



OTTAWA TFC*

ADMINISTRATIVE POLICIES

PURPOSE

The purpose of these administrative policies is to ensure proper governance of Ottawa TFC's assets and financial management. These policies are administrative in nature and are for use by the Board of Directors and full-time, and permanent part-time employees of Ottawa TFC.

As a not-for-profit corporation, Ottawa TFC has financial accountability responsibilities to its Members and as such, management and the Board of Directors of Ottawa TFC are committed to ensuring proper controls are in place for management of Ottawa TFC's assets in accordance with appropriate policies, laws and regulations.

Ottawa TFC's management and Board of Directors have developed a framework that establishes and identifies the level of approval authority limits which acts as an internal control mechanism to provide assurance to its Members that transactions are appropriate and required for Ottawa TFC's operations.

This administrative policy document contains the following Ottawa TFC policies:

1. **Financial Signing Authorities** for procurement of goods and services, and banking arrangements/transactions
2. **Financial Investments** regarding the investment of Ottawa TFC's Surplus Funds
3. **Human Resources Policies** regarding hiring, employment agreements, performance reviews, and training for employees of Ottawa TFC

1 - FINANCIAL SIGNING AUTHORITY POLICY

This Financial Signing Authority Policy sets out the signing authorities for two areas of Ottawa TFC's administration:

- (a) Procurement - signing/authorizing purchase requisitions, purchase orders/contracts, and invoices for goods and services, and
- (b) Banking - authority to sign cheques, transfer funds electronically to other accounts, and make deposits



This Policy is issued under the authority of the Board of Directors. Individuals are granted signing authority by the Board of Directors based on position (i.e. Chair of the Board, CEO). Positions granted financial signing authority and their respective limits are set out in Appendix 1

PROCUREMENT OF GOODS AND SERVICES

1. Guiding Principles

The authorization limits set out in this Policy are intended to apply to a single transaction, and the reduction of the overall value of a transaction (i.e. dividing a single procurement into multiple procurements) in order to circumvent the approval requirements of this policy is prohibited.

No employee, member of the Board of Directors, or direct family member of employees or Board members (wife, husband, son, daughter, brother, sister, brother-in-law, sister-in-law, mother, father, aunt, uncle, etc.) are to benefit financially in any way whatsoever by the procurement/purchasing processes of Ottawa TFC without the prior knowledge, consent and approval of the Board of Directors.

2. Responsibilities - Individuals granted financial signing authority and responsibility under this policy are responsible for ensuring the following when authorizing any contractual obligations that bind Ottawa TFC. Those individuals:
- (a) must have read the contract/documentation and be assured that Ottawa TFC is able to meet its obligations and commitments within the terms of the agreement/contract and that it is likely the other party(ies) can meet their obligations;
 - (b) must be aware of the financial and other benefits which are expected to flow to or from Ottawa TFC as a result of the agreement/contract;
 - (c) must be assured that the agreement/contract complies with relevant legislation, tax laws and other regulatory requirements, where applicable;
 - (d) must ensure that the transaction is appropriate, fair and in accordance with Ottawa TFC policies and procedures, and in-line with Ottawa TFC program goals;
 - (e) must be satisfied that there are sufficient funds/budget available for the transaction;



- (f) must ensure all necessary supporting documentation for the transaction is accurate and correct, and before authorizing or issuing payments, ensure that goods and services have been received properly.

3. Procurement of Goods and Services

Any proposed expenditure for goods and services exceeding \$30,000 must follow a Request for Proposal (RFP) process, to include the following steps:

1. Need/requirement identified, documented in Purchase Requisition
2. Purchase Requisition approval obtained as set forth in Appendix 1
3. Purchase Order created and at least two Requests for Proposal (RFP) issued
4. RFPs received, analyzed, vendor selected, Purchase Order issued
5. Goods and services received, invoice received, invoice authorized and paid according to a three-way match (eg. verification of Vendor's invoice against purchase order and receiving document)

In the event that a single procurement source is identified as meeting the needs of the proposed expenditure, this must be explained and justified and submitted for approval in accordance to the authorities set out in Appendix 1.

4. Record-Keeping - periodic internal reviews of procurement and banking processes may be carried out to ensure that transactions authorized are accurate, complete and in compliance with Ottawa TFC's policies and procedures. Accordingly, proper procurement records must be kept to in order to verify that:

- (a) appropriate supporting documentation is in place;
- (b) all required approval authorizations are in place;
- (c) transaction is compliant with, and processed in compliance with, Ottawa TFC policies and procedures.

5. Delegation of Authority

Individuals granted financial signing authority under this Policy may temporarily delegate their responsibility to another individual in an acting role for short periods of absence from Ottawa TFC. The delegated authority must be in written form and can only be given to an individual who holds an equal or higher position in the organization's hierarchy (i.e. the CEO may only delegate signing authority to a member of the Board of Directors).

6. Credit Card Purchases - only the CEO and Treasurer are authorized to procure goods and services using the Credit Card issued to Ottawa TFC, and all such purchases must follow expenditure protocols set out in 3 above, where applicable.



BANKING

1. Authorized Signatories - the following positions are authorized signatories on banking instruments for Ottawa TFC's current banking institution:
 - (a) Chair of the Board
 - (b) Chair of the Audit & Finance Committee of the Board
 - (c) Treasurer
 - (d) CEO

2. Cheque Signing - all cheques must be manually signed by two Authorized Signatories within the limits set forth in Appendix 1.

3. Electronic Banking Transactions - all electronic bank transactions are limited to the CEO and Treasurer. Access to online banking will be restricted to "read-only" with no capability to transfer between accounts or pay bills on-line, reducing risk to Ottawa TFC.



2 - FINANCIAL INVESTMENTS

As a not-for-profit corporation in Ontario, Ottawa TFC may use any profit/surplus funds exclusively for Ottawa TFC's not-for-profit purposes, and may choose to invest these surplus funds as deemed appropriate by the Board of Directors and as set out in the by-laws.

Surplus Funds are defined as funds remaining after all obligations of Ottawa TFC have been met at the end of a fiscal year, including monies reserved for capital improvements, as set forth in the audited financial statements. Surplus Funds will be verified in the year end audited financial statements of Ottawa TFC.

The Board of Directors has responsibility for ensuring that if Surplus Funds are to be invested, that the Funds are invested prudently.

In that regard, the Board of Directors is committed to developing an Investment Policy for its surplus funds by August 31, 2020. The development of the investment policy and any related strategy will be carried out with assistance of the Treasurer, the Audit & Finance/Investment Committee of the Board, and a licensed investment advisor.

The adoption of an Investment Policy will not be a binding obligation on the Board to invest all or any Surplus Funds.

The Investment Policy will contain, among other things:

- A. Purpose Statement:
 - setting forth the purpose of the policy and the reason for its creation
 - introduce accountability standards used for monitoring progress of the investment program
 - a statement regarding Ottawa TFC's risk tolerance profile

- B. Role of the Audit & Finance/Investment Committee:
 - the Board of Directors will delegate authority for the Investment Policy and investment of Surplus Funds to the Audit & Finance/Investment Committee
 - outline of the fiduciary duties of the Audit & Finance/Investment Committee and the Board of Directors regarding the investment of any or all Surplus Funds
 - set forth roles and responsibilities of the Committee, processes for review of the policy, reporting to the Board, etc.

- C. Investment Objectives & Policies:
 - how the Surplus Funds are to be invested, setting out short and long-term objectives
 - include where applicable asset allocation policies, diversification policies, rebalancing policy, and other relevant matters.



E. Monitoring Investments & Performance:

- how the investment funds will be monitored against the fund's stated investment objectives
- how the performance of the professional investment managers retained will be reviewed



3 - HUMAN RESOURCES POLICIES

1. Guiding Principles - Ottawa TFC is committed to being a top employer and as such will ensure that its human resources practices adhere to the principles of fairness and respect, and that it abides by all relevant laws and government regulations.
2. Recruitment, Hiring and Promotion - Ottawa TFC's recruitment, hiring and promotion practices will be transparent, thorough, and fair, and based on merit. All offers of employment will be documented in writing and acceptance by the employee must be acknowledged in writing. An offer letter signed by Ottawa TFC and the employee will *de facto* be their employment agreement. All offers of employment are contingent on the successful completion of a police records check, a vulnerability sector check, and reference checks.
3. Performance Reviews - all employees have job descriptions that are reviewed for currency at least every five years. All employees are formally evaluated on a regular basis (at a minimum once yearly). All employees are aware of the evaluation criteria on which they are to be evaluated.
4. Training - employees will be given appropriate opportunity for professional development, and as such will develop with the General Manager, an annual training plan. In addition, Ottawa TFC will from time to time, have a requirement for mandatory training for all employees (such as in the area of safety) which must be completed by identified employees within the timeframes set out. Employee training records will be kept on their personnel files.



APPENDIX 1

**OTTAWA TFC
Financial Signing Authorities**

AUTHORITY LIMITS	Up to \$10K	\$10K - \$30K	\$30K and above
Purchase Requisitions, Purchase Order, Contracts for a period no greater than one year	CEO	CEO and one Board member	CEO, Chair of Audit & Finance Committee, and Treasurer
Single Source Procurement	CEO	CEO or and one Board member	n/a
Capital Expenditures	CEO and one Board member	Board	Board
Payment of Invoices	CEO and one Board member	CEO and one Board member	CEO and one Board member
Signing of Cheques on Ottawa TFC bank accounts	CEO and one <i>delegated</i> Board member	CEO and one <i>delegated</i> Board member	CEO and one <i>delegated</i> Board member
Deposits to Ottawa TFC bank accounts	Admin	Admin	Admin