

Native Child and Family Services of Toronto

Financial Policies and Procedures Manual

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February 2, 2022	v.3	Update to position titles and procedures
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1. INTRODUCTION

1.1 Mission Statement

Native Child and Family Services of Toronto strives to provide a life of quality, well-being, caring and healing for our children and families in the Toronto Native community. We do this by creating a service model that is culture based and respects the values of Native people, the extended family, and the right to self-determination.

1.2 Objectives

The purpose of the Financial Policies and Procedures Manual (FPP) is to clarify and document the roles, authority and responsibilities for the essential financial activities and decisions within the organization.

The policies and procedures are developed to promote accountability, efficient use of resources and adherence to Ministry and other stakeholder directives.

The FPP is a means of communicating and promoting internal controls and approval policies to all staff.

The Board of Directors and auditors must be satisfied that sufficient policies, procedures and controls are in place which safeguard the assets of the organization, enable timely and accurate financial information and compliance with funding requirements, laws and regulations.

The FPP will be updated as needed by the Director of Finance, HR and Administration, and reviewed by the Director, Governance and Strategy and Senior Management. The Finance Committee will approve the FPP when there are changes to signing/approval limits, or when there is a significant policy change. Operational changes will be approved by the Director, Governance and Strategy. The Director of Finance, HR and Administration will communicate any changes to all staff members.

2. ROLES AND ACCOUNTABILITY

2.1 Board of Directors

The Board of Directors is responsible for safeguarding the assets of the Agency and for ensuring the policies and procedures for making and implementing decisions are sound, reflect NCFST's core values and mission, and provide a framework for accountability, communication, financial reporting and compliance so that the Agency remains viable.

The Board meets at least six times a year and reviews and approves the Agency's current financial statements.

The Board approves the annual Audited Financial Statements within six months of the fiscal year end and recommends the auditors for appointment the next year at the Annual General Meeting.

2.2 Board Committees

2.2.1. Finance Committee

The Finance Committee reports to NCFST's Board of Directors and meets at least four times a year. The role of the Finance Committee is defined in its Terms of Reference (Appendix A-2). The Finance Committee is responsible for reviewing the Agency's financial operations, reviewing quarterly financial statements, and in general, has responsibility for oversight of the reliability and integrity of the accounting principles and practices used by NCFST as reflected in NCFST's financial statements and financial reporting.

The Finance Committee approves the implementation of significant changes to the FPP and recommends to the Board for approval significant budgets and those required by specific funders.

The Finance Committee reviews the insurance policy for the Agency on a yearly basis to ensure adequate coverage.

The Finance Committee shall also annually monitor and evaluate the performance of the external auditors and recommend to the Board the appointment of a firm as the Corporation's external auditors and any changes of external auditors. This shall include:

i. review and approve the auditors' audit plan, including scope, timetable and fees.
ii. review and ensure external auditor independence from management.

2.2.2. Executive Committee

Role includes but is not limited to Strategic leadership for Director, Governance and Strategy and full Board, Board oversight, hiring and compensation package for the Director, Governance and Strategy, and managing high-level workplace issues of a serious nature.

2.3 Director, Governance and Strategy

The Director, Governance and Strategy designates a senior financial officer with responsibility for managing the financial operations of the Agency. NCFST maintains the position of Director of Finance, HR and Administration who acts as senior financial officer under the direction of the Director, Governance and Strategy.

2.4 Director of Finance, HR and Administration

Director of Finance, HR and Administration provides executive leadership, financial expertise, and Indigenous management principles in planning, directing and delivering core financial, information technology, property management, administrative, and strategies and services while working as part of an innovative and committed executive leadership circle. The Director of Finance, HR and Administration also oversees the organization's risk management program and provides leadership to Finance staff.

The Director of Finance, HR and Administration holds a professional accounting designation and fulfills the requirements of ongoing membership in the accounting body. This position is responsible for managing the financial operations of the Agency, maintaining effective internal controls, ensuring budgets and expenses align with programming goals. The Director of Finance, HR and Administration is involved in the annual review of the employee compensation package and the collective agreement bargaining process, stays informed of any new legislation and Ministry Directives, and determines how that legislation will be implemented within the organization. The Director of Finance, HR and Administration is the primary liaison with the Agency's external auditors.

2.5 Management

Directors, Senior Managers, Managers, and Supervisors will be familiar with the FPP, train and monitor their staff, and ensure policies are consistently followed.

2.6 Staff

All employees are responsible for compliance with financial policies and internal controls, and integrating NCFST's mission and values into practice, service and relationships. Staff must be committed to maintaining confidentiality of community members, financial and all other sensitive information.

3. INTERNAL CONTROL

Internal control procedures are an integral part of the FPP and are developed to safeguard NCFST's assets, check the accuracy and reliability of accounting data, promote operational efficiency, protect personnel and minimize the Agency's exposure to risk and fraud.

Signing Officers

The Board of Directors must approve all individuals authorized to bind the organization (the "signing authorities"). The Signing Authorities for the organization are the following:

- Board President
- Board Vice-President
- Board Treasurer
- Board Secretary
- Executive Member
- Director, Governance and Strategy
- Director of Finance, HR and Administration

Funding contracts are signed by at least one of the above, and budget submissions are signed by the Director of Finance, HR and Administration and one of the above if required.

Cheques and banking documents require two signatures. EFT payment requires two online approvals via the approved EFT payment system RBC Express.

The delegation of authority matrix, which defines spending and signing limits for all employees of the Agency are included in Appendix A-3.

3.1 Conflict of Interest

All employees and members of the Board of Directors are expected to use good judgment, to adhere to high ethical standards, and to act in such a manner as to avoid any perceived, actual or potential conflict of interest. A conflict of interest occurs when the personal, professional, or business interests of an employee or Board member conflict with the interests of the organization, or that results in personal benefit from actions or decisions made in their official capacity. Both the fact and the appearance of a conflict of interest should be avoided.

Employees and Board members must disclose any interests in a proposed transaction or decision that may create a real or perceived conflict of interest. After disclosure, the employee or Board member will not be permitted to participate in the transaction, decision or related discussions.

Should there be any dispute as to whether a conflict of interest exists the Director, Governance and Strategy shall determine whether a conflict of interest exists for an employee and shall determine the appropriate response. The Board of Directors shall determine whether a conflict of interest exists for the Director, Governance and Strategy or a member of the Board, and shall determine the appropriate response.

3.2 Segregation of Duties

The organization's financial, procurement and employee compensation roles are distributed among multiple people to help ensure protection from fraud and error. The distribution of duties aims for maximum protection of the organization's assets while also considering efficiency of operations and availability of resources.

3.3 Physical Security

The organization maintains physical security of its assets to ensure that only people who are authorized have access. The Senior Manager, Finance and Accounting, Accounting Supervisor and Finance Assistant responsible for petty cash and inventory distribution are the only staff who have access to cash, tokens and food vouchers. The Senior Manager, Finance, Accounting Supervisor and Finance Assistant responsible for cheque runs are the only staff who have access to cheque stock.

The Senior Manager, Finance and Accounting is the sole Administrator of Agency credit cards, and any new cards credit limit for staff and board members must be approved by the Director of Finance, HR and Administration. Overall credit limit increase for credit cards should be approved by the Board.

Each employee has their own unique payroll access ID, and the Senior Manager, Finance and Accounting, Payroll Administrator and HR staff are the only employees with full access ("Administrators"). All employee personnel files are scanned for electronic access

All files and records are stored for the term of the employee plus seven years other than disciplinary items, which, based on Union CBA requirements, are to leave the file after 12 months (or as otherwise agreed in grievance proceedings). In practice, it is impractical for the Human Resources team to search every employee file weekly to remove disciplinary items. Therefore, the common practice is to vet the file whenever it is pulled to remove any old disciplinary items.

Electronic data such as intellectual property, financial, payroll, and community member's information is protected from unauthorized access by mandatory passwords for each user in all Information Technology systems. Appropriate user levels are assigned, and passwords are changed regularly as programmed by the IT department or within the software itself.

The Facilities Manager is responsible for planning the suitable protection and maintenance of property, building and equipment.

The Agency strives to provide a safe working environment for staff through the Joint Health and Safety Committee, the Code of Conduct and the Workplace Harassment and Discrimination Human Resource policies.

3.4 Collective Agreement

The Collective Agreement is negotiated every three years and is effective as of May 1st of a three-year period. . Union employees are paid according to the job class and pay grade stipulated in the collective agreement. These pay rates are used for funder budget submissions for the appropriate programs. The collective agreement also informs salary increases and benefit policies for union employees.

4. FINANCIAL PLANNING AND REPORTING

4.1 Strategic Plan

The Board of Directors, Director, Governance and Strategy, Director of Finance, HR and Administration and Program Directors update the Strategic Plan every five years. This plan is used to guide the Agency in setting priorities, focusing energy and resources, strengthening operations and ensuring that employees are working toward common goals. The plan also establishes intended outcomes to evaluate progress and to plan for the future.

4.2 Budgets

The Director, Governance and Strategy and the Director of Finance, HR and Administration develop a forecast annually which sets out anticipated revenues and expenditures within a context provided by funding agreements and the needs of the community.

The Agency's budget development process complies with Ministry requirements as well as the requirements of other funders and is characterized by:

- Input from all levels of staff and appropriate committee(s) of the Board
- Specific service objectives in line with Agency's mission statement, strategic plan and legislated mandate
- Realistic estimates of operating costs and anticipated revenue
- Cost analysis of programs
- Expectations around monitoring and if required improving program effectiveness and cost efficiency
- Identification of deficiencies in resources needed to meet service planning objectives and development of a work plan which recommends both short term (fiscal) and long-term strategies for dealing with resource deficiencies.

4.3 Financial Reports

4.3.1. Internal Reports

The organization's financial statements are prepared in accordance with Generally Accepted Accounting Principles (GAAP) and recorded on an accrual basis. Detailed revenue and expense statements comparing budget to actual results are prepared monthly for each program. The Director of Finance, HR and Administration reviews and investigates significant variances and provides the Board with a consolidated statement and a narrative report that summarizes the organization's current financial position and explains budget variances.

Several management reporting systems produce a variety of internal reports which include quality control, service statistics, days of care, balance sheet accounts, payroll and benefits analysis, cash flows and audit schedules. These reports are reviewed by the Director of Finance, HR and Administration for further investigation where necessary.

4.3.2. External Reports

The Director of Finance, HR and Administration is responsible for the submission of accurate and timely financial reports to funders and other stakeholders on a monthly, quarterly or annual basis and is responsible for ensuring reports include adequate supporting documentation where required.

4.4 Audit

4.4.1 NCFST is audited annually by independent external auditors approximately six weeks after the fiscal year-end of March 31. All expenses for the year must be submitted and recorded in time for the audit.

4.4.2 The Audited Financial Statements are presented to Board members for approval within six months of the fiscal year end.

4.4.3 The auditors will complete the T3010 Registered Charity Information return which informs the Ministry of any changes to the Board and its officers.

4.4 4 NCFST will comply with Ministry and other funder audits as required.

4.5 Legal and Regulatory Compliance

The Agency fulfills all statutory reporting requirements deemed necessary by Canada Revenue Agency, The Corporations Act and the Registered Charities Act so that it maintains its status as an Incorporated Registered Charity.

The Director of Finance, HR and Administration ensures all regulatory reports are accurate and filed on time as follows:

- Annual Employer's Health Tax return
- Annual Workers' Compensation return
- Bi-annual HST rebate application
- Annual property tax rebate application
- Annual T4s and T4As

- Annual OMERS pension reconciliation report

The Director, Governance and Strategy and Director of Finance, HR and Administration provide to the Board, through the Finance Committee, a quarterly attestation stating compliance with the above, substantiality in the form presented in Appendix A-4.

5. REVENUE AND ACCOUNTS RECEIVABLE

All contributions are recorded in accordance with GAAP and credited to appropriate revenue lines as per the Agency's approved budget and coded as designated in NCFST's chart of accounts.

5.1 Cheque and Cash Receipts

Cheques and cash receipts are collected at various locations and are recorded and locked in a safe until delivered to the Finance Department at 30 College head office for safekeeping until deposited.

Reception - 30 College: cheques received by mail are recorded by reception in a log and delivered to the Finance Department. When cash donations are received by reception at 30 College the Senior Manager, Finance and Accounting or designate is called to come and receive the cash and record the donor's information (i.e. address and donation allocation).

Daycare Centers: Pre-approval payments are processed monthly for the daycare locations with approval by the supervisor of the specific location. If cash and/or cheques are received at the daycare locations, they are recorded in a ledger, and a receipt for payment is issued to the parent. Cash and cheques are kept in a safe until hand delivered to the Finance department. The Finance staff will count the cash and account for all cheques in the presence of the day care Supervisor or their designate. Finance issues letters to all parents by Feb 28 which state the name of the child, the daycare centre's location and the amount paid (deposited) in the previous calendar year.

Transition Houses: Cash and cheques are recorded in a ledger and a receipt is issued to the resident. Cash and cheques are kept in a safe until hand delivered to the Finance department. The Finance staff will count the cash and account for all cheques in the presence of the transition house support worker

5.2 Deposits

Deposits for cheques are made on a weekly basis. The Finance assistant scans all cheques that are for deposit for the week and saves in the shared folder. Accounting Supervisor reviews the scanned cheques and then approves the Finance Assistant to make the deposit through RBC Cheque-Pro machine. A report is generated and double checked by the Accounting Supervisor upon completion of the deposit. Cash deposits are taken to the bank bi-weekly as needed after reviewed by the Accounting Supervisor. The Finance Assistant summarizes all (cheque and cash) transactions in a spreadsheet and loaded into the cash management system in the account system for review by the Senior Accountant.

5.3 EFT Receipts

The Senior Accountantreviews the monthly bank statement and identifies the EFT deposits, the majority of which are from funders, to enter the appropriate General Ledger (GL) account.

5.4 Accounts Receivable Invoices

Invoices are prepared when required by specific funders or by staff as needed. The Senior Accountant prepares invoices by the 15th of the following month and submits, with supporting documentation, to the Senior Manager, Finance and Accounting for approval.

Following approval, the Senior Accountant makes two copies of the invoice., one copy is sent to the funder and one copy is kept on file in the Finance Department.

The Senior Accountantis responsible for collection follow-up by reviewing the Accounts Receivable Aging Report and alerts the Accounting Supervisor and Senior Manager, Finance and Accounting of invoices more than 90 days overdue.

The Senior Manager, Finance and Accounting reports invoices over 90 days to the Director of Finance, HR and Administration who determines appropriate collection action.

5.5 Charitable Donations

The Agency receives donations in the form of cash, cheques, in-kind and through online charity giving platforms.

The Agency must prepare official donation receipts that meet the requirements of the Income Tax Act and its Regulations. An official receipt must contain all the information specified in Section 3501 of the Income Tax Regulation. Official donation receipts must include the name and website address of the Canada Revenue Agency. The number and tax receipt information are recorded in a tax receipt log for each fiscal year and is given to auditors for the T3010 report.

Tax receipts are issued for donations of $25.00 or greater.

If a donor does not specify which program the funds are for, this will be designated to go into the Indigenous Spirit Fund (ISF) that is part of the agency and at year-end recommendations for use will be presented to the Board of Directors.

5.5.1. Cash

Cash donations must include the donor's full name and address. The Finance Assistant prepares a three-part tax receipt and thank you letter and submits it to the Accounting Supervisor for review. The Accounting Supervisor then submits the tax receipt and thank you letter to the Director of Finance, HR and Administration for signatures. Once signed the Finance Assistant keeps one tax receipt and mails two to the donor. A copy of

the donor information, thank you letter, and third tax receipt is filed in a binder which is kept in the Finance department.

5.5.2. Cheques

Donation receipts should be issued no earlier than two weeks after the donation has been received so that Finance can confirm that the cheque has cleared the bank and no later than one month after the donation has been received. The Finance Assistant prepares a three-part tax receipt and thank you letter and submits it to the Accounting Supervisor for review and then sends to Director of Finance, HR and Administration for signature. Once signed the Finance Assistant keeps one tax receipt and mails two to the donor. A copy of the cheque and any other information, thank you letter, and third tax receipt is filed in a binder which is kept in the Finance department.

5.5.3: Online Donations

NCFST is listed as a Registered Charity on canadahelps.ca and benevity.org. The Funds Development Manager, Fund and Community Relationship Specialist, Senior Manager, Finance and Accounting and Senior Accountant are the only employees who can access donor reports. When a donation is made the Senior Accountant, and Accounting Supervisor receives a notification email. Both online sites issue tax receipts directly to the donor.

5.5.4: In-Kind Contributions

Contributions of non-cash items must be reviewed and approved by the Director, Governance and Strategy. A charity cannot issue a receipt for a gift of service. Registered charities cannot issue official donation receipts for gifts of services. However, they can issue receipts. If a charity pays a service provider for services rendered and the service provider then chooses to donate the money back, the charity can issue a receipt for the monetary donation (this is often referred to as a cheque exchange).

The tax receipt must reflect the fair market value of the gift. If the fair market value is expected to be more than $1,000 it is strongly recommended by Canada Revenue Agency that the item(s) be professionally appraised by a third party. If the property is appraised, the name and address of the appraiser must be included on the official donation receipt.

5.6 Children's Special Allowance (CSA)

The Children's Special Allowances (CSA) program provides payments to Children's Aid Societies for children that are "maintained by an agency" which means that the child is dependent on the agency for care, maintenance, education, training and advancement to a greater extent than any other agency. The monthly CSA payment is equal to the maximum Canada Child Benefit (CCB) payment plus the Child Disability Benefit (CDB). The Children's Services Supervisor will apply for those children who qualify for the CDB.

The last CSA payment is made for the month in which the child turns 18 year of age or ceases to be maintained by the Agency.

The Director of Finance, HR and Administration approves who has access to the monthly CSA reports from CRA sent by email via secure digital certificates, and who can access the specific CRA website for adding or discharging a child. The Senior Manager, Finance and Accounting Manager and one Finance Assistant are the only two authorized employees.

Applications and cancellations are made by the Finance Assistant. The Finance Assistant will run a monthly report from Frontline, the community member database for Child Welfare, one week after month-end for all admissions and discharges for the month. The Finance assistance will request approval from the child's worker and their Supervisor for each child admitted before applying for the CSA. Applications and cancellations will be made on a timely basis after the child starts or ceases to be maintained to prevent financial hardship for the Child Tax Benefit recipient (i.e. child's parent or other caregiver).

A portion of the CSA will be recorded in a RESP reserve account as per Ministry guidelines (see FPP Section 10.5 for detailed RESP Administration policy) and the remainder recorded as revenue.

5.7 Ontario Child Benefit Equivalent (OCBE)

The provincial government provides monthly funding for all children and youth in care (ages 0 – 17), and youth in a VYSA, for whom NCFST is in receipt of the CSA, with access to recreational, educational, cultural and social opportunities that support positive outcomes. These funds are also used to establish savings accounts for youth ages 15 – 17 (see Section 10.3).

NCFST maintains a separate General Ledger account to hold and pool all OCBE payments and is used solely for expenditures articulated in the MCSS Directive (unspent monies are held in a Balance Sheet account for use in a future year):

The revenue and offsetting expenses are not included in the Ministry financial reporting.

6. BANK

6.1 Bank

The Board of Directors, by resolution, names the financial institution(s) with which the Agency does business. NCFST currently uses the Royal Bank of Canada for all operational requirements.

6.2 Line of Credit

The Board of Directors approves any lines of credit or other credit facilities. NCFST currently has a $1.5 million line of credit for operations.

6.3 Cash Management

The Director of Finance, HR and Administration, the Senior Manager, Finance and Accounting, and Accounting Supervisor, and Senior Accountant have online access to bank accounts and transactions. Other Finance staff may be assigned partial and/or read only access to certain areas of the online banking program RBC Express.

6.4 Bank Reconciliations

All bank accounts are reconciled monthly within 15 days of the end of the month by the Senior Accountant and reviewed and approved by the Accounting Supervisor.

6.5 Direct Deposits

Direct deposits are set up for the majority of funders and government agencies where possible. Direct deposit authorization forms are specific to and provided by each funder and must be approved and signed by the Director of Finance, HR and Administration and the Director, Governance and Strategy. Notification of deposits are sent to the Director of Finance, HR and Administration and/or to the Senior Manager, Finance and Accounting.

7. ASSET MANAGEMENT

NCFST keeps all physical assets secure, maintained and properly insured to mitigate any potential risk. The Director, Governance and Strategy is responsible for the safekeeping of key legal and contractual documents, the protection of intellectual property, and the avoidance of any actions that would expose the organization, its Board, or its staff to claims of liability.

7.1 Inventory – TTC Tokens and Gift Cards

This policy outlines guidelines and accounting policies to ensure that TTC tokens, Loblaw and all other gift cards are properly controlled and costed, and losses or shortages are prevented.

Inventory is ordered in bulk to maximize the allowable discounts.

The Accounting Supervisor, Senior Manager, Finance and Accounting is the custodian of inventory items which are locked in a safe until distributed.

Requests for inventory must be signed by a Supervisor and must include the community member's name and purpose. Where a roll(s) of tokens or package(s) of food card is requested the worker must maintain a detailed log of distribution and submit to Finance upon depletion of inventory.

Finance staff and Team Assistants delegated to distribute inventory will maintain detailed logs by program and reconcile their inventory at month-end.

All monthly reconciliations will be submitted to the Financial Assistant for consolidation and recording in the General Ledger.

7.2 Capital Property and Equipment

Threshold: Tangible fixed assets > $2,500 **and** that have a useful life over one year are recorded on the balance sheet as capital assets.

- Assets are amortized according to GAAP over each year of their estimated useful life as follows:
- Buildings and Property: declining balance; over 20 years
- Equipment, Furniture and Fixtures: declining balance; over 5 years
- Leasehold Improvements: declining balance; over 5 years
- Computers and IT equipment: declining balance, 3 years.

Depreciation is calculated at month-end and posted to the General Ledger.

7.3 Fleet Management

NCFST adheres to the Ministry Policy Directive AO-220-07 (Appendix B-1) and applies the Ontario Public Service (OPS) standards in the area of fleet management. The OPS standards reflect the following principles:

- Fleet vehicles are provided only when required to conduct society business;
- Fleet vehicles are managed in accordance with the life cycle approach to fleet management and with the principles of economy, prudence, and minimizing negative environmental impact;
- Fleet vehicles are safe for employees' use; and
- A combination of fleet vehicles, car rentals, the use of personal staff vehicles and the use of other road transportation should be utilized to meet the business needs of the society in a cost effective and operationally efficient manner.

The Facilities Manager or designate is responsible for maintaining the vehicle log book, ensuring that Agency vehicles are regularly serviced, and that vehicle issues/damages are immediately repaired.

Vehicle drivers are responsible for cleaning inside by removing personal items and garbage after each use and outside of vehicles as needed. Employees are not required to purchase insurance while driving rented vehicles as insurance is provided through the Agency's existing insurance policy.

Car rentals are booked through a specific email and process to ensure all rentals are approved and obtained from the Agency's authorized vendor, currently Enterprise Rent-A-Car.

Drivers are required to immediately report all vehicle issues or accidents to the Facilities Manager. Drivers will call local police or if possible go to the nearest collision office center to file an official report. If another vehicle is involved in an accident the driver must obtain the name, address and phone number and insurance carrier of the person operating the other vehicle, if possible.

The Senior Manager, Real Estate and Procurement must approve all repairs over $1,000.

NCFST maintains insurance coverage for Agency vehicles at no cost to the employee. Proof of the insurance coverage will be kept in the vehicle's glove compartment at all times.

Drivers must obtain their own personal liability insurance in the amount of $2 million dollars.

7.4 Insurance

NCFST carries liability coverage for employees, Board members, officers, foster parents and volunteers.

The Agency also carries adequate insurance for all company vehicles and for all leased and owned properties.

The Director of Finance, HR and Administration liaises with the appointed insurance agent on a yearly basis to review the policies in force. Any recommended amendments will be reported to the Director, Governance and Strategy and Finance Committee prior to the renewal of insurance coverage for the Agency.

Commercial General Liability: NCFST will carry not less than $5 million per occurrence.

Automobile Insurance: NCFST will carry not less than $5 million per occurrence.

Directors' and Officers' Liability: NCFST will carry not less than $5 million per occurrence with a zero deductible.

Blanket Insurance: NCFST will carry not less than $5 million per occurrence. This insurance is in addition to Commercial General Liability and Automobile Insurance.

Cyber Insurance: NCFST will carry not less than $5 million per occurrence. This insurance is in addition to Commercial General Liability and Automobile Insurance.

8. EXPENSES AND ACCOUNTS PAYABLE

8.1 Procurement and Purchases

NCFST 's purchasing policy complies with the Ministry of Community and Social Services (MCSS) directive AO-003-07 (Appendix B-2) and ensures that all goods and services achieve value for money and are procured in an open, fair and transparent manner.

This policy is based on the Agency's accountability for procurement decisions, transparency to all stakeholders, maximizing value it receives and enabling front-line services to receive the right product in a timely manner.

This policy applies to Board members and all employees and all goods, construction and services including but not limited to IT and consulting services acquired by NCFST.

When possible, NCFST will purchase goods and services from vendors from the Province of Ontario's Enterprise-wide Vendor of Record (VOR) Arrangement, a procurement arrangement that authorizes one or more qualified vendors to provide goods or services for a defined time period with defined terms and conditions, or from vendor agreements arranged through Mohawk Medbuy. (Mohawk Medbuy represents a consortium of Ontario Hospitals and Children's Aid Societies to procure goods and services.)

When there is no suitable vendor from Ontario's VOR program or Mohawk Medbuy's program, an open, competitive and transparent process is required for the procurement of goods, including information technology goods, over $25,000 and the procurement of services and consulting services over $121,200 to meet specific needs and to achieve, at the best price/cost, value for money.

Services: are services provided for a fee, on the basis of a defined agreement.

Consulting Services: are consulting services provided for a fee, on the basis of a defined assignment and relate to:

- Management consulting (i.e. planning, organizing, directing and controlling activities to assist managers in analyzing management problems and recommending solutions)
- Information technology consulting (i.e. activities related to electronic data processing, telecommunications or office automation)
- Technical consulting (i.e. activities related to employment/placement, interior design, social sciences, and training/education instructors)
- Research and development (i.e. investigative study for the purpose of increasing the available store of knowledge and/or information on a particular subject.

Open and Transparent Competitive Process: a separate, competitive acquisition process and does not involve calling for quotes from a pre-determined list. It involves an "open call" for competitive bids from vendors, inviting them to submit a tender or a proposal for the purpose of obtaining a procurement contract.

Code of Ethics: The Ontario Broader Public Sector Supply Chain Code of Ethics must be formally adopted in accordance with the Board of Directors governance processes. The Agency will ensure that the Code is

available and visible to all members of the organization and to suppliers and stakeholders involved with the supply Chain process.

Segregation of Duties: At least three of the five functional procurement roles – Requisition, Budgeting, Commitment, Receipt and Payment - will be performed by at least three different individuals.

Approval Authority:

Competitive Procurement Thresholds

Goods, Non-Consulting Services and Construction			
Total Procurement Value	**Means of Procurement**	**Required/Recommended**	**Alternate Means**
$0 - $100.00	Petty Cash or P-card	Recommended	Invitational, Open
$100.01 - $2,999.99	Payment or P-card requisition	Recommended	Invitational, Open
$3,000.00 - $9,999.99	Purchase Order	Recommended	Invitational, Open
$10,000 - $121,999.99	Invitational competitive (minimum 3 suppliers invited to bid)	Invitational, Open	Open Competitive
$121,200 +	Open competitive process	Required	None

Consulting Services			
Total Procurement Value	**Means of Procurement**	**Required/Recommended**	**Alternate Means**
$0 - $121,199.99	Invitational OR open competitive process	Required	N/A
$121,200+	Open competitive	Required	N/A

The total value of procurement includes the cost of freight, installation but not taxes. For multi-year procurements calculate the total projected value for the entire period of the anticipated agreement including optional renewals. Multiple purchases may not be used to circumvent competitive procurements.

Non-Competitive Procurement: requires approval one level higher than a competitive procurement of the same value. Supporting documentation must be completed and approved prior to commencement of non-competitive procurement. The Agency must demonstrate the rationale for selection of the particular supplier over available suppliers and how fees charged are commensurate with services being procured.

Other Requirements:

The following mandatory requirements are explained in the MCSS directive AO-003-07 (Appendix B-2);

- Information Gathering
- Supplier Pre-qualification

- Competitive Bid Documents
- Evaluation of Bids
- Establishing and Awarding Contracts
- Contract Management

Conflict of Interest: NCFST will monitor any real or perceived conflict of interest that may arise as a result of any employee or other organization member, advisor, supplier of other stakeholder's involvement with supply chain activities. Individuals involved with supply chain activities must declare actual or potential conflicts of interest. Where a conflict arises, it must be evaluated, and appropriate mitigating action must be taken.

8.2 Vendor Selection Process

The Purchasing Coordinator consults with staff who have a vested interest in this particular vendor selection process to identify the needs of the community member(s) and organization. Essential requisites such as product and/or services, delivery location, method and schedule must be defined.

Vendors are generally selected from either Ontario's VOR program or Mohawk Medbuy's VOR program. Vendors in the programs have been selected through an open, competitive process.

Where Invitational Competitive Procurement is required a minimum of three qualified suppliers, if available or practical, must submit a written proposal in response to the defined requirements outlined by the agency.

Procurements over $121,200: a formal Request for Proposal/tender from a minimum of 3 vendors, subject to Ministry Directive A0-003-97 (Appendix B-2), must be made through an electronic tendering system.

When a vendor has been selected the Purchasing Coordinator obtains and completes the vendor's credit application form which must be signed by the Director of Finance.

When both parties agree to all terms and conditions a copy of the completed credit application is sent to the Finance Department who enters the Vendor information into the accounting system.

The Purchasing Coordinator informs all relevant staff of the newly approved vendor.

8.3 Invoice Approval and Processing

All invoices must be approved by the Supervisor of the department for which the expense was incurred and in accordance with approval limits outlined in Appendix A-3. It is the authorizing supervisor's responsibility to ensure the following:

- An appropriate invoice or NCFST form (Cheque Requisition, Travel Expense Claim, Program Expense Report Appendix C) is completed and contains adequate details to assess the appropriateness of the expense

- Original receipts are included
- Clear indication of the account number or budget line against which a payment is to be charged

Approved invoices will be paid within 30 days.

Invoices are opened by the Accounts Payable staff and routed to the appropriate department team assistant for authorization prior to payment being issued.

Copies of all invoices paid will be filed in the finance department. After two years these documents will be archived at Iron Mountain and destroyed according to the Agency's Records Retention policy (Section 12).

8.4 Cheque Disbursements

Cheque stock is stored securely in the Accounting Supervisor's office. Cheques are numbered sequentially by the accounting system, INTACCT. The Accounting Supervisor authorizes the weekly cheque run after ensuring invoices are reasonable, appropriate and properly approved. Cheque requests must have adequate explanation and/or supporting documentation.

Cheques and supporting documents are given to the Director of Finance, HR and Administration.

All cheques require two signatures. The Agency uses Print Boss to produce automated signatures as follows:

Cheques less than $2,500	Two signatures	Director of Governance and Strategy and Director of Finance, HR and Administration
Cheques $2,500 to $4,999	One signature	Director of Governance and Strategy
Cheques $5,000 and over	No signature	Cheques up to $99,000 – Any two signing officers can sign Cheques $100,000 to $299,000 – Any two of the President, Vice President, Secretary, Treasurer, Director of Governance and Strategy Cheques $300, 000 and over – Any two of the President, Vice President, Secretary, Treasurer

The signature disc is kept secured in the Accounting Supervisor, and only the Senior Manager, Finance and Accounting, Director of Finance, HR and Administration and IT have the password to change the signatures.

The Finance Assistant maintains a cheque log and records how and to whom cheques are distributed.

8.5 Direct Payments (EFT Disbursements)

The Accounting Supervisor reviews and approves the EFT payment batch after ensuring invoices are reasonable, appropriate and properly approved. Cheque requisitions, travel claims and employees' expense reports must have adequate explanation and/or supporting documentation.

The EFT batch is accessed and approved electronically by the Director of Finance and the Director, Child and Family Well-being or Director, Holistic Services where required.

8.6 Stop Payments

The Senior Manager, Finance and Accounting approves all stop payments, which are processed through RBC Express, once it has been determined that the payment has not cleared the bank. The name of the requestor and reason for the stop payment must be explained and recorded.

8.7 Credit Cards

Agency credit cards are assigned to staff as approved by the Director, Governance and Strategy and must be used for NCFST business only. Each card holder is responsible for obtaining approval and supporting documentation.

Petro Canada: The Facilities Supervisor is responsible for ensuring that each Agency vehicle has a gas card. The driver using the card will submit all receipts to the Finance Department who attach them to the appropriate invoice.

Home Depot: The Purchasing Coordinator, supervised by the Facilities Supervisor, is the sole user of the Home Depot card. Purchases in excess of $500 must be pre-approved by the Senior Manager, Real Estate and Procurement. All receipts must be kept and attached to the monthly statement prior to payment. The credit limit on the Home Depot card is $3,000.

Corporate Purchasing Cards (P-cards): NCFST uses the P-card program offered by RBC and is administered by the Senior Manager, Finance and Accounting and Senior Accountant. Any additions, deletions or credit limit increases must be approved by the Director of Finance, HR and Administration and the Director, Governance and Strategy.

Payment for all P-cards is withdrawn automatically each month from the Agency's main bank account. Each card holder must attach properly approved documentation to their monthly statement and submit it to their supervisor for approval. Approved statements are filed in the Finance Department.

Loblaw: Cards are assigned to staff who purchase food for programs when bulk purchases through the Agency's approved vendor is not feasible. Card requests must be approved by the individual's Supervisor and the Director of Finance, HR and Administration. The cards are not transferrable and must only be used by the employee whose name and signature is on the card. The staff member must submit all receipts to the Finance Department within two days. Failure to remit receipts in a timely manner will result in cancellation of the card. The Agency limit for all Loblaw cards combined is $1,500.

8.8 Taxis

Taxis are only to be used for emergency situations or exceptional circumstances. NCFST's approved taxi account is currently with Royal Taxi. Workers will submit a Taxi Chit Requisition form (Appendix C-6) to Finance which includes the program name and/or budget line item, community member's name if applicable, purpose of trip and Supervisors' approval.

9. EMPLOYEE EXPENSE REIMBURSEMENT

9.1 Travel Expenses

NCFST reimburses employees for all work-related travel and expenses. Staff must endeavor to use the safest, most practical and economical way to travel. For NCFST's comprehensive travel policy see Appendix A-1.

Travel within Greater Toronto Area (GTA):

- Does not require prior approval
- Employees, foster parents, volunteer and students using their personal vehicle will submit a completed Travel Expense Claim form which must include date of travel, case name/number, purpose of travel, start and end address, and kilometers traveled
- Reimbursement will be paid for all distances between the locations of first and last work appointments (distance from home to location of regular office must be deducted for first appointment from home or from last appointment to home)
- NCFST will reimburse mileage as set by the current Collective Agreement
- Original receipts for additional expenses must be included with the Travel Expense Claim form (Appendix C-3).
- Both claimants and approvers must ensure the kilometers claimed are reasonable and can be substantiated by internet mapping programs or the Agency's list of standard distances between some common locations.
- Use of the 407 ETR route and traffic/parking violations will not be reimbursed except under special circumstances and with the Supervisor's approval.
- Employees are encouraged to use a rental car when the amount of travel exceeds 300km both ways. Travel expense claims must be submitted monthly and approved by the employee's Supervisor.

Travel outside the GTA and bordering jurisdictions:

- Within Ontario - requires prior approval from Supervisor
- Within Canada – requires approval from appropriate Director and written request outlining rationale, purpose and detailed travel arrangements and costs
- Outside Canada – requires approval from Director and written request outlining rationale, purpose and detailed travel arrangements and costs
- In case of travel for escort of children procedures as governed by General Service Standards 113.01 should be followed

Meals and Other Travel Expenses:

Meals: Reimbursement for meals is subject to a maximum of $58 per day:

Breakfast	$13.00	
Lunch	$20.00	
Dinner	$25.00	

These rates are reviewed and set annually in the Collective Agreement.

Receipts for meals must be submitted with the expense claim.

Meals costs will be reimbursed when an employee is required to:

- Accompany a child-in-care and must eat with the child
- Must work in the evening on an unplanned emergency
- Attends a full day of training, conference or meeting outside of the office
- Attends a half day of training, conference or meeting outside the Greater Toronto Area

Meals costs will not be reimbursed when an employee is required to:

- Attend a full day of training, conference or meeting within agency offices
- Attend a half day of training, conference or meeting within the Greater Toronto Area

Other Travel Expenses:

Accommodation: reimbursement will be made for a standard room only

Other: reasonable miscellaneous expenses such as baggage charges, travel to/from airport, and parking will be reimbursed. If an employee is unsure if an expense is allowable they must consult with their direct Supervisor.

Directors' Travel Expense

The Board President or Treasurer as authorized will approve the reimbursement of expenses for the Director, Governance and Strategy.

NCFST will comply with the Ministry Directive CW 001-17 Appendix B-3 and post year-end audited actual travel expenses incurred by executive-level staff and Board members on the NCFST website by July 31 on an annual basis. Attestation of compliance with this requirement must be included with the annual Child Welfare Transfer Payment Annual Reconciliation (TPAR) Report.

9.2 Program Expenses

In order to be reimbursed for expenses paid out of pocket employees must complete a Program Expense Report form (Appendix C-4) which itemizes all receipts and includes a description of items purchased, the receipt total and budget line item (e.g., program/funder) to be charged. Original receipts must be included, and the form must be signed by the employee and their Supervisor.

9.3 Petty Cash

Employees may be reimbursed by petty cash for receipts totaling less than $50.00 by completing a petty cash voucher (Appendix C–5) which must include a description of the items, purpose and program, community member name and number where applicable, and Supervisor's signature. Original receipts must be attached.

9.4 Advances

Travel Advance: Travel advances are not normally extended however in exceptional circumstances the Director of Finance, HR and Administration may approve such an advance.

Program expense advance: A program expense advance may be granted where it is not possible to use an approved vendor or the corporate P-card. A program expense advance must be submitted on a Cheque Requisition form (Appendix C-1) for a maximum of $500, which must include a description of the items, purpose and program, community member name and number where applicable, and Supervisor's signature. A Program Expense Report form (Appendix C-4), and left-over cash if applicable, must be submitted as per instructions in Section 9.2 above within 14 days of purchase.

If an employee has not cleared the advance prior to terminating employment the advance will be deducted from the employee's final pay.

Petty cash advance: Employees may request a petty cash advance for program expenses up to $50 and must complete a petty cash voucher (Appendix C-5) as per instructions in Section 9.3 above. Original receipts and any leftover cash must be submitted within 2 business days.

10. CHILD WELFARE EXPENSES

10.1 Caregiver Payments

The Ministry requires NCFST to provide the full range of child protection services to eligible youth, where appropriate, until their 18th birthday.

Outside Paid Institutions (OPIs): The Resource Department enters into an agreement with the OPI and sends a copy to the Finance Department. Per diem rates are set by the Ministry and nature of the home. OPI's submit monthly invoices for per diems, mileage and expenses with appropriate receipts. The Finance Assistant will compare the per diem charge to the information in the Frontline database to ensure the child(ren) were in care for the days stipulated on the invoice and will investigate any discrepancies with the child's worker and/or the OPI. The Finance Assistant records the per diem rate and number of days in care on a Payment Summary Form (PSF) and adds any mileage claims and/or additional expenses submitted by the OPI. The PSF, monthly invoices and all expenses are approved by the Children's Services Supervisor. Allowable expenses are outlined in the Agency's Resources Manual.

Dental: NCFST deducts $5.00 per child per month from the monthly payment to the OPI to cover dental costs paid by the Agency.

Prescription Drugs: The majority of prescription drugs are now automatically covered under the Ontario Insurance Health Plan (OHIP) for children and youth under the age of 24 who have a health card number.

NCFST Foster Homes: The Resource Department enters into an agreement with the NCFST Foster Home and sends a copy to the Finance Department. NCFST Foster Homes per diems are paid according to the days in care recorded in Frontline for the month for each child in the home. The Finance Assistant records the per diem rate and number of days in care on a Payment Summary form (PSF) and adds any mileage claims. The Children's Services Supervisor approves the PSF and mileage claims. NCFST per diem rates are paid based on the type of home i.e., Regular, Specialized or Treatment. Additional expenses are provided for in the per diem rates as per NCFST Foster Home Per Diem Rate Schedule (Appendix A–5).

Kinship Homes: A kinship care family (i.e., relatives of family members or others described as family by a child's immediate family members) approved as a kinship foster home will be eligible for NCFST Foster Home per diem rates as set out in Appendix A–5.

Kinship Care Place of Safety: A kinship family providing a place of safety is exempt from foster care licensing standards for 60 days, and therefore the rate of support may be less than the regular foster rate during this period. A Kinship Care Place of Safety is eligible to receive financial assistance (see Kinship Service Section 10.6.2)

Customary Care Homes: A family- based care model reflective of the culture, value and traditions of the child's parents and community. The home must meet foster care licensing regulations and standards and will be paid at regular NCFST Foster Home rates as set out in Appendix A-5.

In addition, a customary caregiver is entitled to one-time financial assistance, within the 60-day exemption period of up to $6,000 per child if the provision of this assistance will enable them to meet foster care licensing regulations and standards and accommodate the child(ren) in their home. Where practical NCFST will make direct payments to suppliers (e.g., contractors for home modifications) and pay for initial costs associated with accommodating a child in a home (e.g. furniture, mattress).

General

OPI's are paid by EFT on the 15th of the month for previous month's expenses.

NCFST Foster Homes and all other caregivers are paid by EFT on the 4th business day for previous month's expenses.

At year-end the Resource team will notify all caregivers requesting all invoices to March 31 to ensure expenses are properly allocated to the correct fiscal year.

Finance keeps a copy of the current caregiver agreement on file.

Accountability: Finance maintains separate GL account codes for all caregiver payments and reports expenditures accordingly on the quarterly Ministry template.

10.2 Ontario Child Benefit Equivalent (OCBE)

NCFST complies with MCSS Policy Directive CW 002-18 OCBE (Appendix B–4).

OCBE Activities Program: The monthly OCBE payment from the provincial government (Appendix A-6) provides all children and youth in care and customary care (ages 0 -17), and youth in a VYSA (see Section 10.3), for whom NCFST receives the CSA to access recreational, educational, cultural and social opportunities that support positive outcomes including higher education outcomes, higher degrees of resiliency, social skills and relationship development, and a smoother transition to adulthood.

Requests for payment for such activities must be identified by the CW Worker as an OCBE payment with a specific outcome as outlined above. The outcome categories by age group are tracked in the GL by separate account codes in order to facilitate the annual reporting of OCBE spending to the Ministry.

OCBE Savings Program: In addition, the monthly OCBE payment is used to establish a savings account to assist youth ages 15 – 17 who have been in care or customary care for twelve months, or youth in a VYSA, in recognition of the need to support them as they transition to adulthood. Youth must complete a financial literacy program and demonstrate financial competency relevant for independent living. Youth participating in the Savings Program will continue to be eligible to access the Activities Program.

The Quality, Assurance and Decolonization (QAD) department maintains a schedule of all youth in care who meet the criteria listed above along with the amounts accrued in their savings program. The current monthly OCBE payment (Appendix A-6) is allocated to the youth's savings program starting at the earliest with the month the youth turned 15 or VYSA effective date and ending at the latest when the youth turns 18 years old or termination of VYSA agreement.

The Quality, Assurance and Decolonization (QAD) department sends a Savings program statement semi-annually to the youth's worker. The worker determines when/if the youth has met the program requirements and submits request for payment by a Cheque Requisition form (Appendix C-1) approved by their Supervisor and a copy of the most recent Savings program statement.

Notwithstanding exceptional circumstances savings funds will be disbursed to the youth or third party within twelve months of the end of care, customary care or VYSA agreement or until such time as the youth has fulfilled the program requirements.

If funds cannot be distributed within the one-year period, e.g. youth cannot be located, funds will be allocated to OCBE Activities Programs.

10.3 Voluntary Youth Services Agreement (VYSA)

NCFST complies with MCSS Policy Directive CW 003-18 (Appendix B-5) "Protection Services for 16–17-year-olds". VYSA is a voluntary agreement between a youth who is 16 or 17 and NCFST for supports and services, including a living arrangement. The youth is not in care however NCFST is responsible for the maintenance of youth in a VYSA and therefore eligible to receive the monthly CSA for this youth.

VYSA are eligible to participate in the RESP or personal savings program as well as the OCBE Savings program.

Term: Term of the Agreement not to exceed 12 months and may be renewed providing that the total term does not exceed 24 months or continue after the youth's 18th birthday.

Financial Assistance: The CW Worker submits a Cheque Requisition form (Appendix C-1) for the first eligible payment and a copy of the VYSA Agreement. Finance adds the name and amount to the monthly RSG/VYSA package for circulation at month-end to the relevant CW Workers for approval. The approved package is returned to Finance by the 15th of the month for payment by the end of the third week of the month. Cheques are given to the workers to give to the youth by the first of the month. Current monthly rates are listed in Appendix A-6).

Accountability: The Finance Department tracks all VYSA payments in a separate GL account and reports the amount to the Ministry on the quarterly reporting template.

10.4 Ready, Set, Go Program (RSG)RSG

NCFST complies with MCSS Policy Directive CW 001-18 RSG (Appendix B-6) with the objective of providing financial support and guidance to youth ages 18 to 22 after they have left care.

Financial Assistance: The CW Worker submits a Cheque Requisition form (Appendix C-1) for the first eligible payment and a copy of the RSGRSG Agreement. Finance adds the name and amount to the monthly RSGRSG/VYSA approval spreadsheet for circulation at month-end to the relevant CW Workers and then is approved by the supervisors. The approved package is returned to Finance by the 15th of the month for payment by the end of the third week of the month. Cheques are given to the workers to give to the youth by the first of the month. Current monthly rates are listed in Appendix A-6).

Accountability: The Finance Department tracks all RSGRSG payments in a separate GL account and reports the amount to the Ministry on the quarterly reporting template.

10.5 Registered Education Savings Program (RESP)

NCFST complies with MCSS Policy directive CW 004-18 (Appendix B–7), the objective of which is to promote increased educational attainment for eligible children and youth.

NCFST will establish RESPs for children and youth under the age of 18 for whom it is receiving or has received the Children's Special Allowance (CSA). Funds equivalent to the current Child Tax Benefit (CTB), included in the monthly CSA payment, will be tracked separately by child and allocated to a separate Reserve Account in the General Ledger.

The last increase to the CTB amounts was June 2016 and amounts are as follows:

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

Eligibility:

- Child in Extended Society Care and Society Care wards who have been in care for at least twelve consecutive months
- Children subject to customary care agreements who have been in customary care for at least twelve consecutive months
- Youth in VYSA for whom NCFST is receiving the CSA (youth may choose to allocate the funds to either a RESP or a personal savings account).

Establishment and Maintenance:

RESP establishment and maintenance is a collaborative process between Finance and the CW Team Assistant (TA).

The child or youth must have a Social Insurance Number (SIN). The CW Team Assistant will endeavor to obtain the SIN prior to child or youth becoming eligible, and workers will support youth in a VYSA to apply for the SIN. The TA will advise the RESP Administrator once the SIN number is obtained.

The Finance Assistant responsible for applying and discharging children from the CSA maintains a schedule of monthly and cumulative CTB amounts received per child for potential RESPs as well as their legal status (e.g., crown, society ward, customary care or VYSA) and age/birth date.

Finance does a monthly journal entry for the total RESP monthly amount debiting the CSA revenue account and crediting the RESP reserve liability account.

The RESP Administrator will contact the RESP representative at RBC and supply a list of names of children who are eligible to open a RESP and the amounts collected to date for each child. Once the RESP's are opened RBC will do a direct debit to NCFST's bank account. The RESP Administrator will also advise RBC of any top-up amounts for existing RESP's at regular intervals, ideally prior to December 31 each year, to maximize the child's

eligibility for additional funds from the government i.e. the Canada Education Savings Grant (CESC) and/or the Canada Learning Bond (CLB).

The RESP Administrator advises the TA and the child's worker when a RESP has been opened, and the TA enters that information into the child's file.

Funds received for a child or youth who is not eligible for establishment of a RESP or for whom a SIN number cannot be obtained must be distributed equally across all other RESP's where the beneficiary is under 18, in care, subject to a customary care agreement, or in a VYSA.

Communication with Children and Youth:

The child's worker must discuss with the child/youth that they are the beneficiary of a RESP held by NCFST.

Discussions should provide the child/youth with information regarding the circumstances under which the RESP may be redeemed and should be age appropriate.

Youth in a VYSA will have the option to choose the RESP or an alternative saving program and will be informed that the funds will be available upon expiry of the VYSA if the youth has acquired financial skills and demonstrated financial competency, has a bank account and an appropriate plan for use of the savings.

RESP statements and copies of all written correspondence pertaining to RESP's will be included in the child's/youth file. Statements from RBC issued in March and December of each year will be kept by Finance and provided to the external auditors during the year-end audit.

NCFST will hold the RESP until the child/youth:

- Is enrolled in qualifying post-secondary education or training (if the beneficiary has reached the age of 21 and NCFST is not aware that the child/youth has enrolled in a qualifying program the TA or RESP Administrator will attempt to locate the youth and advise in writing that they are the beneficiary of a RESP held by NCFST).
- When the beneficiary has turned 24 and NCFST is not aware that the child/youth has enrolled in a qualifying program the TA or RESP Administrator will attempt to locate the youth and will advise in writing that they are the beneficiary of a RESP held by NCFST. If the youth is not able to be located by age 25 NCFST will collapse the RESP (see Redemption or Collapse below).

<u>RESP Transfer</u>

Transfer to caregiver: If the child/youth leaves care or customary care NCFST will transfer all funds in the RESP to a RESP that has been opened by the caregiver where the child/youth is the beneficiary if the child/youth has been placed with the caregiver for at least 12 consecutive months and:

- the file has been closed for at least 12 months with no re-openings; or
- a custody order has been made; or
- an adoption order has been made

The RESP Administrator and TA will meet regularly to update status of children/youth who have left care. Where these criteria are not met NCFST must continue to hold the RESP.

Transfer where child/youth is subject of formal customary care agreement: NCFST will transfer all funds in the RESP to a RESP that has been opened by the customary caregiver where the child/youth is the beneficiary if the child/youth has been placed with the caregiver for at least 12 consecutive months following the 12 consecutive months in customary care required for the establishment of a RESP under this Ministry directive and:

- NCFST determines that the placement is the permanency plan for the child or youth such that they will remain in the placement until they return to their parents or reach the age of 18; and
- Caregiver agrees to open a RESP for which the child is the beneficiary

To facilitate the RESP, transfer the RESP Administrator informs the caregiver in writing that NCFST holds an RESP to which the child or youth is the beneficiary, and advises the caregiver of the requirements to transfer and/or open an RESP which names the child or youth as beneficiary.

Upon written confirmation from a caregiver that a RESP has been opened the RESP Administrator sends a letter of direction to RBC to collapse the RESP, provides the name of the new RESP subscriber (i.e., caregiver), the NCFST held plan number and details of RESP into which funds are to be transferred. Where a change in name or SIN has occurred the RESP Administrator will advise RBC.

If the caregiver indicates that they will not open a RESP which names the child or youth as the beneficiary NCFST must retain the RESP and advise the child or youth and/or caregiver and identify circumstances under which the RESP may be redeemed or collapsed (see below) and request that the caregiver sign and return the appropriate federal form SDE-0071 found on the CRA website that is required to maintain the RESP's eligibility to attract the CLB and/or CESG.

RESP Redemption or Collapse

RESP's held by NCFST will be redeemed when the beneficiary is enrolled full or part-time in a qualifying program at a designated institution as determined by CRA. The CW worker and youth will determine the best way to allocate these funds (i.e., tuition, books, ancillary fees, costs related to living independently, and other) based on the youth's needs and other sources of funding. If an agreement cannot be reached "complaint process".

Where the beneficiary has turned 25 NCFST will collapse the RESP if the youth has been located and has not enrolled in a qualifying program or reasonable efforts have been made and NCFST is not able to locate the youth. The RESP Administrator will advise RBC, and once the funds are deposited in NCFST's bank account Finance will return the CLB and CESG monies to the federal government. The funds must then be distributed equally across other RESPs held by NCFST where the beneficiaries are under 18, and are in care or customary care, or VYSA who have opted for a RESP.

Savings Account: Funds will be distributed to the youth or identified third party within six months of VYSA expiry. If youth cannot be located NCFST will hold the funds for one year from expiry date, or agreed upon date of disbursement, after which the funds will be distributed equally across other RESPs held by NCFST where the beneficiaries are under 18, and are in care or customary care, or VYSA who have opted for an RESP.

Transition Provision

Where funds have been held for an eligible child or youth and a RESP has not been opened and the child has left care NCFST will transfer all funds into a RESP that has been opened by the child's caregiver which names the child as beneficiary within 12 months of the child leaving care.

If the funds are not transferred into the RESP opened by the caregiver a year after the child has left care the funds held will be distributed equally across all other RESP's held by NCFST where the beneficiary is under the age of 18 and in care, customary care, or in a VYSA where the youth has opted for the RESP.

Accountability: The Finance staff in conjunction with Service staff are responsible for the redemption, disbursement and collapse of RESPs to ensure that management takes place as required by the Ministry Directive. The RESP Administrator ensure that proper documentation is maintained for audit purposes including all correspondence to RBC and caregivers, redemption expenditures, and statements from RBC.

The RESP Administrator completes the annual Ministry RESP report for the fiscal year and the Agency will report this information to the Board of Directors.

10.6 Permanency Options Financial Support

NCFST continually works with the child's family and extended family or community towards establishing a stable, safe and permanent home for the child. It is anticipated that members of a child's family, extended family or community may require financial assistance to support this goal. Financial assistance should be based on the unique needs of the child, and the family's or caregiver's ability to meet those needs.

10.6.1 Admission Prevention:

Eligibility:

- A child residing with their family in the community is determined to be in need of protection and is at risk of being admitted into care. The child is not in care.
- Financial Assistance could reduce the risk to the immediate health and safety of the child and could prevent admission to care.
- Family is receiving protection services either on a voluntary basis or through a Supervision Order.

Financial Assistance: Episodic/emergency support may be provided to cover items not immediately available from social assistance or other government/community programs such as urgent unforeseen overnight accommodation, payment to address urgent child safety home repairs, new cribs, car seats, transportation to child support services and other short-term needs.

Accountability: NCFST will make direct payments to services providers whenever possible. Receipts from families receiving direct financial assistance are required. If receipts are not provided, explanatory notes must be included in the payment request.

The Finance Department tracks all Admission Prevention spending in a separate GL account and reports the total amount and number of families receiving Admission Prevention to the Ministry on the quarterly reporting template.

10.6.2 Kinship Service:

Eligibility:

- A child is placed with a kin or community caregiver resulting in the child's safety being protected and an admission to care prevented. The child is not in care.
- The caregiver requires financial Assistance to integrate the child into their family until the child can return to their parent(s) or protection concerns have been addressed and a permanency plan established.
- The child has been placed with kin or a community member either on a supervision order (no longer that 12 months), on the consent of the child's family, or during the application process for legal custody (see Legal Custody section below).

Financial Assistance: Episodic/emergency support may be provided to cover items not immediately available from social assistance or other government/community programs such as start-up costs (e.g. furniture/mattress), payments for accommodations to the home (e.g. window/door safety locks), transportation to child support services, caretaker relief, and other short-term needs.

Accountability: NCFST will make direct payments to services providers whenever possible. Receipts from kin caregivers receiving direct financial assistance are required. If receipts are not provided, explanatory notes must be included in the payment request.

The Finance Department tracks all Kinship Services expenditures in a separate GL account and reports the amount to the Ministry on the quarterly reporting template.

10.6.3 Legal Custody:

Eligibility: Family has obtained legal custody of a child under the CYFSA section 65.2.

Financial Assistance: Episodic and/or ongoing support may be provided where the placement of the child is based on continuity of care or to assist with costs for a child's special services e.g., medical, dental, home renovations to accommodate a child's disability, equipment, therapy, remedial education, day care and transportation programs.

Subsidy payments will be made to a maximum of NCFST Foster home per diem rates (Appendix A-5) and in accordance with the child's needs and family's ability to meet those needs.

Accountability: NCFST will pay an agreed upon payment to the family upon receipt of a Cheque Requisition form (Appendix C-1) from the CW Worker and/or supplier/service directly, and the Finance Department will keep a copy of the Legal Custody Agreement on file.

The Finance Department tracks all Legal Custody expenditures in a separate GL account and reports the amount to the Ministry on the quarterly reporting template.

10.6.4 Adoption:

Eligibility: Child is in care and on adoption probation until adoption is finalized, or out of care as the adoption has been finalized.

Financial Assistance: Episodic and/or ongoing support may be provided where the placement of the child is based on continuity of care or to assist with costs for a child's special services e.g., medical, dental, home renovations to accommodate a child's disability, equipment, therapy, remedial education, day care and transportation programs.

Subsidy payments will be made to a maximum of NCFST Foster home per diem rates (Appendix A-5) and in accordance with the child's needs and family's ability to meet those needs.

Accountability: NCFST will pay an agreed upon payment to the adoptive family upon receipt of a Cheque Requisition form (Appendix C-1) from the CW Worker, and/or pay a supplier/service directly, and the Finance Department will keep a copy of the Adoption Subsidy Agreement on file.

The Finance Department tracks all Adoption expenditures in a separate GL account and reports the amount to the Ministry on the quarterly reporting template.

10.6.5 Targeted Subsidies for Adoption and Legal Custody:

Eligibility: The following three conditions must be met:

- The family has obtained legal custody of the child or children who were formerly in extended society care under CYFSA section 116(1) (or CFSA section 65.2) on or after June 15, 2012; OR
- The child / children are in extended society care and have been placed with prospective adoptive parent(s) on or after June 15, 2012.

(a) Eligible Children in Extended Society Care

- If the adoption placement or legal custody order occurred between June 15, 2012 and June 14, 2016, the child was 10 years or older on the date of the adoption placement or legal custody order; OR
- If the adoption placement or legal custody order occurred on or after June 15, 2016, the child is 8 years old or older on the date of the adoption placement or the legal custody order; AND/OR
- The child or children being adopted or subject of the legal custody order on or after June 15, 2012 are members of a sibling group, where sibling group is defined as 2 or more siblings. The definition of sibling group includes siblings placed at the same time, as well as successive sibling placements.

(b) Family Income

- The family has a combined annual net family income of not more than $97,856 on or after October 1, 2021, as calculated from line 236 of the Canada Revenue Agency personal income tax return, at the point of application for, and renewal of, a Targeted Subsidy. Prior to October 1, 2021, the family has a combined annual net family income of no more than $93,700.

All eligible families will receive Targeted Subsidies until the youth's 21st birthday. Societies will conduct annual reviews to determine if the family continues to meet the eligibility requirements. Current monthly subsidy rates are listed in Appendix A-6. The CW worker will submit 12 completed Cheque Requisition forms (Appendix C-1) which Finance will pay by the first of each month for the term of the Agreement.

Families may also receive episodic and/or ongoing financial assistance on a case-by-case basis.

In the event that the child's adoptive parent (s) or legal custodian(s) die, beginning on October 1, 2021, the targeted subsidy shall be transferred to the another person or person(s) who assume lawful care and custody of the child following the death of the adoptive parent(s) or legal custodian(s), so long as the new family continues to meet the eligibility criteria set out in this guideline

Accountability: NCFST will pay the current subsidy amount to the family and pay a supplier/service directly if required, and the Finance Department will keep a copy of the Targeted Subsidy Agreement on file.

The Finance Department tracks all Targeted and Targeted Legal expenditures in separate GL accounts and reports the amounts to the Ministry on the quarterly reporting template.

10.6.6 Stay Home for School:

Objective: To enable youth 18- to 22-year-old to stay with their caregivers where additional time is needed to complete high school.

Eligibility: The following three conditions must be met:

- Caregiver was receiving funding for in -care services or Renewed Youth Supports immediately prior to the youth's 18th birthday.
- Youth turned 18 on or after June 16, 2016, and is eligible for and participating in the RSG program, enrolled and participating in high school and enrolled in a minimum of 2 credit courses per semester (refer to Ministry guidelines for exceptions and extensions to the educational requirement).
- Eligible caregivers and youth voluntarily enter into this type of Agreement.

Financial Assistance: NCFST will pay the caregiver the same per diem and supports amount that the caregiver was receiving prior to the youth's 18th birthday until the youth has completed high school or turns 22, whichever comes first, or the caregiver and youth have opted to end the Agreement. Payment will continue during short-term exceptions to the educational requirements.

The youth will continue to participate in but not receive financial support from the RSG program.

Accountability: NCFST will pay the caregiver per diems and support for the term of the Agreement, and the Finance Department will keep a copy of the Stay Home for School Agreement on file.

The Finance Department tracks all Stay Home for School expenditures in separate GL accounts and reports the amounts to the Ministry on the quarterly reporting template.

10.7 Inter-Agency Agreements

Where NCFST has entered into an agreement with another Children's Aid Society (CAS) regarding the supervision or care and maintenance of a child, the Children's Services Department will provide Finance with a copy of the Agreement.

In cases where NCFST is supervising or caring for a child from another Children's Aid Society Finance will issue monthly invoices to the other CAS as per terms of the Agreement.

10.8 Pre-Approvals

Finance still requires a payment requisition form or invoice when there is a pre-approval in place.

Finance will keep Pre-Approvals on file in a separate binder as per Ministry requirements.

11. EMPLOYEE COMPENSATION

11.1 Director, Governance and Strategy

The Director, Governance and Strategy's compensation package shall be determined by the Board of Directors and reviewed annually.

11.2 Salary changes

A salary grid is established for all positions and is approved by the Director, Governance and Strategy for non-union employees, and by annual ratification of the collective agreement for union employees.

Employees move through the grid annually on the anniversary of their date of employment until they reach the top of the grid for their job classification.

Salary changes due to a re-classification of a job, or a promotion require the approval of the Director of Finance, HR and Administration.

Employees will be notified of any salary change in writing.

11.3 Timecards

All employees are required to complete bi-weekly electronic timesheets which include time worked, statutory holidays, vacations and leaves taken. Supervisor's review, correct if necessary and approve time sheets by the deadline for payroll processing.

11.4 Statutory Benefits

The following statutory benefits are deducted from each employee's pay every pay period and are remitted bi-weekly to the Canada Revenue Agency by the payroll provider:

- Canada Pension Plan
- Employment Insurance

The following statutory benefits are fully paid for by the Agency and remitted monthly:

- Employer's Health Tax
- Workers' Compensation

11.5 Non-Statutory Benefits

All full-time employees will be enrolled in the following non-statutory benefits:

- Group Health Benefits (100% paid by NCFST): Extended health and dental, Short- and long-term disability and life insurance coverage
- OMERS pension plan (deducted from pay and 100% matched by NCFST)

Part-time employees may enroll in the above-mentioned benefit plans once they meet the required qualifications.

11.6 Benefit Accruals

The Agency uses ADP Workforce for its Human Capital Management system. Benefit accruals are built into this system based on NCFST's HR policies for vacation, sick and personal days, and lieu time. Accrual balances are reduced by approved leave requests and/or timesheet information.

The dollar value of benefit accruals is calculated at year-end and recorded in the financial statements.

11.7 Pay Advances

There will be no pay advances to employees.

11.8 Payroll Authorization

The Senior Manager, Finance and Accounting will review the bi-weekly payroll and supporting documentation before it is submitted to ADP.

11.9 Pay Upon Termination

Pay upon termination will include accrued vacations days and lieu time but not accrued sick or personal days.

The Director of Finance, HR and Administration will approve the final pay for all involuntary terminations based on a mutually agreed upon settlement.

12. FINANCIAL RECORDS – STORAGE AND RETENTION

NCFST follows the prescribed retention periods according to CRA:

Accounting records and their related accounts and source documents are kept for a minimum of six years from the end of the last fiscal year to which they relate. Financial records will be kept on site for a minimum of two years and then transferred to the Agency's approved off-site storage facility, currently Iron Mountain. Each box of documents sent to Iron Mountain has a numeric label which is then documented, along with a detailed description of the contents, in an Iron Mountain excel spreadsheet which facilitates retrieval of necessary information when required. Access to retrieval of boxes is restricted to the Senior Manager, Finance and Accounting.

Duplicate donation receipts, other than receipts for donations of property which are to be held for a period of not less than ten years, are kept on site for two years from the end of the calendar year in which the donations were received.

Payroll information, T4's and T4A's are kept on site for a minimum of two years and sent to Iron Mountain for permanent retention.

Child Welfare Agreements are kept on site for a minimum of two years and sent to Iron Mountain for permanent retention.

Funder agreements are kept on site for three years then sent to Iron Mountain for permanent retention.

The same retention periods apply to all electronic financial data, whether internal or third party, and must be kept in readable format for the prescribed period even when hard copy is available.

APPENDIXES

Appendix A - NCFST POLICIES

A-1 Travel Policy

Travel Policy

Purpose

Native Child and Family Services of Toronto (NCFST) travel policy will comply with the Ministry of Children and Youth Services Policy Directive AO-001-07 Travel, Meals and Hospitality Expenses and Policy Directive AO-002-07 Fleet Management and Use of Other Road Transportation.

Scope

Employees of Native Child and Family Services of Toronto (NCFST) will, on occasion, be required to travel on behalf of the Agency. NCFST will reimburse employees for all reasonable travel and miscellaneous expenses they incur in the course of their work on behalf of the agency.

Definitions

- **Approvers**: For the purposes of this policy, NCFST employees who have the authority to authorize travel expenses will be referred to as “Approvers”.
- **Geographical Jurisdiction:** For the purposes of this policy, “geographical jurisdiction” is defined as Greater Toronto Area and will include bordering jurisdictions in close proximity, such as Halton Region, Peel Region, York Region, and Durham Region.
- **Travelers**: For the purposes of this policy, NCFST employees accessing agency travel expenses will be referred to as “Travelers”.

Responsibilities

Responsibilities of Travelers

In arranging travel, all Travelers must:

- Consider alternatives to travel such as tele-conferencing and video-conferencing
- Obtain approvals from appropriate authorities for travel
- Use service providers designated by the agency where appropriate
- Request and accept lowest common carrier fare
- Use the corporate charge card to pre-pay hotel accommodation where possible
- Supply an itinerary to and notify their manager of any changes so that travelers may be contacted in an emergency

- Cancel hotel bookings prior to avoid no-show charges

When submitting the request for reimbursements, Travelers must:

- Provide explanations for any unusual expenses
- Provide original receipts for all expense claims
- Provide descriptions for all expenses claimed
- Submit all expense claims within appropriate timelines
    - Expenses filed outside of the quarterly timelines will be denied unless the cause of delay is due to an exceptional circumstance
    - In these exceptional cases, approval of the departmental Director, Director of People and Culture, and Director of Finance, HR and Administration is required

Responsibilities of Approvers

When considering the request for reimbursements, Approvers must:

- Ensure that expenses are consistent with NCFST Travel Policy
- Determine when business travel is necessary
- Authorize business travel if deemed necessary
- Ensure that travel arrangements are consistent with this policy
- Consult with the employee to ensure travel arrangements accommodate both their needs and interests and the agency's travel policies
- Ensure that appropriate receipts are provided to support expense claims
- Ensure that unusual items are appropriately explained, or proof is given of prior approval
- Ensure that all workers are aware of conflict-of-interest guidelines

Travel Jurisdictions

Travel within Greater Toronto Area (GTA)

Regular travel related to direct service or other Agency business, and within the agency's "geographical jurisdiction", does not require prior approval.

Approval for such claims can occur after the incurrence and are governed by the Agency's Expense Guidelines for reimbursement of claims.

The Approver responsible for these types of claims is the immediate Supervisor of the Traveler.

Travel outside of GTA

Requests for travel outside of Ontario and Canada must be made in writing and must be able to demonstrate that the purpose of the proposed travel is necessary for Agency business.

The request must also show that requested travel arrangements (i.e. transportation mode, accommodation, etc.) are cost-effective and include a detailed itemization of all expenses that will be incurred.

The Approver responsible for claims where travel is outside the Agency's jurisdiction but within Ontario requires, is the immediate Supervisor of the Traveler.

The Approver(s) responsible for claims where travel is outside of Ontario but within Canada, is the Traveler's Director or appropriate signing authority.

The Approver responsible for claims where travel is outside of Canada, is the Traveler's Director or appropriate signing authority.

Modes of Transportation

Consideration

Travelers will use the most practical and economical way to travel (including accommodation) where practical unless an exception is granted by and employees' direct supervisor.

1. The following are the transportation options available for travelers:
    - Personal Vehicle:
        - Only where the required insurance is active, and a copy is provided to HR
        - Only where valid driver's license is present, and a copy provided to HR
    - Public Transportation
    - Rental Car: Encouraged where the amount of travel exceeds 300km both ways
    - Taxi Travel
    - Rail Transportation
    - Air Transportation

In case of travel for escort of children, procedures governed by *General Service Standards 113.01* should be followed.

Public Transportation when staying outside of the GTA

Where practical, local public transit/ hotel shuttles must be used. Receipts for reimbursement are not required.

Agency Vehicles

Agency vehicles are under the management of the Facilities and Fleet Department.

All repairs and maintenance must have prior approval by Facilities and Fleet.

Employees requesting the use of an agency vehicle will reserve through Facilities and Fleet. Where two or more employees request a reservation and agency vehicle is limited, priority will be given to the Traveler with the longest distance for travel.
Agency Vehicles shall only be used in the execution of the organization's objectives. Personal use of agency vehicles is expressly forbidden and subject to penalty.

Agency vehicles must be returned by the end of the working day, unless:

- The Traveler obtains their Supervisor's approval; and
- The travel is overnight (overnight accommodation is required) and outside of the GTA; or
- The Traveler has a late night, or early morning appointment and their residence is near or on the way to the appointment location.

The Canada Revenue Agency (CRA) may deem certain uses of Agency vehicles as "personal use" which will trigger a taxable benefit that must be reported on income tax returns. Daily trip logs must be maintained to ensure business and personal use of Agency vehicles is tracked.

Travelers who keep a vehicle overnight without prior approval may be deemed to incur a taxable benefit.

Persons other than NCFST's employees may only be transported as passengers in fleet vehicles when such transportation is necessary for program delivery or beneficial to the Agency's operations.

Anyone driving an agency vehicle must:

- have a valid driver's license
- must be authorized in accordance with the Agency's delegation of authority to drive Agency vehicles for business purposes.

Smoking is prohibited in all agency vehicles.

Feeding children in agency vehicles is prohibited except under special circumstances.

Vehicles will be inspected after every trip for damage and cleanliness. Employees are expected to remove all garbage from the car before returning to the agency.

Agency staff will use fleet credit cards to charge vehicle-operating expenses including fuel, maintenance and services. All credit card receipts must be returned to Facilities and Fleet.

Vehicle logbooks shall be used for recording daily use of agency vehicles.

Agency Bus

The schedule and maintenance of the Agency bus is managed by the Facilities and Fleet Department.

NCFST employees must have a valid Class "F" license to drive the bus.

The bus driver must inspect the bus and complete an inspection report before every trip.

Car Rental

For any single-day trip where the round-trip distance is to exceed 300km, Travelers are encouraged to rent cars through the Agency's preferred vendor when a car rental is a more reasonable alternative after balancing factors such as economy, health & safety and efficiency of operations.

Hybrid vehicles will be rented if available.
The size of the rental car is not to exceed a mid-size car. Upgrades to full-size cars are permitted if the rate

charged does not exceed mid-size rental rates. Exceptions are to be documented and approved in writing.

In no case will luxury or sports car rentals be reimbursed.

Travelers renting a car must reject all insurance offered by the car rental company as NCFST's insurance plan provides coverage to employees renting cars for the Agency's purposes.

The rental car must be refueled before returning it, to avoid higher gasoline charges imposed by the rental car agency.

Personal Vehicle

NCFST will reimburse employees, foster parents, volunteers and students using their personal vehicle for their work for NCFST at the rate set in the current *Collective Bargaining Agreement* or as set by the Board and reviewed periodically.

Vehicle Insurance

Only Travelers with valid drivers' licenses are authorized to drive their own or other vehicles for the provision of Agency business.

Personal vehicles used for Agency business must be insured at the vehicle owner's expense for personal motor vehicle liability.

Accidents

Accidents must be reported immediately:

- Local law enforcement authorities
- Facilities and Fleet Department (for NCFST vehicles)
    - Facilities and Fleet Dept. is responsible for reporting accidents involving the Agency's vehicles to NCFST's insurance broker
- Rental car agency (if applicable)
- Traveler's automobile insurance company (if using a personal vehicle)
- Traveler's immediate Supervisor
- Human Resources for Incident Reporting or WSIB

Mileage Claims

In recognition of our *Working Remotely/ Hybrid Working Policy*, NCFST will reimburse mileage claims based on the shortest distance travelled when travelling to a location from staff's home address:

Examples:

1. John lives in Brampton and their home office location is 30 College. They are travelling to Whitby. Because staff are not paid to travel to their work location, John will be reimbursed for the distance between 30 College and Whitby (i.e. the shorter route). Similarly, if John travels from Whitby to their home at the end of the day, they will be reimbursed for the mileage from Whitby to 30 College.
2. Sue lives in Barrie and is travelling to an appointment in Niagara. Their home office location is 165 Galloway. Sue would be reimbursed for the distance between Barrie and Niagara, as that would be the shorter distance. However, if they were required to go to the office first for a meeting, they would be reimbursed for the distance between 165 Galloway and Niagara.
3. Jax lives in Brampton and their home office location is 30 College. Their first visit of the day is to Peel. Jax would claim the mileage from their home to the visit as that is the shortest route.

Mileage claims are to be submitted on the approved Expense Claim Form and approved by the Traveler's Supervisor.

Claims submitted for reimbursement but include the following information:

- Case name/ number or Purpose of Travel where no community member is involved
- Starting address (or institution name)
- Ending address (or institution name)
- Distance travelled (in km units)
- Date of travel

For longer trips, both the Traveler and the Approver(s) must ensure that the kilometers claimed are reasonable relative to distances indicated by internet mapping programs, or the Agency's list of standard distances between some common locations.

Taxi Travel

Where other means of travel are not available or practical, taxi travel will be reimbursed only with receipts.

The Agency's preferred taxi company should be always used. When not used an explanation is required on the expense claim.

Rail Transportation

Travel by rail (coach class) is permitted when this is the most practical and economical way to travel inclusive of full cost of paid work time.

Air Transportation

Travel by air is permitted when this is the most practical and economical way to travel.
The standard is economy class. Travel in fare classes above economy class will only be reimbursed at the economy class rate.

Travel Expense Claims

General Requirements

The following principles govern all travel reimbursements at the Agency. Travel expenses must:

- Be work related
- Be modest and appropriate
- Strike a balance between economy, health & safety and efficiency of operations

The Agency will not reimburse expenses which do not comply with this policy.

In the event of an overpayment of expense claims, such overpayment will be recovered promptly from the payee.

Employees are obliged to familiarize themselves with this policy and to comply with it. They should seek clarification from their direct Supervisors, if required.

Supervisors are responsible for ensuring compliance with this policy and for taking remedial action if required.

Non-Reimbursable Expenses

Expenses of a personal nature will not be reimbursed. Such expenses include but are not limited to:

- Recreational purposes (e.g. video rentals, mini bars)
- Personal items
- Traffic/ parking violations
- Social events that do not constitute hospitality
- Alcoholic drinks, unless part of hospitality
- Friends or family members, unless part of hospitality

Documentation for Reimbursement

Original receipts (not photocopies) must be submitted with all expense claims.

Credit card slips themselves are not sufficient to support a claim for reimbursement.

In the event of missing receipts, an exception may be made at the discretion of the individual Manager or Supervisor, and only with appropriate documentation from the Traveler that a receipt has been misplaced.

For all purchases with an Agency credit card, original receipts plus credit card slips, if applicable, must be submitted to accounting for reconciliation to the credit card statement.

Supporting documentation (e.g., travel requests, receipts etc.) must be attached to the reimbursement claim forms and will be retained for the same time as all Agency accounts payable records.

Travel expenses must be submitted using the NCFST Staff Monthly Travel and Cellular Phone Expense Form.

The form must be completed on the computer. Handwritten forms will not be accepted.

Deadline for Submission of Travel Expense Claims

Travel and expense claims will be submitted within the thirty (30) day period the expense was incurred. This means, by no later than the last day of each month.

The employer understands that due to extenuating circumstances this timeline occasionally will not be met and as such, all travel and expense claims must be submitted to finance for payment along with the appropriate approvals by no later than the five (5) calendar days following the conclusion of the fiscal quarter that the expense was incurred.

Examples:

Travel/ Expenses Incurred	First Quarter Deadline
April to June	July 5
July to September	October 5
October to December	January 5
January to March	April 5

Should an employee fail to follow these expectations by meeting the timelines noted this will result in their travel and expense claims being denied.

Authorizations

Managers/ Supervisors approving expense claims are responsible for monitoring compliance with this policy.

Expense approval limits are as defined by the Agency's *Finance Policies and Procedures Manual*'s Delegation of Authority matrix.

The Board President or the Board Treasurer as authorized by the Board President will approve the reimbursement or expenses for the Director, Governance and Strategy.

Guidance on Exceptions

Requests for reimbursement should not be rejected solely because they arose from mistakes or misinterpretations of the requirements of this policy. Decisions on whether to approve exceptional reimbursement must be reviewed on a case-by-case basis and approved by an employee's Director, the Director of Finance, HR and Administration, and the Director of People and Culture.

A decision to make an exception to a claim will be guided by the following principles:

- **Trust:** Be prepared to use discretion and latitude to act in a fair and reasonable manner.
- **Flexibility:** Management decisions respect the duty to accommodate, respond to a persons' needs and interests, and consider unforeseen circumstances.
- **Stewardship:** Ensure consistent, fair, and equitable application of this policy, giving consideration to all circumstances while maintaining the shared responsibility of wise and prudent use of Agency resources.

Where the agency decides to exercise discretion to making an exception and to ensure a proper record for audit purposes, the rationale for the exception must be documented and accompany the expense claim.

Advances

In general, the Agency does not extend advances.

Where travel is expected to be a longer duration (more than one day) a cash advance may be provided at the discretion of the Director of Finance, HR and Administration.

Under normal circumstances, travel advances from petty cash or in amounts lower than $100.00 will not be provided.

Loyalty Programs

Staff may participate in loyalty programs (i.e., frequent traveler programs) provided they select the most cost-effective means of travel.

Medical/ Health Expenses

Travelers will not be reimbursed for the cost of privately arranged medical/ health insurance for travel within Canada or for travel outside Canada, if they are enrolled in the Agency's Extended Health Benefits plan.

Express Toll Route (ETR)

Travelers will not be reimbursed for the use of the 407 ETR, except under special circumstances (e.g., for bypassing the traffic congestion of other routes and to a destination outside of GTA) and with the approval from the Supervisor(s).

ETR mileage charges will be reimbursed by the Agency provided appropriate documentation accompanies the expense claim.

Accommodation

Reimbursement for hotel accommodation in the Agency's geographical jurisdiction area will not typically be made.

Exceptional or emergency situations may arise where personnel who reside out of town are required to remain in the Agency's jurisdiction overnight (e.g. extended meeting on urgent and important business, large IT projects, etc.) and these may be approved at the Director's discretion.
For any overnight accommodation, Director approval must be secured prior to the expenditure.

Reimbursement will be made for single accommodation in a standard room. No reimbursement will be made for suites, executive floors, or concierge levels.

Private stays with family and friends are encouraged. A maximum of $30.00 per night for gratuitous lodging is allowed. No receipt is required.

For extended stays out of town at a single location, long-term accommodation must be approved by the Director of Finance, HR and Administration, to take advantage of lower weekly or monthly rates. This may include the rental of a housekeeping facility.

Gratuities and Other Incidentals

Reasonable gratuities for meals, hotel room service and taxis will be reimbursed. Likewise reasonable expenses related to parking meters, bus tickets, subway tokens and bridge, ferry, and highway toll charges (non-electronic toll such as in US) will be reimbursed.

Calls Home

Reimbursement will be made for reasonable costs for necessary personal calls home for each night away.

The Agency will also reimburse reasonable personal long-distance calls incurred due to working out of the Toronto region calling area on Agency business (e.g. call home long-distance for working late).

Additional Business Expenses

While traveling on Agency business, additional expenses may be incurred, not otherwise specifically contemplated in this policy.

Reasonable expenses such as business calls, air/rail phones, computer access charges, photocopying, and fax expenses will be reimbursed with receipts.

Meals

Meals costs will be reimbursed when the Traveler is:

- Accompanying a child-in-care and having no option but to eat with the child (e.g. at court, en route to a pre-placement visit, etc.)
- Working in the evening on an unplanned emergency basis
- Attending a full or half day of training, conference, or meeting **outside** the Toronto Region

Meal cost will NOT be reimbursed when:

- Traveler is attending a full day of training, conference, or meeting within Agency offices
- Traveler is attending a half day of training, conference, or meeting within Toronto Region
- The meal is included as part of the charge for the workshop or conference, regardless of area

Reimbursement for the cost of meals is subject to a maximum of $53.00 per day:

- Breakfast - $13.00 max
- Lunch - $15.00 max
- Dinner - $25.00 max

Receipts must also accompany the expense claim.

Agency Vehicles

Native Child and Family Services of Toronto (NCFST) vehicle policy will comply with the Ministry of Children and Youth Services Policy Directive: AO-002-07 Fleet Management and Use of Other Road Transportation.
The Agency maintains vehicles for business purposes based on a periodic analysis of transportation requirements.

The following principles govern fleet services at the Agency:

- Fleet vehicles are provided only when required to conduct agency business;
- Fleet vehicles are managed in accordance with the life cycle approach to fleet management and with the principles of economy, prudence and minimizing negative environmental impact;
- Fleet vehicles are safe for employees' use;
- A combination of fleet vehicles, car rentals and the use of personal staff vehicles should be utilized to meet the business needs of the agency in accost effective and operationally efficient manner.

Application

Acquisition

1. Prior to the acquisition of any vehicle, transportation alternatives must be considered including:

    - Can travel be avoided by using alternatives such as teleconferencing or video conferencing?
    - Can the transportation needs be met by alternative means, e.g. public transit, carpooling, existing fleet vehicle, daily vehicle rental?
    - If transportation alternatives cannot meet the requirement, is a new or additional vehicle actually required? Can an existing vehicle be redeployed?
    - If a vehicle is needed what size or type of vehicle is actually required to meet operational requirements?
    - Within the vehicle type selected what vehicle is the most fuel efficient and emits the least carbon dioxide.

2. Vehicles are to be acquired as necessary to advance and deliver the Agency's programs.

3. When new vehicles are acquired, agencies must choose vehicles from the Ontario Public Service vehicle selector list. Any exceptions to his standard must be approved by the agency's Director, Governance and Strategy.

4. All fleet vehicles must be of a minimum size and engine capacity that will appropriately handle tasks to be performed and enable effective and efficient program delivery.

5. The Director, Governance and Strategy must approve all acquisitions and disposals of fleet vehicles.

Alternative Fuel Vehicles and Hybrid and Advanced Technology Vehicles

6. In support of Government of Ontario initiatives to reduce greenhouse gas emissions, the agency will give careful consideration to the use of alternative fuel vehicles in their fleet wherever it is cost effective and operationally feasible to do so.

7. All vehicles must be equipped with standard manufacturer option packages that optimize the life-cycle cost, purchase price and subsequent resale value of the vehicles. Options or packages that are for comfort or convenience only must not be ordered on agency fleet vehicles. The agency's Director, Governance and Strategy must approve any exemption.

8. Lifecycle evaluation should include capital cost (including all options and taxes), fuel costs and the cost of greenhouse gas emissions, less the vehicle's residual value. Cost should be included for the period the agency intends to own or lease the vehicle.

9. Acquisition of full-size cars or sport utility vehicles is only to be purchased if that type of vehicle is required for program delivery purposes. Requests for full-size cars or sport utility vehicles must be supported by a business case approved by the agency's Director, Governance and Strategy.

Vehicle Disposal

All owned surplus agency vehicles will be disposed of in an open and transparent way that ensures fair market value is realized.

Agency employees are prohibited from acquiring surplus agency vehicles.

Vehicle Operation and Maintenance

The day-to-day use of agency vehicles is defined under the travel policy. In addition, the following policy governs the maintenance of the Agency's vehicles.

1. All maintenance and repairs must be approved by the Facilities and Fleet Department. Agency vehicles will be serviced and repaired by the Agency's preferred vendor.

2. All agency vehicles will be operated with the fuel that is recommended by the vehicle manufacturer. Unless specifically recommended by the manufacturer, gasoline powered fleet vehicles will not be fueled with mid-range or premium gasoline.

3. In support of the Government of Ontario initiative to reduce greenhouse gas emissions, agency gasoline powered fleet vehicles will be fueled with ethanol blended gasoline (or other alternative fuels when they become available) when they are commercially available and competitively priced.

4. The Agency will give consideration to the use of bio-diesel fuel in all diesel-powered vehicles when it is commercially available and competitively priced. Any bio-diesel fuel employed in designation to meet engine manufacturer's warranty requirements.

5. The agency must ensure full utilization of manufacturer warranties in order to reduce repair and maintenance costs and must comply with all manufacturer re-call notices.

6. Fleet vehicles shall be maintained in a manner that ensures their safe, efficient operation and has regard for their appearance and enhancement of asset value.

7. Fines are the responsibility of the vehicle operator who was in charge of the vehicle at the time the fine was incurred.

Agency Bus

Scheduling and maintenance of the agency bus is managed by Facilities and Fleet Department.
NCFS employees must have a valid Class "F" license to drive the bus.

The bus driver must inspect the bus and complete an inspection report before every trip.

NCFST will endeavor to hire a part-time bus driver on an as needed basis.

NCFST Department's wishing to utilize the part-time bus driver, must have the budget to allocate to the bus driver's salary.

A-2 Finance Committee – Terms of Reference

Purpose: The Finance Committee is a standing Committee of the Board of Directors. Its purpose is to review the Agency's financial operations, and present financial options to the Board for anticipated service needs. Its major responsibilities are centered within the financial function.

Composition: The Board of Directors establishes the membership of the Finance Committee in September each year. The Agency's President and its Director, Governance and Strategy are ex officio members of the Finance Committee. The Director, Governance and Strategy will assign a staff liaison(s) to the Finance Committee.

Frequency of Meetings: The Finance Committee will establish the day and time for its meetings, (meeting a minimum of three times per year). The Treasurer chairs the Finance Committee.

Quorum: Quorum for the Finance Committee will be 50%.

Financial Function: The Finance Committee reviews and reports on the major financial operations of the Agency. Specifically, it centers on the following tasks:

a. Reviews the quarterly financial reports and recommends to the Board for approval.
b. Recommends policies and procedures related to the financial operations of the Agency.
c. The annual budget is presented to the Board of Directors for review and approval.
d. The Agency's auditor meets annually with the Board of Directors to review the Agency's financial position.
e. Oversees all major tenders (banking, insurance, auditors) and other financial matters referred to the Committee according to established Agency policy.
f. Oversees investment and disbursement of revenues related to all fund-raising activities.

Reporting Function: The Finance Committee serves in a reporting capacity, as it reports to the Board on the Agency's overall financial position. Specifically, the Committee's reporting function centers on the following areas:

a. Advises the Board of Directors on the outcome of the meetings.
b. The Board of Directors will discuss and vote on any recommendations and/or decisions to be made concerning the financial matters of the Agency.
c. Establishes, reviews and maintains all policies and procedures associated with accessing funds for approval by the Board of Directors. The Board of Directors will discuss and vote on any recommendations and/or decisions to be made.
d. Keeps a record of its deliberations and reports to the Board through written and oral Committee minutes at the Board's next regular meeting.

A-3 Delegation of Authority

Position	Current
Supervisor	up to $1,000
Manager	up to $5,000
Senior Manager, Facilities & Technology	Up to $10,000
Senior Manager, Finance & Accounting	Up to $10,000
Director of Holistic Services	Up to $35,000
Director, Child and Family Wellbeing	Up to $35,000
Director of Finance, HR and Administration	Up to $100,000
Director of Governance and Strategy, Chair Leadership Council	up to $300,000
Executive Members of the Board of Directors	Unlimited*

**with requisite Board approval as required*

Notes on Authority Levels:

1. Accountable to overall budget presented to Board.
2. Any contractual obligations with terms greater than 12 months should have prior Board approval.
3. All contracts signed should undergo a legal review.
4. The spending authority defined in this document applies to spending using credit card or any other payment forms.
5. All travel will be undertaken in accordance with NCFST travel policy.
6. Any unbudgeted expenses exceeding $50,000 must be approved by the Director of Governance and Strategy and reported to the Finance Committee.
7. The approval limits apply for single spending events, or aggregate events for the same item or activity.

A-5 NCFST Foster Home Per Diem Rate Schedule

A-6 Child Welfare Payment Amounts

Description	Monthly Amount per Youth	Notes
OCBE (payment from Ministry/amount allocated to individual Savings Program	$143.91	Also amount held in reserve for Activities programs
RSG (payment to youth)	Varies depending on age	e.g., allowance, rent, transportation
VYSA (payment to youth)	Varies depending on age	e.g., allowance, rent, transportation
Combined net income for Targeted Subsidy Eligibility	$97,856	
Targeted Subsidy	$1,035	Adoption or Legal Targeted subsidy

Appendix B – MCSS Directives

B-1 AO-002-07 Fleet Management and use of Other Road Transportation

B-2 AO-003-07 Procurement of Goods and Services and Consulting Services and Use of Society Credit Card and Purchasing Cards

B-3 CW 001-17 Post Executive-Level Staff and Board Member Travel Expenses

B-4 CW 002-18 Ontario Child Benefit Equivalent (OCBE)

B-5 CW 003-18 Protection Services for 16 – 17 Year Olds

B-6 CW 001-18 Continued Care and Support for Youth (RSG)

B-7 CW 004-18 Registered Education Savings Plan (RESPs)

Appendix C – NCFST Financial Forms

C-1 Cheque Requisition

C-2 P-card Payment Requisition

C-2 Travel Expense Claim

C-3 Program Expense Report

C-4 Petty Cash Voucher

C-5 Taxi Chit Requisition