



FINANCIAL MANAGEMENT POLICY

Definitions

1. The following terms have these meanings in this Policy:
 - a. **GAAP:** Generally accepted accounting principles as published by CPA.
 - b. **CPA: Chartered Professional Accountants Canada.**
 - c. **Individuals:** Registered participants including, but not limited to, athletes, coaches, officials, volunteers, directors, officers, team management, health care and other staff.
 - d. **Finance and Audit Committee:** A standing committee of Volleyball Canada as per its by-laws.
 - e. **Financial Management:** The system of policy and procedures to ensure that financial information is produced in a timely, accurate and complete manner, and that safeguards the assets of the Organization.
 - f. **Risk Management:** An explicit and organized process used to identify, assess, and manage risks so as to better achieve desired outcomes, in a manner that is consistent with Volleyball Canada's mission, vision and values.
 - g. **The Organization:** The Organization refers to Volleyball Canada.
 - h. **National Office:** For the purpose of this Policy, the National Office shall refer to Volleyball Canada's offices located in Ottawa, Ontario.

Policy Statement

2. Volleyball Canada is committed to ensuring the ongoing and long-term financial health and stability of the organization to ensure that it can successfully deliver on its mission and mandate. Accordingly, risk management is an ongoing activity of the Board of Directors, Chief Executive Officer and Chief Operating Officer to support activities and operations. Volleyball Canada will establish financial management practices that allow it to conduct itself in a business-like fashion at all times in both its day-to-day and long-term operations and activities, respectful of its approved annual and long-term budgets.

Purpose

3. The purpose of this Policy is to guide the risk and financial management practices of Volleyball Canada.

Scope and Application

4. The Chief Executive Officer has overall responsibility for the day-to-day financial and risk management of the organization. This includes operating within budgets that are approved by the Board of Directors, with material variances in revenues, expenses or the net surplus/deficit requiring prior approval by the Board of Directors.
5. The Chief Executive Officer, along with the Chief Operating Officer, ensures compliance, across the organization, with the internal financial objectives established by the Finance and Audit Committee. They report to the Board of Directors and the Finance and Audit Committee as required.
6. The Chief Operating Officer is responsible for accounting, financial reporting, financial



planning & analysis across the organization. He/she is also responsible for monitoring and ensuring compliance with the Canada Customs and Canada Revenue Agency policies for operating as a Registered Charity. He/she reports to the Chief Executive Officer and Board of Directors as required.

7. The Board of Directors and the Finance and Audit Committee are responsible for ensuring that sound financial and risk management principles, policies and processes are in-place. Specifically, the Finance and Audit Committee will:
 - a. Review financial reports at each board meeting;
 - b. Assist the Chief Executive Officer and Chief Operating Officer risk and financial management, including the design of internal controls and financial objectives;
 - c. Monitors the ongoing financial and risk management by the Chief Executive Officer and the Chief Operating Officer;
 - d. Reports to the Board of Directors on the above matters; and
 - e. Meets annually with external auditors prior to sign-off on the annual financial statements and at other times as required.

Provisions

8. Volleyball Canada will ensure all financial transactions and financial statements are in accordance with GAAP.
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10. Volleyball Canada will ensure operating decisions are consistent with risk management guidance and the approved budget.
11. Unbudgeted programming in excess of \$200,000 in either revenues or expenditures, or \$100,000 in net surplus or deficit, requires the approval of the Board of Directors.
12. Additional financial reports shall be prepared in accordance with Government of Canada/Sport Canada guidelines.
13. It is a short-term financial objective of Volleyball Canada that it be able to meet its day-to-day obligations without incurring debt.
14. It is a long-term financial objective of Volleyball Canada to support a decreasing dependence on government revenue and increasing development of non-government revenues. As well, it is a long-term financial objective to develop establish a minimum level of accumulated surplus to support operations, and to establish an endowment fund to support future opportunities.

Signing Authority – Banking and Cheques

15. Signing authority shall be delegated from the Board of Directors and implemented by the Chief Executive Officer. The signing authorities shall be any two (2) of the Chief Executive Officer, Chief Operating Officer, or any other person(s) of the Organization designated by the Chief Executive Officer.
16. There shall be two signing officers for every cheque or electronic funds payment. Cheques (including electronic funds payments) made out to a signing officer, cannot carry the signature/approval of that officer. In cases where this is not possible, a third signing officer must initial the cheque requisition or back-up documents.



17. Budgeted or approved disbursement exceeding CAD \$10,000 requires prior approval and signature (which may be in electronic form) of either the Chief Executive Officer or the Chief Operating Officer.
18. Budgeted or approved disbursements exceeding CAD \$100,000.00 shall require the approval and signature (which may be in electronic form) of the Chief Executive Officer along with notice to the Chair of the Board of Directors and the Chair of the Finance and Audit Committee..
19. The signing officers for any loan or line of credit extended to Volleyball Canada shall be the Chief Executive Officer and the Chair of the Board of Directors.

Contracts

20. The Chief Executive Officer is the signing authority for any contracts or other instruments in writing requiring the signature of the Organization. His/her signature is required for all contracts or other instruments.
21. In the event that the Chief Executive Officer is unavailable for an extended period of time, the Chief Operating Officer shall act as the signing authority. In the case both are unavailable, the Chair of the Board of Directors may designate another individual to act as a signing authority.
22. Any contracts or instruments in writing that bind the organization for more than 12 months or have a value over \$200,000 (either in money payable or services agreed to) require prior review and approval by the Board of Directors.

Credit

23. In the case that the Chief Operating Officer, Chief Executive Officer or Finance and Audit Committee recommends that Volleyball Canada obtains a loan from a lending institution, this recommendation must be reviewed by the Finance and Audit Committee and presented to the Board for approval.

Financial Planning

24. Volleyball Canada's fiscal year is April 1st to March 31st. The proposed budget of a fiscal year will be presented for review and approval to the Board of Directors by March 31st. The budget is formally ratified at the Volleyball Canada Annual General Meeting.
25. National Office expenses that are shared by all programs, will be offset from general revenues. The general industry accepted overhead cost percentage of 12% of total revenue will be used as the maximum total amount that may be allocated for National Office expenses from program budgets
26. Volleyball Canada Program Staff may request in writing to the Chief Executive Officer no later than December 31st of the preceding year, to carry forward surpluses and deficits.



Cash Advances

27. Cash advances may be made to any employee or volunteer for any Volleyball Canada activities. Prior approval of the cash advance must be obtained from, Chief Executive Officer, Chief Operating Officer, or the Program Manager.
28. Expense reports must be submitted within thirty (30) days following completion of the activity for which the cash advance was issued. Cash advances outstanding at March 31, (Volleyball Canada year -end) are payable no later than sixty (60) days following the year-end.
29. The Chief Executive Officer or Chief Operating Officer must sign off on cash advances. In the event the Chief Executive Officer or Chief Operating Officer are unavailable for an extended period the Chair may on a temporary basis designate another individual to act as signing authority

Expenses and Expense Reporting

30. Expenses are to be claimed/reported no later than thirty (30) days following the date of the expense.
31. All expenses must be supported with receipts, except in the case of per diem allowances. Expenses not supported with official receipts will not be reimbursed.
32. Individuals conducting business on behalf of Volleyball Canada will be subject to established travel and expense limits.
33. The relevant program staff must sign off on all expense claims.

Appointment of Auditors

34. In keeping with Volleyball Canada by-laws, the members shall at each Annual Meeting appoint an auditor to audit the accounts for Volleyball Canada and to hold office until the next Annual Meeting.
35. Remuneration of the auditor shall be negotiated by the Chief Executive Officer or the Chief Operations Officer.
36. The Auditors' reports shall be published in the Volleyball Canada Annual Report and available to all members and the public.

Communications

37. This policy must be effectively communicated to all those who are responsible for upholding and implementing the policy.

Review

38. This Policy will be reviewed every two years or as decided by the Chief Executive Officer and/or the Volleyball Canada Board of Directors.



39. This Policy should next be reviewed in December 2020.

Approval

40. This Policy was approved by the Volleyball Canada Board of Directors on March 17 2020.