care or formal customary care, whichever occurred later.
6. The Finance Manager will establish a separate general ledger account with ledger accounting for each individual youth's savings account. Funds allocated to the savings program shall not be used for any purpose other than providing savings to assist youth with their basic needs upon leaving care.
7. The Finance Department will provide a statement of savings to each eligible youth and to the Child and Youth Service worker assigned to the youth that indicate the amount of the savings, including any interest accrued on funds being held on the youth's behalf. This is required two times a year, six months apart.
8. The Finance department will disburse savings to each eligible youth using one of three methods of disbursement:
 - Total amount directly to youth;
 - Total amount to third parties on behalf of youth; or
 - Partial amount directly to youth and partial amount to third parties on behalf of youth.
9. The Child and Youth Service Worker assigned to the youth will work with each youth to assist them to meet the following requirements for the savings program:
 - Acquire financial skills and demonstrate financial competency relevant for independent living;
 - Establish a personal bank account
 - Develop an appropriate plan for the use of the savings; and
 - Secure stable housing
10. To support youth in achieving financial literacy and competency, the Agency will develop a financial literacy Program to assist youth to acquire financial skills and demonstrate financial competency appropriate to the youth's cognitive and developmental skills. The Financial Literacy Program can be delivered directly by the Agency or by another entity that has the expertise to effectively teach financial skills to youth. The Financial Literacy Program will be consistent with the Ministry's financial literacy program.



11. The Finance department, with the approval of a Director of Service, will disburse the total savings, including any interest, to eligible youth no later than six months after the youth leaves care or formal customary care has ended and there is no prospect of resumption, or unless otherwise agreed to by the child/youth no later than 12 months after agency care, formal customary care or VYSA has ended. In exceptional circumstances for example, the youth is completing a Youth Criminal Justice Act custodial sentence after age 19, the Child and Youth Services Worker may extend the time period within which the savings are disbursed at its discretion.
12. When a youth has successfully met the Savings program requirements, the Child and Youth Services worker shall request that the total savings be disbursed to the youth, including any interest, to the youth directly into their bank account.
13. If a youth has not successfully met the savings program requirements, the Child and Youth Service Worker shall meet with the youth to establish a plan for the disbursement of all or part of the savings to third parties on behalf of the youth.
14. The Child and Youth Service workers must record discussions with the youth regarding the savings program in the youth's plan of care. Discussions about the savings program should include a review of:
 - Savings program requirements;
 - Methods of disbursements and when the funds will be disbursed;
 - Quarterly savings statements; and
 - Youth's progress in meeting savings program requirements.
15. Staff, Foster Parents, Residential Care Operators and Probation Officers/Case managers shall be informed of the purpose of the savings program and be encouraged to discuss this program and the youth's progress with respect to the savings program requirements.
16. The Agency will develop and monitor written protocols that enable effective case coordination and planning to take place between Child and Youth Service workers and probation officers/case managers for youth eligible to participate in the savings program who are serving an YCJA custodial sentence while in the care of the Agency.
17. If a youth cannot be located at the time that care or formal customary care has ended, the Agency shall hold the funds saved on behalf of the youth for a maximum of one year. During this year, the Child and Youth Service worker will make reasonable efforts to locate and contact the youth and these efforts must be documented in the youth's file. If funds still cannot be disbursed after this year, they will be reallocated to the Activities Program.



18. Funds that cannot be disbursed due to the death of an eligible youth will be reallocated to the Activities Program.
19. The provision of savings shall not have a negative impact on a youth's eligibility to receive other funds or services already provided by the Agency including but not limited to funds provided through an Extended Care and Maintenance (ECM) agreement, supports and disbursements from the Child Welfare allocation and programs or activities funded by donations.
20. The Finance department will document and report to the Ministry on the OCBe funds in the savings program on a quarterly and annual basis. A template will be provided by the Ministry and the Agency shall report the following information:
 - Total amount of OCBe revenues being allocated to the savings program.
 - Total number of eligible youth for whom OCBe funds are being held in the savings program.
 - Total number of eligible youth, by age, who received OCBe funds from the savings program.
 - Total amount of OCBe funds paid out of the savings program to eligible youth, by age; and
 - Total number of eligible youth, by age, who received either a lump sum OCBe payment or on whose behalf the society made structured OCBe payments to the youth and/or third parties.



Appendix D: Registered Education Savings Plan (RESP'S)

POLICY:

To establish RESP's for Crown and Society Wards with the funds received from the federal government through the Children's Special Allowance (CSA). To provide access to additional federal funds available through the Canada Education Savings Program such as the Canada Learning Bond (CLB) and the Canada Education Savings Grants (CESG). The objective of this policy is to increase the likelihood that more children who are or who have been in the care of the society will with the incentive of increased financial resources pursue postsecondary education and vocational training.

PROCEDURES:

OPENING REGISTERED EDUCATION SAVINGS PLANS (RESP's)

As of July 2005 the federal Canada Education Savings Act (CESA) provides authority for Children's Aid Societies to open RESP's for children in care. An RESP allows the subscriber to save for a child's postsecondary education or vocational training. The subscriber of the RESP is the owner. The Society would be the subscriber of all RESP's opened on behalf of children in care. The savings are invested until the beneficiary enrolls in eligible postsecondary education or a vocational training program or the RESP is collapsed by the subscriber. DBCFS shall further ensure compliance with amendments to the RESP Directive that was issued in 2016. See FAQ-Policy Directive – Registered Educational Savings Plan (CW 004-18) appended to this Policy.

An RESP shall be established for children under the age of 18 where the society is receiving or have received the Children's Special Allowance funds and who are:

- Crown Wards
- Society Wards who have been society wards for at least twelve consecutive months
- Formal Customary care agreements for at least twelve consecutive months

When an RESP is opened it will attract the following additional federal funds:

- The Canada Education Savings Grant (CESG) of 40% or \$200 on the first \$500 invested each year and 20% on subsequent investments of up to \$2,500 and \$7,200 over the lifetime of the RESP.
- A one-time \$500 Canada Learning Bond (CLB) and \$100 in every year the child remains eligible for the National Child Benefit Supplement or the CSA (for children born after January 2004)

The Royal Bank of Canada (RBC) has been selected by the Provincial Directors of Child Welfare as the recommended common RESP provider for the children in care. While it is



not mandatory that societies work with RBC, the use of a common provider will facilitate access to RESP's for beneficiaries who move between jurisdictions or have their names legally changed. The RBC has established common procedures for opening and managing RESP's and will produce reports as required.

RBC has committed to not charging fees for:

- Opening or contributing to an account;
- Setting up automatic deposits;
- Switching among qualified investments;
- Inquiring about the account;
- Withdrawing funds from the account;
- Closing the account.

The RBC has established 'Target Education Funds' which has been determined by a ministry review to provide the most suitable balance between low risk and reasonable returns on investments for RESP's. The plan self-adjusts over time, so the subscriber does not need to make investment decisions over the life of the plan.

SOCIAL INSURANCE NUMBERS (SIN)

In order to open a RESP, the child named as beneficiary must have a SIN. A birth certificate is required to obtain a SIN. A birth must be registered in order to obtain a birth certificate. Societies with legal care and custody of a child may apply for birth certificates and SIN's.

The following documents are required when applying for a SIN on behalf of a child in care:

- The child's original wallet-sized birth certificate;
- Original documentation giving care and custody of the child to the society, or where this is not available, a certified copy of the documentation;
- Proof of identification (i.e. staff photo identification badge);
- Letter from the Director of Administration authorizing the Finance Manager to act on behalf of the child in obtaining the SIN.

ROLE OF THE SOCIETY IN MAINTAINING RESP's

Once an RESP has been opened, the Finance Manager or designate will arrange for an amount equivalent to the June 2016 UCCB funds received for each eligible child be deposited into the RESP.

The June 2016 federal UCCB amounts are as follows:

- \$160 per month for eligible children in care who are under the age of six.
- \$60 per month for eligible children in care who are aged six through 17.



Any equivalent UCCB funds collected on behalf of a child who is not eligible for an RESP must be distributed equally amongst all other active RESP's for which the society is the subscriber.

RESP TRANSFER

The society shall transfer the RESP for which it is the subscriber into an RESP that has been opened by the child/youth's current caregiver which names the child as the beneficiary, if the child/youth has been placed with the caregiver for twelve continuous months and

- The child/youth has left care or formal customary care to reside with the caregiver and the society file has been closed for a period of at least 12 months with no re-openings
- A custody order has been made with respect to the child under the Children's Law Reform Act (CLRA) or the Child and Family Services Act (CFSA)
- An adoption order has been made with respect to the child under the CFSA.

Where these criteria are not met the society must continue to hold the RESP on behalf of the child/youth.

To facilitate the transfer of the RESP for which the society is the subscriber the society must inform the caregiver in writing that the child/youth is the beneficiary of an RESP and advise the caregiver of the requirements to transfer the RESP funds including the requirement to open an RESP for which the child/youth is the beneficiary.

Upon written confirmation from the caregiver that an RESP has been opened naming the child/youth as the beneficiary, the society must send a letter of direction to the RESP provider that:

- Collapses the RESP
- Provides the name of the RESP subscriber (i.e. caregiver)
- Provides the society held plan number
- Provides the details of the RESP held by the caregiver of the child/youth into which the funds are to be transferred.

Where the RESP funds may be transferred but the caregiver indicates that they will not open an RESP which names the child/youth as a beneficiary the society must retain subscribership of the RESP and provide to child/youth and/or caregiver (based on the child's age and/or capacity) a letter indicating that the child/youth is a beneficiary to an RESP for which the society is the subscriber. The letter should also:

- Identify the circumstances under which the RESP may be redeemed or collapsed



- Request that the caregiver sign and return to the society the appropriate federal form that is required to maintain the RESP's eligibility to attract the CLB and CESC.

REDEMPTION OF RESP's

The society can redeem an RESP under the following circumstances:

- a) The beneficiary is enrolled on a full or part-time basis in a qualifying program at a designated institution. Qualifying programs and designated institutions are determined by the Canada Revenue Agency.

RESP funds may be used for reasonable expenses related to participation in a program (e.g. tuition, room and board, books, transportation, supplies and equipment, etc.). Payments are usually made by the RESP provider to the beneficiary at the direction of the subscriber.

Once the beneficiary is enrolled in a qualifying postsecondary education or training program, the Director of Administration or Finance Manager must authorize any and all payments out of the RESP. The RBC will continue to hold the funds remaining and the Director of Administration or Finance Manager must make decisions with respect to payment as appropriate to the beneficiary's situation.

Where the beneficiary has turned 25 the society shall collapse the RESP where the beneficiary has been located and has not enrolled in a qualifying program or reasonable efforts have been made and the society is unable to locate the beneficiary.

Upon collapse of the RESP:

- The RBC will return all federal grant contributions (Canada Education Savings Grant and Canada Learning Bond) to Human Resources and Social Development of Canada;
- The principal and any other remaining funds in the RESP are then returned to the society as the subscriber.
- The funds must then be distributed equally across all other RESP's for which the society is the subscriber, the beneficiaries are under the age of 18 and the beneficiaries are in the care of the society.

If the Child and Youth Service Worker is concerned that the youth may be at risk of financial exploitation or other harm related to receiving the funds due to mental incapacity, the Executive Director may wish to discuss a possible course of action with their legal counsel.

- b) Where the beneficiary has turned 25, the society must make reasonable efforts to locate the youth. Reasonable efforts may include sending a letter to the last known address, inquiring through family or friends and possibly



placing a classified ad in the newspaper. When reasonable efforts have been made, but the society is unable to locate the beneficiary, the RESP must continue to be held for up to a year. If, after a year, the beneficiary has not been located, the Director of Administration or Finance Manager must then redeem the RESP and disperse those funds remaining (after the federal grant contributions are returned to HRSDC) equally across their active RESP's.

The Canada Income Tax Act is being amended to reflect that when a child welfare agency transfers funds from one RESP to another under the same subscriber, the funds are not subject to penalty, and would again attract the federal contributions. The RBC will work with HRSDC to complete these transactions.

TREATMENT OF UCCB FUNDS AND REPORTING

An amount equivalent to the amount received as UCCB funds must be used to fund RESP's in keeping with the policy directive. The UCCB funds are considered to be non-retainable income. With respect to reporting requirements regarding UCCB's, the society will carry the funds over into a new fiscal year as deferred revenue in accordance with the requirements set out below.

The Finance Manager will be expected to schedule contributions to RESP's in consideration of the federal practice of calculating contributions on a calendar year basis. Funds should be deposited in RESP's prior to December 31st of each calendar year wherever possible in order to maximize the federal contributions to the RESP's.

The RBC will be providing the society with the following documents, which must be retained on file:

- Quarterly statements for each RESP;
- An annual aggregate report of all RESP's for which the society is the subscriber.

The society must report to the Ministry on RESP's annually in the form and manner prescribed by the Ministry.

The society must report to their board of directors annually on RESP's including the number of children/youth who are eligible for RESP's and for whom RESP's have been established.

The society must maintain proper documentation for audit purposes for all RESP contributions, transfers of RESP funds, redemption and collapse including:

- Records pertaining to all RESP investments
- Documents provided by the RESP provider



- Statements for each RESP, a copy of which must be retained in the child/youth's file.
- An annual aggregate report of all RESP's for which the society is the subscriber
- Records pertaining to any transfers of RESP funds
- Records pertaining to the redemption of individual RESP's including summaries of expenditures aligning with the funds in the RESP
- Records pertaining to the collapse of the RESP and the redistribution across active RESP's

TRANSITION PROVISION

If the society is holding funds equivalent to the UCCB received on behalf of a child who was eligible for a RESP but for whom the society did not open a RESP and the child has left care as of the July 1, 2015 the society shall transfer all funds held for child into an RESP that has been opened by the child's caregiver which names the child as the beneficiary within 12 months of child leaving care.

If the society has not transferred the funds into a RESP by the end of the 12 month following the child leaving care, the society must distribute the funds equally across all other RESP's for which the society is the subscriber, the child is under 18 and the child is still in the care of the society.



Appendix E: FAQ Policy Directive Registered Education Savings Plan

Ministry of Children and Youth Services POLICY DIRECTIVE CW004-18: Registered Education Savings Plans QUESTIONS & ANSWERS

Since July 20, 2006, the federal government has been providing the Universal Child Care Benefit (UCCB) directly to children's aid societies and Indigenous Child Well-being Societies (societies) for each child in the care of the society under the age of six. As of July 2015, societies receive \$160 per month for each child under the age of six and \$60 per month for children aged six through 17 in UCCB funds, for whom they are receiving the Children's Special Allowance.

In April 2008, the Ministry of Children, Community and Social Services' (MCCSS) Registered Education Savings Plan (RESP) Policy Directive came into effect requiring societies to use funds equivalent to the UCCB to establish RESPs for eligible children in care under the age of six, which facilitates access to additional federal funds available through the Canada Education Savings Program (i.e., the Canada Learning Bond (CLB) and Canada Education Savings Grants (CESG)). In July 2015, MCCSS released a revised RESP Policy Directive to expand the eligibility criteria to require societies to open RESPs for all eligible children under the age of 18.

The objective of the RESP Policy Directive is to increase the likelihood that more children and youth who are or who have been in the care of societies, as defined in the Directive, will, with the incentive of increased financial resources, pursue postsecondary education and vocational training.

A RESP allows a subscriber (parent, relative, caregiver, friend, or society) to save for a child's postsecondary education or vocational training. The subscriber of the RESP is the owner. The savings are invested until the child named as the beneficiary of the RESP enrolls in an eligible post-secondary education (PSE) or a vocational training program, subscribership of the RESP is transferred, or the RESP is collapsed by the subscriber. More information about RESPs can be accessed from the following federal government website: <http://www.servicecanada.gc.ca/eng/goc/resp.shtml>.

On March 22, 2016 the federal government introduced a new Canada Child Benefit (effective July 1, 2016) to replace the existing Canada Child Tax Benefit (CCTB) and UCCB. As a result, the CCTB and UCCB will be eliminated after the payment month of June 2016. To ensure consistent treatment for children in care, the federal government will increase the Children's Special Allowance to the same amount as the new Canada Child Benefit.



REVISED 2016 RESP POLICY DIRECTIVE

Overview of Policy Directive Amendments:

1. What changes have been made to the RESP Policy Directive?

The following chart outlines the requirements under the 2015 version of the Directive, and the changes that have been made in the new, revised Directive:

ISSUE	ORIGINAL PROVISION (2015)	NEW PROVISION (2016)
Establishment of RESPs for Children in Care	This policy directive, under s 20.1 of the <i>Child and Family Services Act</i> (CFSA), requires CASs to use funds equivalent to <u>amounts received through the federal Universal Child Care Benefit (UCCB)</u> to establish RESPs for eligible children in care.	This policy directive, under s 20.1 of the <i>Child and Family Services Act</i> (CFSA), requires <u>children's aid societies and Indigenous Child Well-being Societies (societies)</u> to use funds equivalent to <u>the June 2016 federal Universal Child Care Benefit (UCCB) payment</u> to establish RESPs for eligible children in care. <u>The June 2016 federal UCCB amounts are as follows:</u> 5. <u>\$160 per month for eligible children in care who are under the age of six; and</u> 6. <u>\$60 per month for eligible children and youth in care aged six through 17.</u>
Eligibility Criteria	CASs shall establish RESPs for children under the age of 18 for whom they are receiving, or have received, <u>UCCB funds</u> and who are: i Crown wards; i Society wards who have been society wards for at least twelve consecutive months; and i Children subject to formal customary care agreements who have been in formal customary care for at least twelve consecutive months.	<u>Societies</u> shall establish RESPs for children under the age of 18 for whom they are receiving, or have received, <u>the Children's Special Allowance</u> and who are: d. Crown wards; e. Society wards who have been society wards for at least twelve consecutive months; and f. Children subject to customary care agreements who have been in customary care for at least twelve consecutive months.



2. Why has the RESP Policy Directive been updated?

The RESP Policy Directive has been updated to reflect the cancellation of the federal UCCB, effective July 1, 2016.

3. What is the Canada Child Benefit?

The Canada Child Benefit is a tax-free monthly payment made by the federal government to eligible families to help them with the costs of raising children under the age of 18, effective July 1, 2016. The Canada Child Benefit replaces the CCTB and the UCCB and will provide a maximum of \$6,400 per child under the age of six and \$5,400 per child aged six through

To ensure consistent treatment for children in the care of a child protection agency, the federal government will increase the Children's Special Allowance to the same amount as the new Canada Child Benefit.

4. Has the eligibility criteria for opening an RESP for a child/youth in care changed?

No. Societies shall continue to establish RESPs for children under the age of 18 for whom they are receiving, or have received, the Children's Special Allowance and who are:

- Crown wards;
- Society wards who have been society wards for at least twelve consecutive months; and
- Children subject to customary care agreements who have been in customary care for at least twelve consecutive months.

5. When will societies receive the increased Children's Special Allowance?

The federal government has indicated that the new Canada Child Benefit will take effect July 1, 2016. Societies will begin receiving the increased Children's Special Allowance during the month of July 2016. CCTB and UCCB payments will be eliminated after payment month June 2016. After June 2016, the Children's Special Allowance will be equivalent to the Canada Child Benefit. It may also include an additional amount of up to \$2,730 per child eligible for the Child Disability Benefit.

6. How will the revised RESP Policy Directive impact societies?

Changes to the RESP Policy Directive will not negatively impact societies. After July 1, 2016, the Federal government will increase the Children's Special Allowance so that it is equivalent to the Canada Child Benefit. Societies will receive \$6,400 per child under the age of six and \$5,400 per child aged six through 17. Following RESP contributions,



societies may use the remainder of the Children's Special Allowance to offset costs of caring for a child under their care, as shown in the chart below:

7. Can a society contribute more than the specified June 2016 UCCB payment amounts?

	Annual Benefits per Child Under the Age of 6		Annual Benefits per Child Aged Six Through 17	
	Prior to July 2016	After July 2016	Prior to July 2016	After July 2016
Children's Special Allowance	\$3,750	\$6,400	\$3,750	\$5,400
UCCB	\$1,920	\$0	\$720	\$0
RESP Contribution	(\$1,920)	(\$1,920)	(\$720)	(\$720)
Society Revenue to Offset Costs for Caring for a Child	\$3,750	\$4,480 (Net increase of \$730)	\$3,750	\$4,680 (Net increase of \$930)

Yes. Under the directive societies are required to use funds equivalent to the June 2016 federal UCCB amounts. This is a minimum requirement and societies may use other funds such as charitable contributions to establish RESPs for all children and youth in care.

8. Will the changes to the RESP Policy Directive impact reporting requirements?

No. The reporting requirements attached to the RESP Policy Directive will not be changing.

2012 RESP POLICY DIRECTIVE

The following questions and answers were originally distributed with the release of the 2012 RESP Policy Directive. They have been slightly modified to reflect the amendments to the policy directive for ease of reference.

RESP Establishment and Eligibility

1. How do I obtain a Birth Certificate and/or Social Insurance Number (SIN) for a child in care?

Most societies across Ontario and their local Service Canada Centres (SCC) have worked together to set up convenient arrangements for the issuance of SINs when required, either at an SCC, or where data connectivity exists, on site at society premises. Any society that does not yet have a working relationship with a SCC can find the nearest location and contact information by calling:

Toll-Free: 1 800 O-Canada (1-800-622-6232)

TTY: 1-800-926-9105

Obtaining a Birth Certificate



- If the birth occurred outside this province and within Canada, contact the [Vital Statistics Office](#) in the province or territory where the birth took place.
- If the birth took place in another [country](#), contact the country in which the birth took place.
- For births occurring in Ontario, societies should contact Service Ontario, Office of the Registrar General.

Tel: 1-800-461-2156 - (Ontario Residents Only)

Tel: (416) 325-8305

The nearest Service Ontario location can be found online at:

<https://www.services.gov.on.ca/locations/start.do>.

Birth Certificates can be applied for online by going to:

<https://www.orgforms.gov.on.ca/eForms/start.do?lang=en>.

Obtaining a Social Insurance Number (SIN)

Societies can apply for a SIN for a child in their care through Service Canada. To apply for a SIN, a society must provide:

- An original or a certified copy of the court order giving care and custody of the child to the society; and
- Proof of identity of the society employee who is making the application (e.g., employee identification card, delegation letter, or a delegation card). If the card does not have a photo, an additional valid identity document is required (e.g., driver's license or passport. Note that personal proof of identity such as a marriage or birth certificate is not required).

As part of the process, the society must provide one "primary document" with the application. These include:

- [Certificate of Birth or Birth Certificate](#) – issued in Ontario by the Office of the Registrar General (ORG) or by the Vital Statistics Branch of the province or territory of birth (**note:** they do not accept Québec proof-of-birth documents issued prior to 1994).
- [Certificate of Canadian Citizenship](#) – issued by Citizenship and Immigration Canada (CIC).
- **Certificate of Registration of Birth Abroad** – issued prior to 1977 by [CIC](#).
- **Adoption Order** – certified by a Canadian Court (applies to adoptions in Canada only).

If the application and identity document(s) are in order, the SIN can be obtained in one visit and the card should be received within five working days.

The nearest Service Canada location can be found by calling 1 800 O-CANADA or online at: <http://www.servicecanada.gc.ca/cgi-bin/sc-srch.cgi?ln=eng>.



2. **Who has the authority to request a Social Insurance Number?**

Parents and legal guardians can apply for a Social Insurance Number for children under the age of majority. For children/youth in care, the society is the guardian and therefore has the authority to request a SIN. Documentation that indicates guardianship is required to request a SIN. A birth certificate is required to obtain a SIN. Parents or societies with legal care and custody of a child may apply for birth certificates and SINs.

It is recognized that many children enter care with no birth or other records, in some cases, because parents have not registered the births. The Office of the Registrar General in the Province of Ontario (ORG) is responsible for processing birth registration applications. Registering the birth is a pre-requisite to obtaining a birth certificate. Children born in other jurisdictions must have appropriate birth records from those jurisdictions.

3. **What should be done in circumstances where the child is the subject of a customary care agreement and is eligible for an RESP, where the society is unable to obtain the SIN?**

Where a child is the subject of a customary care agreement, parents must apply for SINs on behalf of children.

The society should make reasonable efforts to meet with the family to explain the benefits of the RESP. If the family does not wish to or is unable to provide the SIN, the society should document these efforts on file.

Where reasonable efforts have been made, the society should then allocate funds equivalent to the June 2016 federal UCCB payment collected on behalf of these children across all RESPs for which the society is a subscriber and the beneficiary is under the age of 18 years (see #3 of the Directive).

4. **What funds must the society contribute to RESPs for eligible children in care?**

Societies must deposit an amount equivalent to the June 2016 federal UCCB payment accumulated on behalf of a child.

Societies must also distribute funds (i.e., principal and accumulated interest) from collapsed RESPs equally across all other RESPs for which the society is the subscriber, the beneficiaries are under the age of 18, and the beneficiaries are in the care of the society or customary care.



5. Why has the time in care requirement for society wards and children subject to customary care agreements changed from six months to twelve months?

The RESP Working Group noted that twelve continuous months in care is considered to be more predictive of long-term involvement with a society. In addition, societies will have more time to obtain SINs for children anticipated to be eligible for an RESP prior to their actual eligibility.

Communication with Children and Youth Regarding RESPs

6. Why does the revised directive require increased communication with children and youth regarding RESPs?

Children and youth are more likely to achieve improved educational outcomes when they are provided with supports and guidance. Awareness of these supports is critical to this process.

7. Why have the requirements to search for youth been changed from age 25 (in the original directive) to 21 and 24?

Some youth may not pursue post-secondary education immediately after completing high school. Experience suggests that young people often return to high school or choose to pursue education or training at a later time. In addition, youth who leave society care for whom the society is still the RESP subscriber may not be aware that they are the beneficiary of a society-held RESP and therefore may not be in a position to take advantage of available funds. Searching for youth at ages 21 and 24 encourages youth to take advantage of available funds.

8. What are “reasonable efforts” to search for a youth?

Reasonable efforts may include sending a letter to the last known address, inquiring through family or friends, or using social media. The sector may consider developing guidelines to more explicitly define “reasonable efforts”.

RESP Maintenance

9. What is the Canada Education Savings Program? How can it benefit children and youth with RESPs?

RESPs are eligible to attract federal funding available through the Canada Education Savings Program. When an RESP is opened by a society pursuant to this directive it will attract the following additional federal funds:



- The Canada Education Savings Grant (CESG) of 40%, or \$200, on the first \$500 invested each year, and 20% on subsequent investments of up to \$2,500 (i.e. a maximum of \$500 in a given year). The maximum CESG that can be attracted by an RESP is \$7,200 over the lifetime of the RESP.
- A one-time \$500 Canada Learning Bond (CLB) upon opening the RESP and
- \$100 in every year the child remains eligible for the Children's Special Allowance (for children born after December 31, 2003).

10. **How can a society maximize a beneficiary's eligibility for the Canada Education Savings Grant (CESG)?**

Annual contributions are calculated based on a calendar year ending December 31. As such, societies are encouraged to make contributions into RESPs that take full advantage of available federal funding on this annual basis.

11. **Can a child or youth have more than one RESP open in their name?**

Yes. A child may be the beneficiary of more than one RESP.

12. **How long does a society have to maintain an RESP?**

The society is required to hold RESPs on behalf of a child/youth until the:

- Youth is in a position to access the funds (i.e. enrolled in a qualifying postsecondary education or training program);
- Reaches 25 years of age; or
- Society has transferred the funds in the RESP to the child/youth's caregiver where the child/youth has left care.

RESP Transfer

13. **When should societies notify caregivers of the existence of a RESP for which the child is named as a beneficiary?**

Societies can determine when is the appropriate time to advise caregivers of the existence of a RESP (e.g., either upon closing the case file, or at the end of a 12-month period during which the file has not been reopened). The sector may consider developing guidelines for notifying caregivers in reference to transferring subscribership of RESPs.

14. **Transition Provision: What happens to funds being held for a child who has left care, if the RESP was not opened on behalf of the child while the child was in care?**



If a society has held funds equivalent to the June 2016 federal UCCB payment received on behalf of a child who was eligible for a RESP while in care, but for whom the society did not open a RESP, and the child has left care before the effective date of this Directive, the society can transfer the funds into a RESP that has been opened by the child's caregiver if the:

- Society has informed the caregiver that the funds have been held for the child; and
- Caregiver opens a RESP for which the child is named as beneficiary within 12 months of the child leaving care.

If the society has not transferred the funds into a RESP for the child by the end of the 12th month following the child leaving care, then the society must distribute the funds equally across all other RESPs for which the society is a subscriber, the beneficiaries are under the age of 18 years, and the beneficiaries are in the care of the society or customary care.

On and following the effective date of the Directive, societies must distribute the funds equivalent to the June 2016 federal UCCB payment received on behalf of children who are not eligible for the establishment of RESPs equally across all other RESPs for which the society is a subscriber, the beneficiaries are under the age of 18 years, and the beneficiaries are in the care of the society or customary care.

15. What happens if a child or youth is adopted and their name or SIN changes?

Societies should be aware that in order to transfer funds in an RESP to an adoptive parent, the RESP provider must have the current name and/or SIN of the child/youth. Where a change to the name and/or SIN has occurred, the RESP provider will update it with the Social Insurance Registry.

16. Are the Canada Learning Bond (CLB) and Canada Education Savings Grant (CESG) still applied to RESPs where RESP funds have been transferred from the society to the caregiver of a beneficiary who has returned home or has been adopted?

The eligibility of the caregiver to receive the CLB and Additional CESG is determined by an income test applied by the Canada Revenue Agency.

17. Are the Canada Learning Bond (CLB) and Canada Education Savings Grant (CESG) still applied to RESPs that are retained by a society for children/youth who have left care and for whom the society is no longer the primary caregiver?

Where a child has left care and is residing with a caregiver in a permanent placement and the society allows the caregiver to apply for the Canada Child Benefit and discharges the



Children's Special Allowance, the society must obtain the caregiver's signature on the appropriate federal form in order to maintain the RESP's eligibility to attract the CLB and Additional CESG.

18. Can RESP funds be transferred to a caregiver who is not a Canadian resident/citizen?

Yes. Both non-residents and non-Canadians can subscribe to an RESP as long as they have a valid Social Insurance Number.

19. Does a society have to open an RESP for children who previously had RESPs opened on their behalf by the society that were subsequently transferred to the caregiver, if the child returns to society care and meets the eligibility criteria again?

Yes. If eligibility criteria are met, the society must invest an amount equivalent to the June 2016 federal UCCB payment received for the child/youth in an RESP.

RESP Redemption or Collapse

20. When should an RESP be redeemed?

Societies as subscribers can redeem an RESP if the beneficiary is enrolled on a full or part-time basis in a qualifying program at a designated institution. Designated institutions are broadly defined by the federal government, and include:

- A university, college, or other educational or vocational institution in Canada designated under the *Canada Student Loans Act*, or under the *Canada Student Financial Assistance Act*;
- An educational institution certified by the federal government that develops or improves a person's skills for an occupation; or
- Postsecondary institutions outside of Canada.

The Government of Canada has a complete list of certified institutions that are also recognized for RESP purposes. The list is available online at:

<http://www.canlearn.ca/eng/tools/designated/index.shtml>.

21. What is the process for redeeming the RESP if the youth goes on to postsecondary education?

A youth choosing to pursue postsecondary education should notify the society and provide them with proof of enrolment in a recognized postsecondary institution or training program. The society must authorize any and all payments and make decisions with respect to payments as appropriate to the beneficiary's situation.



Educational Assistance Payments (EAPs) are amounts paid from an RESP to an eligible beneficiary in order to assist with education-related expenses at the post-secondary school level. An eligible beneficiary receives EAPs to assist with the real cost of educational expenses. To determine if a beneficiary meets the requirements for receiving EAPs from their RESPs, it must be confirmed that the beneficiary is enrolled in a qualifying educational program.

More information on EAPs and qualifying educational programs is available online at: <http://www.canlearn.ca/eng/savings/index.shtml> and <http://www.cra-arc.gc.ca/tx/ndvdl/tpcs/resp-reee/pymnts/p-eng.html>.

22. What can RESP funds be used for?

RESP funds may be used for reasonable expenses related to participation in a program (e.g., tuition, room and board, books, transportation, supplies and equipment, etc.). Societies must have established policies to provide consistent direction.

23. What happens to the remaining funds if, after the first year of postsecondary enrolment, the beneficiary chooses not to continue their studies?

As there may be circumstances where an individual may choose to return to their studies at a later date, societies are required to hold the remaining funds until the beneficiary turns 25. At that time, societies should follow the directions for RESP redemption or collapse identified in the policy directive.

24. Is interest earned on an RESP taxable?

The interest earned within the plan RESP will not be taxed until the funds are withdrawn to pay for the beneficiary's education. Funds paid out of the RESP as an Educational Assistance Payment are taxed in the hands of the youth (i.e., student). Since many students have little or no other income, they can usually withdraw the funds tax-free.

25. When an RESP is collapsed, what happens to the federal contributions?

When the RESP is collapsed for non-educational purposes, the federal bond and grant contributions are returned to the federal government.

26. What happens if, after making reasonable efforts to locate a beneficiary, the beneficiary's RESP funds have been distributed equally amongst other active RESPs, and then the beneficiary returns and requests the funds?

Until the beneficiary turns 25, a society must continue to hold the RESP.



Where reasonable efforts have been made and the society has been unable to locate the beneficiary, the RESP should be collapsed, and remaining funds must then be dispersed equally across all other RESPs for which the society is a subscriber, the beneficiaries are under the age of 18 years, and the beneficiaries are in the care of the society or customary care. From that time, the original beneficiary will no longer benefit from the RESP.

General

27. Where can I find more information about how RESPs work?

Information about how to open a RESP, choosing a provider, choosing the right plan, and using the RESP can be found online at: <http://www.canlearn.ca/eng/savings/index.shtml>.

28. Where can I find more information about federal contributions to RESPs?

Information about the Canada Education Savings Grant (CESG) and the Canada Learning Bond (CLB) can be found online at: <http://www.canlearn.ca/eng/savings/cesg.shtml> and <http://www.canlearn.ca/eng/savings/clb.shtml>.

29. Can fund transfers go monthly from the federal government electronically directly to the RESP provider?

No. At this time this is not an option as the Canada Child Benefit is sent to the parent or guardian of the beneficiary.

30. If funds must go from the federal government to individual societies, can automatic withdrawals from the society corporate account into RESPs be arranged?

Policies related to automatic withdrawals will vary from provider to provider. However, in the case of the Royal Bank of Canada (RBC), RBC will set up automatic withdrawals from a society corporate account.

31. What reports/statements will societies receive from RESP providers?

Policies regarding reporting will vary from provider to provider. All providers must provide at least an annual statement to RESP subscribers. Copies of account-specific reports should be included in the child/youth's file.

32. What must societies report on to the ministry?



Societies will be required to report on the following elements on an annual and cumulative basis:

- Number of children eligible (i.e., Crown wards, society wards, subjects of customary agreements, and other) to have RESPs opened;
- Number of RESPs opened;
- Number of RESPs where a transfer occurred;
- Number of RESPs redeemed/collapsed;
- Total Contributions to RESPs; and
- Total payments made from redeemed RESPs.

33. What and why must societies report to their Boards?

On an annual basis, societies must report the number of children/youth (ages 0-6, and ages 6 and older) who were eligible for RESPs during the fiscal year, and the number of children for whom RESPs were established during the fiscal year.

By reporting information on RESPs to and engaging in discussion with their Boards, societies will be continuing to support the implementation objective of the Directive: to increase the likelihood that more children and youth who are or who have been in the care of societies, will, with the incentive of increased financial resources, pursue postsecondary education and vocational training

34. To whom should questions about the Directive be directed?

Societies should contact their Program Supervisor with any questions related to the Directive.



Appendix F: MCCSS Chart of Accounts

Expenditures	Included Costs:	Excluded Costs:
Salaries and Wages:	Total gross salary and wage payments to all full-time, part-time, temporary, occasional, summer or other employees including premium pay, overtime pay, vacation pay, and other direct monetary compensation paid to employees.	<i>Excludes staff employed in society operated foster and group homes. These costs are reported in the Society Operated Foster and Group Care account.</i>
Benefits:	The employer's cost of all employee statutory benefits for CPP, EI and EHT and all other non-statutory employee benefits.	<i>Excludes staff employed in society operated foster and group homes. These costs are reported in the Society Operated Foster and Group Care account.</i>
Travel:	Travel costs incurred by foster parents, volunteers and staff including mileage allowances for use of personal vehicles, public transit, rail, taxi or air travel costs, parking fees and the costs of repairing, insuring and maintaining society leased or owned vehicles. Also includes travel related costs for meals, accommodation, incidentals and travel costs related to training and conferences. Board travel and travel for administration staff to be reported under Infrastructure and Administration Travel.	<i>Excludes travel costs for society operated foster and group homes. These costs are reported in the Society Operated Foster and Group Care account. Excludes costs for clients travelling on their own. These costs are reported in the Client Personal Needs account.</i>
Adoption Probation Costs:	Costs related to the care of adopted children during the adoption probation period.	<i>Excludes Targeted Subsidies paid to adoptive families during the adoption probation period. These costs are reported in Targeted Subsidies account.</i>
Adoption Subsidy:	Financial assistance provided to adoptive families to support an adoption of a child, ranging from one-time payments to ongoing per diems, depending on the needs of the child.	<i>Excludes Targeted Subsidies paid to adoptive families. These costs are reported in Targeted Subsidies account.</i>



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Expenditures	Included Costs:	Excluded Costs:
Targeted Subsidies - Adoption and Legal Custody:	Financial support paid to families adopting or taking legal custody of Crown wards who are siblings or 8 years and older, in accordance with the Targeted Subsidies Policy Directive.	
Training and Recruitment:	Costs for the recruitment and training of foster parents, volunteers, board members and staff. Training costs include conference registration expenses, Ontario Child Welfare Training fees, costs for reference books and periodicals, other training, and education and conference expenses, training and library equipment. Recruitment costs include all costs related to recruitment including advertising, etc.	<i>Excludes costs for society operated foster and group homes. These costs are reported in the Society Operated Foster and Group Care account.</i>
External Legal Services:	Costs for legal services and related costs purchased from outside of the society (e.g. external legal counsel).	
Witness Fees & Services/ Certificates:	Other costs related to Legal Services (e.g. Witness Fees).	<i>Excludes legal service travel. These costs are reported in the Travel service category account.</i>

Expenditures	Included Costs:	Excluded Costs:
Program Expense:	Program expense is for a group of clients. Include costs incurred by the society for the direct delivery of programs to clients including play therapy supplies, testing supplies, equipment to be used in hearing or speech work, sports recreation supplies or food for life skills programs, program equipment and furnishings less than \$1,000, supplies for camping crafts and hobbies, maintenance and repairs of program equipment and furnishings, accident insurance costs where they are specific to special program activities such as camping.	<i>Excludes costs for society operated foster and group homes. These costs are reported in the Society Operated Foster and Group Care account. Excludes costs program expenses that are particular to an individual client and/or become the personal property of a client. These costs are reported in the Client Personal Needs account. Excludes program equipment and furnishings where the cost exceeds \$1,000 per item.</i>
Professional Services – Client:	Costs incurred by a society in purchasing professional services for clients such as legal and related worker fees for services to clients, client consultation, client interpretation & translation costs, client psychological assessment and consultation, client fees for physical or occupational therapy, speech pathology, audiology dietetic or play therapy services, tutoring costs or additional non-medical services.	



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Expenditures	Included Costs:	Excluded Costs:
Client Personal Needs:	Costs incurred by the society, including payments made directly to clients for clothing and meeting the personal needs of its clients. Client personal needs include items that become the property of the client such as clothing, personal effects such as toiletries and cosmetics, the cost of materials and craft supplies that are used by and become the personal property of client. Other costs include babysitting (if less than 24 hours of care and/or the child does not move from the placement, care provided by a non-professional caregiver), personal laundry and dry cleaning, school supplies including the cost of books, book rentals, other school supplies and application, registration, activity fees related to educational institutions. Costs also include spending money for clients, money for haircuts, costs for recreational and informal education programs, including recreational supplies, recreational activities, summer camp, day camp and nursery school where the costs are incurred for individual clients rather than as part of a group program. Costs for reimbursement for damages to foster parents' property and any other activities or personal needs of clients, such as car or bus fare or other travel expenses for clients traveling on their own are to be reported in this account.	
Financial Assistance:	Costs incurred by the society for emergency financial assistance to persons other than clients in the form of a loan or grant or whether cash or in kind to non-clients for food, shelter, clothing or any other expense including train ticket or other transportation costs. A common example is money given to a transient for train fare or bus fare or for temporary lodging.	



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Expenditures	Included Costs:	Excluded Costs:
Health and Related:	Costs incurred by the society for health and related expenses of children in care including nursing fees, fees paid to physicians for services (not including portions of service costs covered by OHIP), fees paid to dentists and fees paid to psychiatrists (not including portions of service costs covered by OHIP) for services provided for children. Costs include payment to hospitals, nursing homes, clinics, and convalescent homes on behalf of clients. Other costs include payments for prescription drugs, dressings, medications, personal medical appliances, dentures, eye glasses, hearing aids, x-ray film, supplies, medical equipment including the cost of purchasing equipment (new or used), renting or repairing equipment or instruments for use by physicians, dentists, or nurses in the care and treatment of clients and equipment used to ship medical supplies. Also includes any other health and related expenses (including fees for missed appointments).	<i>Excludes professional service costs that are reported in the Professional Service – Client account.</i>
Food Services:	Costs incurred by a society for meals provided in canteens or cafeterias including items related to the preparation and service of food.	<i>Excludes costs for society operated foster and group homes. These costs are reported in the Society Operated Foster and Group Care account.</i>

Budget Descriptions

Personal Needs	Only for Children in Care. Payments made directly to clients for clothing and meeting the personal needs of its clients. Client personal needs include items that become the property of the client, such as clothing, personal effects such as toiletries and cosmetics, the cost of materials and craft supplies used by and become the personal property of the client. Other costs include babysitting (if less than 24 hour of care and/or the child does not move from the placement, care provided by a non-professional care giver), personal laundry and dry cleaning, school supplies, and application, registration, activity fees related to educational institutions. Costs also include spending money for clients, money for haircuts, costs for recreational and information education programs, including recreational supplies and activities, summer/day camp, and nursery school where the costs are incurred for individual clients rather than as a part of a group program. Costs for reimbursement for damages to alternative caregivers' property and any other activities or personal needs of clients such as care or bus fare or other travel expenses for clients traveling on their own are to be reported to this account.
Program Expense	Costs incurred for direct delivery of programs to clients including play therapy supplies, testing supplies, equipment to be used in hearing or speech work, sports recreation supplies or food for life skills programs, program equipment or furnishings less than \$1,000, supplies for camping crafts and hobbies, maintenance and repairs of program equipment and furnishings, accident insurance costs where they are specific to special



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	program activities such as camping.
Professional Services – Client	Costs for services for clients such as legal and related worker fees, client consultation, client interpretation and translation costs, client psychological assessment and consultation, client fees for physical or occupational therapy, speech pathology, audiology, dietetic or play therapy services, tutoring costs or additional non-medical services.
Health and Related	Costs incurred by the society for health and related expenses of children in care including nursing fees, fees paid to physicians for services (not including portions of service costs covered by OHIP, for services provided for children. Costs include payment to hospitals, nursing homes, clinics, and convalescent homes on behalf of clients. Other costs include payments for prescription drugs, dressings, medications, personal medical drugs, dressings, medications, equipment including the cost of purchasing equipment (new or used) renting or repairing equipment or instruments for use by physicians, dentists, or nurses in the care and treatment of clients and equipment used to ship medical supplies. Also, includes any other health and related expenses (including fees for missed appointments).
Admission Prevention	Financial assistance provided to a family where a child residing with their family in the community is determined by the society to be in need of protection and is at risk of being admitted to care. The society must also determine financial assistance could reduce the risk to the immediate health and safety of the child and could prevent admission to care. As well, a family receiving protection services either on a voluntary basis or through a Supervision Order may be eligible for admission prevention financial assistance on an episodic/emergency basis to meet short term needs and address immediate health and safety concerns for the child. Expenditures reported under Admission Prevention are for “financial assistance” only and are only to be provided on an “episodic/emergency basis to meet short term needs and address immediate health and safety of the child and could prevent an admission to care”.



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Expenditures	Included Costs:	Excluded Costs:
Building Occupancy:	All costs related to the building space or facilities occupied by the society, including administrative buildings, offices, garage facilities and the surrounding grounds used by the society in providing services to its clients. Costs include rent, heating, fuel, water, gas, electricity, building repairs, the cost of materials for repairs, the cost of maintaining fences and roads on the property and the repair or maintenance of furnaces and boilers. Costs include janitor supplies, such as soaps, detergents, disinfectants, and supplies for washrooms such as paper towels, toilet paper, soap, light bulbs, window washing, gardening, removing waste, garbage and rubbish, contracts for cleaning and/or building maintenance, dry cleaning and laundering of draperies, rugs, as well as employee protective clothing. Costs include building equipment and fixtures less than \$1,000 per item, repair or maintenance of furniture, building equipment including lawn mowers and small equipment used in maintaining the building and grounds, and all insurance costs for premises, furnishings and equipment.	<i>Excludes costs for society operated foster and group homes. These costs are reported in the Society Operated Foster and Group Care account. Excludes equipment and fixtures where the cost exceeds \$1,000 per item. Excludes items related to the preparation and service of food. These costs are reported in the Food Services account.</i>
Professional Services - Non Client:	Costs incurred by a society in purchasing non-client related professional services for which the society itself does not employ staff such as costs for administrative or corporate legal work and court costs, auditing the society's books including fees paid to data centres for bookkeeping services, other management advisory services provided by management consultants, services purchased by the society on a fee-for-service basis for bank payroll services, medical and related consultants fees (non-case/client-related assignments) and fees paid to organizations for temporary clerical help.	<i>Excludes costs for society operated foster and group homes. These costs are reported in the Society Operated Foster and Group Care account.</i>
Expenditures	Included Costs:	Excluded Costs:
Promotion & Publicity:	Costs incurred by the society for promotion and publicity and the dissemination of information such as the cost of pamphlets, poster pictures, advertisements, radio and TV announcements or scripts, promotional packaging and mailing, membership drives, annual meeting costs including speaker honorarium, society educational and promotional events, nominal awards given to staff or volunteers for outstanding distinction in the Satellite.	
Office Administration:	Costs incurred by the society in its general administrative operation such as postage and stationery, telephone service costs, courier services, office equipment and furnishings less than \$1,000, costs of cleaning or repairing office equipment and furnishings, bank overdraft, interest and service charges.	<i>Excludes costs for society operated foster and group homes. These costs are reported in the Society Operated Foster and Group Care account. Excludes equipment and furnishings where the cost exceeds \$1,000 per item.</i>
Miscellaneous:	All society expenditures that do not fit under any other	<i>Excludes costs for society</i>



FINANCIAL POLICIES AND PROCEDURES MANUAL

	account line such as dues or fees to international, national, provincial, or other affiliated organizations, dues paid by the society to other service organizations, depreciation or mortgage costs approved prior to April 1, 1979 and the proclamation of O. Reg. 381/80 (Children's Mental Health Services Act), insurance coverage that cannot be placed in another classification, e.g. malpractice insurance.	<i>operated foster and group homes. These costs are reported in the Society Operated Foster and Group Care account.</i>
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Expenditures	Included Costs:	Excluded Costs:
Society Foster, Kinship & Other Care:	Per diem and related costs associated with children and youth in the care of the society for placements within regular foster care, specialized foster care, treatment foster care, kinship care, customary care, independent living, extended care and maintenance/continued care and support (new ECM directive) and renewed youth support.	
Purchased Foster & Group Care:	All purchased placement per diems and related costs for purchased foster care and group care, associated with children and youth in the care of the society.	
Society Operated Foster and Group Care:	All costs to operate society operated foster and group care homes including salaries, benefits, building occupancy, program costs, food services, etc., associated with children and youth in the care of the society.	
Legal Custody:	Financial assistance provided to legal custodian families, excluding Targeted Subsidies, where there is a subsidy agreement with regard to the legal custody order under section 65.2 of the CFSA.	



FINANCIAL POLICIES AND PROCEDURES MANUAL

Expenditures	Included Costs:	Excluded Costs:
Admission Prevention:	Financial assistance provided to a family where a child residing with their family in the community is determined by the society to be in need of protection and is at risk of being admitted to care. The society must also determine that financial assistance could reduce the risk to the immediate health and safety of the child and could prevent admission to care. As well, a family that is receiving protection services either on a voluntary basis or through a Supervision Order may be eligible for admission prevention financial assistance on an episodic/emergency basis to meet short term needs and address immediate health and safety concerns for the child. Expenditures reported under Admission Prevention are for “financial assistance” only and are only to be provided on an “episodic/emergency basis to meet short term needs and address immediate health and safety of the child and could prevent an admission to care”.	<i>Excludes costs such as, but not limited to, salaries and wages or administration. These costs are reported in salaries and wages, benefits, etc.</i>
Technology:	Costs related to the operations of computer information systems including case management, financial and human resources systems. Costs include staff training, leasing of hardware and software, systems and networks and telecommunication costs.	<i>Excludes costs for society operated foster and group homes. These costs are reported in the Society Operated Foster and Group Care account.</i>
Offsetting Revenue:	Recoveries received by the society that are offsets to costs incurred including allocation of administrative support functions, gasoline tax rebates, HST tax rebates, property tax rebates and other expense recoveries. Any revenue generated by the society from the use of ministry-funded resources including client and parental contributions, United Way, inter-society agreement fees, interest income on ministry funding, supervision and maintenance of wards, staff lodging revenue (room and board while residing in society premises), investigations revenue, parents, guardians, or others, other revenues received on behalf of the client such as Family Benefits, Children’s Special Allowance (Family Allowance), revenue from the sale of meals to staff, board members, visitors, etc.	<i>Excludes offsetting revenue for apportionment of costs to non-child welfare program(s). Only report the net costs attributable to child welfare services, including costs for Infrastructure and Administration.</i>

**Appendix G: BOARD APPROVED RATES**

ITEM	REIMBURSEMENT AMOUNT
Mileage: per kilometer	\$0.52
Meals: Breakfast Lunch Supper	 \$13.45 \$12.65 \$35.90
Private Accommodations	\$50.00
Incidentals	\$17.30