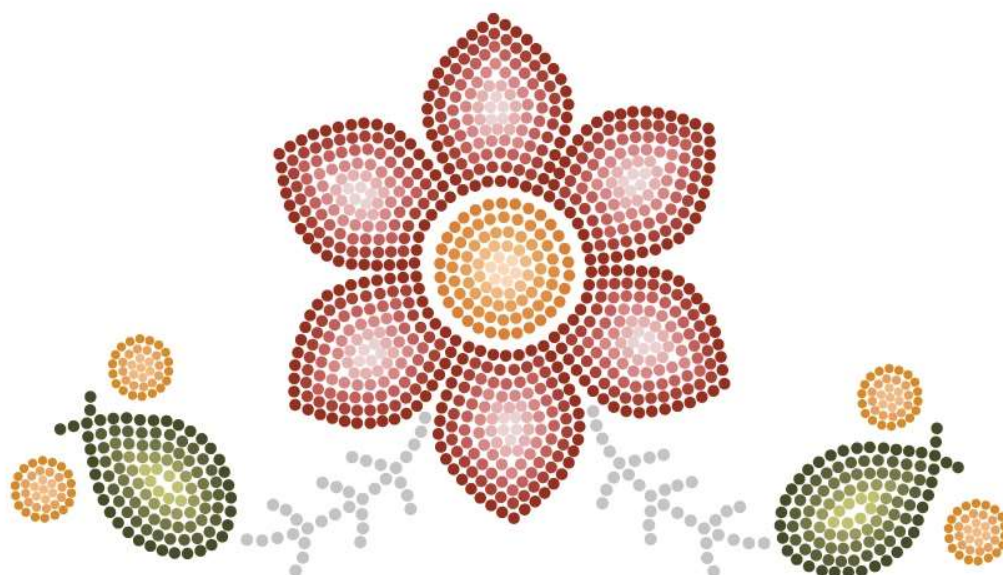


FINANCIAL POLICIES AND PROCEDURES MANUAL



Métis Nation
of Ontario 

Table of Contents

DOCUMENT HISTORY	2
LIST OF ACRONYMS	3
001-OVERVIEW	4
002 - DELEGATION OF AUTHORITY	6
003 - DIRECTOR OF FINANCE	8
004 - ELECTRONIC SIGNATURES	10
005 - FINANCIAL POLICY CHANGES	12
006 - RISK MANAGEMENT/INSURANCE	13
006A – CASH MANAGEMENT STRATEGY	14
007 - EXPENDITURE APPROVAL/AUTHORITY	15
008 - NON BUDGET REQUESTS	18
009 - PAYROLL	19
009A - ELECTED LEADERSHIP COMPENSATION	20
10 - PROPERTY AND LEASE OF EQUIPMENT	21
011 - PURCHASE CARD (PCARD) SYSTEM	22
012 – HONORARIUMS	23
013 - CONTRIBUTIONS TO OTHER ORGANIZATIONS	24
014 - BUDGETS	25
015 - ADVANCE OF FUNDS	27
016 - CONTRACTING OR CONSULTING	29
017 - TRAVEL AND EXPENSE REIMBURSEMENT	31
018 - EXPENSE APPROVAL	33
019 - FINANCIAL RECORDS RETENTION	34
020 - CASH RECEIPTS	36
021 - CASH DISBURSEMENTS	38
022 - RECONCILIATION OF BANK STATEMENTS	39
023 - INCOME REVENUE RECOGNITION	40
024 - ASSETS	41
025 - FINANCIAL AUDITS	47
APPENDIX A: TRAVEL PROCEDURES AND GUIDELINES	48
APPENDIX B: PURCHASE CARD (PCARD) PROCEDURES AND GUIDELINES	55

DOCUMENT HISTORY

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1	December 1, 2009	Original version approved by PCMNO November 2009, effective December 2009
2	February 10, 2020	Original version edited by Human Resources to be aligned with New Policies and Procedures Manual
3	February 12, 2020	Original version edited by Human Resources to be aligned with New Policies and Procedures Manual. New amendments from the Director of Finance
4	August 8, 2020	Reformatted and edited for grammar, syntax and typos by Raincoast Ventures
5.	January 30, 2021	Approved by PCMNO January 30-31, 2021

LIST OF ACRONYMS

The following acronyms are used throughout this Manual:

CRA	Canada Revenue Agency
G.A.A.P.	General accepted accounting principles
GST	Goods and Services Tax
MNO	Métis Nation of Ontario
PCMNO	Provisional Council of the Métis Nation of Ontario
TPA	Transfer Payment Agreement
WSIB	Workplace Safety and Insurance Board

001-OVERVIEW

001 - OVERVIEW

The purpose of the financial policy is to guide the financial management, transparency and accountability of the Métis Nation of Ontario (MNO) in carrying out its mandates effectively and efficiently. Violation of these policies or procedures may be cause for disciplinary action.

001-001

Financial statements will be prepared by management in accordance with generally accepted accounting principles (G.A.A.P.).

001-002

The MNO will follow the guidelines under G.A.A.P. that deal with not-for-profit organizations.

001-003

The MNO's financial statements will be audited each year by the duly appointed auditor.

001-004

On a monthly basis, financial reports will be provided to the:

- Chief Executive Officer
- Secretary-Treasurer
- Chief Operating Officer
- Chief Strategy Officer
- Branch Directors and Budget Holders for each respective program.

001-005

All financial records will be stored for a minimum of seven years.

001-006

All signatories will be approved through a resolution of the Provisional Council of the Métis Nation of Ontario (PCMNO).

001-007

The Director of Finance will initiate changes or additions to controls.

001-008

The Standards of Professional Conduct are included in MNO's Policies & Procedures Manual, which details the duty of care expected and required of MNO staff, particularly those with stewardship responsibilities.

001-009

In order to ensure the Finance Branch is fulfilling their oversight role and to ensure employees are accountable for their actions, exception reports will be created to identify employees who are not compliant with the policies herein.

If the Financial Policies are not adhered to, the following escalation procedure will be followed:

- First infraction: escalated to the Branch Director
- Second infraction: escalated to the Chief Operating Officer
- Third and further infractions: can result in punitive action, including termination.

002 - DELEGATION OF AUTHORITY

002 - DELEGATION OF AUTHORITY

This defines the limits of authority designated to specified positions of responsibility within the MNO and establishes the types of obligations that may be approved by individuals. The approval of commitments and transactions outlined in this policy must always be made by the parties that have been designated as responsible for final approval.

002-001

The PCMNO has the authority to appoint from time to time, by resolution, officers to sign contracts, documents and instruments in writing on behalf of the MNO. At a duly constituted meeting of the PCMNO, a written resolution must be passed to delegate signing authority of contracts or documents including financial responsibility.

002-002

The person or persons that have been delegated the authorities, must follow all MNO Secretariat Bylaws, policies, and procedures of the MNO.

002-003

All employees, contractors, elected officials and or anyone benefiting financially from the Métis Nation of Ontario should be aware that violating these policies could significantly damage the MNO and expose it to unintended legal and commercial liabilities. In addition, individuals who violate these policies are subject to appropriate legal and or disciplinary action by the MNO, including possible termination. Please refer to policy 3.010 Process for Disciplinary Action in the Métis Nation of Ontario Policies and Procedures Manual.

002-004

Temporary authority may be designated whenever an individual with approval authority will not be available for prolonged periods. The temporary authorization is to be provided in writing and will specify the length of time it is in effect.

002-005

Employees executing contracts and approving transactions are required to ensure that:

- All appropriate approvals and reviews required by this policy, the Métis Nation of Ontario and all other policies and procedures have been obtained; and
- Appropriate documentation of these approvals is maintained.

All contracts will be maintained with documentation of the appropriate approvals and the original sent to the Finance Branch for filing in a central repository.

002-006

Commitments and transactions will not be processed by the Finance Branch that are not approved in accordance with this policy and any other relevant MNO policy. Only when the underlying transaction, contract (including purchase order), or agreement has been properly approved and satisfactory evidence is available that the obligation is due, will disbursement of MNO funds be permitted.

002-007

The Finance Branch will obtain and retain sample signatures of those persons that are authorized to sign specific contracts, documents and instruments in writing on behalf of the MNO.

003 - DIRECTOR OF FINANCE

003 - DIRECTOR OF FINANCE

The Director of Finance is the Senior Financial Officer for the MNO. The Director of Finance is responsible and accountable to the Chief Operating Officer to ensure that all financial policies, procedures and activities meet required specifications and directions issued by the PCMNO and that they are in keeping with funding and legislative requirements.

Under the direction of the Chief Operating Officer, the Director of Finance is responsible for:

003-001

Supervising and directing the Finance Branch.

003-002

Recommending changes to financial policies and ensuring all financial controls, procedures and forms are developed, effective, current and adhered to.

003-003

Preparing financial statements in accordance with G.A.A.P. including those specifically required for not-for-profit organizations.

003-004

Ensuring financial statements are audited each year by the duly appointed auditor and cooperating with and coordinating other audits as required.

003-005

Ensuring financial reports are provided to the Chief Executive Officer, Secretary-Treasurer, Chief Operating Officer, Chief Strategy Officer, Branch Directors and Budget Holders on a monthly basis and that they are timely, accurate and reliable.

003-006

Ensuring all financial records are properly stored for a minimum of seven years.

003-007

In consultation with the Chief Operating Officer, Chief Strategy Officer and Branch Directors, preparing core and program budgets.

003-008

Managing the banking relationships, cash flow and preparing corporate cash flow forecasts.

003-009

Overseeing the financial function pertaining to payroll and benefits administrations.

003-010

Ensuring compliance with remittance to mandatory employment related costs, filing Goods and Services Tax (GST) returns, Workplace Safety and Insurance Board (WSIB) and others as applicable.

003-011

Supporting Budget Holders in conducting program variance analysis on a monthly basis.

003-012

Assuring month-end and year-end procedures are developed and described, and expected timelines for reports and submissions are respected and adhered to.

003-013

Ensuring that the MNO's Risk Management Program functions effectively and efficiently.

004 - ELECTRONIC SIGNATURES

004 - ELECTRONIC SIGNATURES

This policy was developed to facilitate cheque signing and to recognize the need for timely payment on the MNO's obligations. The purpose of this policy is to allow for the replacement of original signatures with electronic signatures. All existing procedures for approval and payment of the MNO's obligations continue to apply.

Banking Requirements

The requirements outlined by MNO's bank will be followed for electronic signatures and all required documentation will be retained on file. Electronic signatures can be changed by a resolution from the PCMNO.

Cheque Approval Limits

Two signatures will be required for all cheques.

Issuance

One electronic signature document will be issued for each of the following authorized signatories:

- President;
- Secretary Treasurer;
- Chair;
- Chief Operating Officer; and
- Chief Strategy Officer.

For consistency in tracking, the MNO will try to use the same two signatories. Each signatory requiring the ability to "E-Sign" when out of the office will select a single, permanent, unique delegate at the head office of the MNO. Each said delegate will be required to sign a confidentiality agreement accepting the signature and associated responsibility of an authorized signatory.

Destruction

When an authorized signatory leaves one of the above offices for any reason, the electronic signature document will be deleted immediately. A new electronic signature document will be issued for the incoming officer and a new delegate will be assigned responsibility for that signature.

Process

Prior to requesting the "E-Sign" approvals, the Finance Branch will ensure the purchase approvals, according to the financial policies, are in place. After that verification is completed, the Finance Branch will send out an email (detailed with vendor, amount and applicable program coding) requesting approval for payment. The email approval must be received from a signatory before their delegate can apply the electronic

signature document to an original cheque. The signature document will be an overlay picture of the signature printed on the completed original cheque after the delegate assigned that signature has verified the email approvals.

Approvals

Signatories may approve requests for an electronic signature by return email after reviewing the detailed list of cheques.

Safekeeping

It is recognized that possession of the electronic signatures together with the corporate cheques constitutes accessibility to corporate funds. To protect the MNO's funds, the following procedures will be followed:

- Each signatory's electronic signature document will be placed in a unique windows directory on MNO's "U Drive" to which ONLY the corresponding, unique delegate has access.
- The Chief Operating Officer is responsible for the safekeeping of the electronic signatures in the MNO directory.
- The Director of Finance or designate is assigned the responsibility for the safe keeping of the blank cheques.

005 - FINANCIAL POLICY CHANGES

005 - FINANCIAL POLICY CHANGES

Financial policies must be reviewed on an ongoing basis and at a minimum annually by the Chief Operating Officer and the Director of Finance. Any recommendations for changes or amendments must be submitted to the Finance and Audit Committee for review and to the PCMNO for approval.

005-001

If there is conflict between any employee contract and the policies contained within this Policy Manual, the contract will prevail.

005-002

If there is conflict between this Policy Manual and the MNO Secretariat Bylaws, the MNO Secretariat Bylaws will prevail.

005-003

Employee and suppliers' contracts are to be written in accordance with applicable government employment laws and MNO's policies and procedures.

006 - RISK MANAGEMENT/INSURANCE

006 - RISK MANAGEMENT/INSURANCE

The MNO will ensure that the necessary insurance coverage, for all aspects of the MNO, is maintained to the requirements of individual program contract agreement(s).

006-001

The MNO will keep up-to-date insurance coverage for all MNO operated office locations. This coverage will include, but is not limited to: Directors and Officers coverage; broad form liability; and fire and theft.

006-002

All MNO Community Councils or Community Economic Development Corporations will be required to have additional insurance coverage including local fire and theft insurance, regardless of whether they are the owner or tenant of their premises. It is mandatory that the MNO Secretariat be provided with proof of insurance and/or copies of these insurance policies on an annual basis.

006-003

Annually, Infinity Property Services will conduct a review to ensure that the MNO has adequate insurance coverage. All original insurance documentation will be housed at the MNO head office under the responsibility of the Finance Branch.

006-004

The PCMNO shall, as long as permitted by law, approve the policy to reimburse Directors and Officers Liability insurance deductibles that may personally affect a director or officer providing the action of the director or officer was not fraudulent.

006A – CASH MANAGEMENT STRATEGY

006A – CASH MANAGEMENT STRATEGY

At times, based on the receipt of payments/advances from Funders and other sources, the MNO Secretariat may hold operating cash balances in excess of current operating needs. When this is the case, the CFO/Director of Finance may authorize the investment of a portion of these cash balances in secure, low-risk, short term investments. The purpose of these investments is to maximize returns on the funds on deposit and to generate income for the benefit and use of the MNO Secretariat.

006A-001

The reporting requirements for the recognition of interest earned is based on the terms and conditions of each contribution agreement. These requirements will be undertaken as specified in the specific contribution agreement. All reporting will be in compliance with GAAP (Generally Accepted Accounting Principles).

006A-002

The restrictions on/guidelines for potential investments are:

- Sufficient funds are to be maintained in readily accessible bank accounts to cover projected needs for at least two months – sixty (60) days – of expenditures.
- Investment vehicles are limited to low risk accounts or Guaranteed Investment Certificates (GICs) with major Canadian banks or Treasury bills with the Government of Canada.
- Term investments, such as GICs are limited to ninety (90) days or less with at least one (1) investment maturing each thirty (30) days. All investments may be redeemed prior to maturity, as necessary for the functioning of the MNO Secretariat.
- The CFO/ Director of Finance will present the detailed investment strategy and results of funds under investment to the Finance and Audit Committee and Executive Committee quarterly.

006A-003

This policy does not apply to funds held on behalf of community councils or Impact Benefit agreements, which shall be governed by separate agreements.

007 - EXPENDITURE APPROVAL/AUTHORITY

007 - EXPENDITURE APPROVAL/ AUTHORITY

All expenditures must be authorized, in advance, by the use of a Purchase Order properly completed and signed in accordance with the Métis Nation of Ontario Authorization Framework, except in the case of expenditures of less than \$500 specific to Policy 010 - Purchase Card System and Policy 016 - Advance of Funds for Programs and Travel.

No expenditure or commitment to make an expenditure, will be split in order to avoid requiring a higher level of approval. A Purchase Order should be requested as soon as a planned expenditure is known. The expenditure is not considered approved until the Purchase Order is formally issued by the Procurement Officer.

007-001

The MNO uses a standard, numbered Purchase Order form. All Purchase Orders are tracked.

007-002

All Purchase Orders must clearly indicate the vendor, the goods and services being purchased, the agreed price, and the account(s)/program(s)/location(s) being charged, as well as a brief description of the reason for the purchase.

007-003

All Purchase Orders must be signed by the Budget-Holder, in accordance with the Métis Nation of Ontario Authorization Framework, after ensuring that the expenditure:

- Directly relates to the program being charged;
- Will be of benefit to the objectives of the program or function;
- Is within budget; and
- Is supported by the work plan for that program.

007-004

Purchase Orders for goods or services up to \$10,000 and within the approved budget may be authorized by the Budget Holder. Purchase Orders for goods or services with a value of more than \$10,000 or that are not within the budget, must also be authorized by the Chief Operating Officer.

007-005

After the Purchase Order number is assigned, a copy of the Purchase Order will be forwarded to the requester, to the supplier (if required) and a copy will be retained in the Finance Branch.

007-006

All Purchase Order requests not fully or correctly completed will be returned to the original requester.

007-007

All packing slips and/or invoices must refer to the Purchase Order number or an email indicating receipt of goods with the Purchase Order number must be sent to Accounts Payable. In the case of services, such as consulting services, proof of completion of the contract (i.e. contractual deliverables) or an email indicating services have been received and the conditions of the contract have been satisfied together with the Purchase Order number should be sent to Accounts Payable.

007-008

Accounts Payable will complete a three way match between the Purchase Order, the invoice and the proof of receipt of goods or services using the coding on the Purchase Order to enter the invoice into the accounting system and will also verify that the coding is reasonable.

007-009

If the Purchase Order authorizes the purchase of a service to be delivered over a period of time, the Purchase Order must indicate the time frame and the maximum amount payable in that time frame. The amount must be within budget and tied to the work plan for the program. This will be referred to as a Blanket Purchase Order.

007-010

The Procurement Officer will use the Purchase Orders for which no invoices have been received to develop a quarterly Open Purchase Order report, which will assist Budget Holders with managing their program budgets.

007-011

Any actual or perceived conflict of interest, by either the MNO staff member initiating the Purchase Order request or by a MNO staff member approving the request, must be disclosed to the Chief Operating Officer or the Chief Strategy Officer or designate prior to a commitment to purchase goods or services. This includes, but is not limited to, any circumstances which may provide financial gain to an employee of the MNO or a member of his/her family or household, business partner, friend or any other related party. Please see Policy 2.020 Conflict of Interest Policy in the Metis Nation of Ontario Policies and Procedures Manual.

007-012

Expenditures, with respect to programs, must be within approved Contribution Agreement deliverables including, but not limited to, being within budget and supported by the work plan. Administrative expenditures, not funded directly by agreements, must

also fall within the parameters of program budgets and any work plans produced to guide these expenditures.

008 - NON BUDGET REQUESTS

008 – NON BUDGET REQUESTS

From time-to-time, circumstances arise where monies need to be expended outside of pre-planned or budgeted expenses. In these cases, and providing there is sufficient cash-flow, the process to be followed is outlined in clauses 008-001 to 008-004.

008-001

Amounts up to \$10,000 will be approved on the discretion of the MNO Chief Operating Officer who will report all such requests, and the rationale for their approval, directly to the PCMNO Executive Committee.

008-002

For amounts between \$10,001 and \$50,000, the request will be submitted in writing to the Chief Operating Officer with an appropriate business proposal explaining the need for the money. Upon a recommendation from the Chief Operating Officer, the request is submitted to the PCMNO Executive Committee for final approval.

008-003

For amounts equal to or greater than \$50,001, the request will first be presented in writing to the Chief Operating Officer with an appropriate business proposal explaining the need for the funds. Upon recommendation from the Chief Operating Officer, the request is submitted to the PCMNO Executive Committee for its recommendation. Upon receiving the recommendation of the PCMNO Executive Committee, the request is then submitted to the PCMNO for approval.

008-004

In all above cases, a Purchase Order (with all the related documents demonstrating approval attached) must be completed before the expenditure is made.

009 - PAYROLL

009 - PAYROLL

The MNO will pay its employees on a bi-weekly basis.

009-001

All employee salary and benefit expenses will be charged out to the respective program(s) that is/are providing the funding for the respective salary. On an exceptional basis, a salary or salaries can be charged elsewhere with the prior approval of the Chief Operating Officer or Chief Strategy Officer.

009-002

Pay notifications are available to employees through the online Payroll HR System.

009-003

The onus is on the applicable supervisor to provide accurate information to Human Resources who will ensure that related forms are completed both when the employee commences and ends employment with the MNO. The employee has the responsibility of keeping their information accurate and up to date. This entails communicating any change in information of: name(s), addresses, dependents, etc.

009-004

Salaries are administered according to the Métis Nation of Ontario Compensation Framework found in Policy 1.070 Salary Administration, in the Métis Nation of Ontario Policies and Procedures Manual.

009-005

The Director of Finance, or designate, will ensure that there is a proper segregation of duties.

009-006

All T4 Statements of Remuneration are to be reviewed by the Director of Finance or designate, and the Director of Finance or designate will prepare the T4 Summary.

009-007

T4As will be prepared by a designated member of Finance Branch and reviewed by the Director of Finance or their delegate. T4As will be prepared for all student clients and any citizens receiving more than \$5000 or more in honoraria payments during the calendar year.

009A - ELECTED LEADERSHIP COMPENSATION

Under Canada Revenue Agency (CRA) regulations, compensation paid to the MNO Elected Leadership is considered employment income. Accordingly, the payments will be processed bi-weekly by payroll. Tax withholdings will be made and T-4s will be issued at year-end.

However, those holding elected leadership roles are not considered employees under the Employment Standards Act and regulations. The PCMNO will set the compensation terms for each role with respect to salary, health and insurance benefits, pension, severance and/or payments in lieu of benefits. The PCMNO will also set the terms of any paid or unpaid leave. These terms are to be documented in signed memoranda, and retained on file by Human Resources. Human Resources will ensure that all related documents are complete and entered into the HR and payroll systems.

10 - PROPERTY AND LEASE OF EQUIPMENT

010 - PROPERTY AND EQUIPMENT LEASE

All property and or lease agreements in the name of The Métis Nation of Ontario will be approved according to the expenditure approvals required in policies 007 – Expenditure Approval/Authority and 008 – Non-Budgeted Requests, based on the total value of the commitment of the lease.

010-001

Budget-Holders may research and recommend to the Chief Operating Officer that the MNO enter into an agreement for property or a lease for equipment. The proposed purchase must be a component of a program's work plan and budget, and must comply with the terms of the respective Contribution Agreement.

010-002

The Chief Operating Officer will review and approve all property and equipment leases prior to an agreement being entered into.

010-003

All agreements must be signed by the Chief Operating Officer.

010-004

A Purchase Order (with all the related documents demonstrating approval attached) must be completed before the expenditure is made in order for the commitment to be tracked in the financial system.

011 - PURCHASE CARD (PCARD) SYSTEM

011 - PURCHASE CARD (PCARD) SYSTEM

The MNO provides VISA purchase cards to supplement its traditional methods of procuring goods and services. The VISA Purchase Card should be used to facilitate the payment of budgeted low cost (not more than \$500 per transaction), program-related goods and services with those vendors who accept payment by credit card. No expenditure or commitment to make an expenditure will be split in order to avoid requiring a Purchase Order.

011-001

VISA Purchase Cardholders are required to familiarize themselves with the Purchase Card Procedures and Guidelines which form part of the conditions of use of this policy. This document provides general instructions regarding the MNO purchase card program, how to action certain types of expenses, assist with account code assignment, and GST/PST requirements. The MNO will ensure that the required policies and procedures for use, as set out in the terms of agreement of the US Bank, are followed.

011-002

The MNO staff making purchases are accountable for such expenditures, and must demonstrate best value for money, ensuring that correct accounting, procurement and taxation practices are applied. MNO issued VISA Purchase Cards are to be used only for official MNO expenditures and for procuring goods and services which are deemed necessary and of benefit to the objectives of the program or function, appropriate, within the program's budget and work plan.

012 – HONORARIUMS

012 - HONORARIUMS

An honorarium is a payment given to an individual for services for which fees are not legally required.

012-001

Where an honourarium is specified, PCMNO Councilors, elected officials and citizens who are required by the MNO to attend a meeting or other event shall be paid honoraria for their attendance, subject to MNO policies and available funding.

012-002

Effective, April 1, 2021, the rate of honouraria paid under clause 012-001 will be \$200.00 per meeting day and \$100.00 per travel day. A travel and meeting day honorarium cannot be claimed for the same day, so the maximum claim is \$200.00 per day. Those contracted in full-time or part-time paid positions by MNO cannot be paid honorariums over and above their paid positions for attending meetings on behalf of the MNO.

Prior to April 1, 2021, the rate of honouraria paid under clause 012-001 will be \$150.00 per meeting day and \$75.00 per travel day.

012-003

All part-time and full-time employees or salaried representatives of the MNO are not permitted to accept honorarium from any agency or organization, while acting in the role of their employment with MNO or as a paid representative of the MNO. If such a payment is offered, it is recommended, whenever possible, that the issuer be requested to make the payment out in the name of the MNO Secretariat and that it be reported and submitted to the Finance Branch. If this is not possible, the recipient of the payment should sign the cheque over to the MNO and report and submit the cheque to the Finance Branch.

012-004

In addition to honoraria or salaried compensation, all PCMNO members (including Executive) upon commencement of their term, may receive MNO supplied communication (cellphone) and computer equipment (laptop, desktop, tablet, printer).

013 - CONTRIBUTIONS TO OTHER ORGANIZATIONS

013 - CONTRIBUTIONS TO OTHER ORGANIZATIONS

The MNO will, from time to time, provide contributions to other organizations dependent on the nature of the activity being sponsored.

013-001

All contributions must be approved by the Chief Operating Officer or the Chief Strategy Officer or their designate.

013-002

The nature of the activity being sponsored must fit with the Métis Nation of Ontario Statement of Prime Purpose.

013-003

The final use of contributions must in some way promote the MNO agenda as specified by the MNO at the time.

013-005

Contributions cannot be taken from any provincially or federally funded programs without the express written consent of the applicable government department.

014 - BUDGETS

014 - BUDGETS

The MNO will develop work plans and budgets in collaboration with the Chief Operating Officer, Chief Strategy Officer, Director of Finance, Branch Directors and Budget Holders.

014-001

Final Budget approval rests with the Chief Operating Officer, Chief Strategy Officer and Chief Executive Officer.

014-002

The Chief Operating Officer, Chief Strategy Officer and all Branch Directors will begin the budgeting process for the upcoming fiscal year in October of the existing fiscal year. Final drafts from Budget-Holders must be submitted, through their Branch Director, to the Finance Branch by the end of February in advance of the new fiscal year. The Finance Branch will coordinate the overall budget process and be responsible for amendments to the schedule as may be required from time to time.

014-003

Branch Directors are responsible to the Chief Operating Officer, Chief Strategy Officer and the Finance Branch for timely budget submission and management, monitoring, and compliance reporting as per the contribution agreements.

014-004

Annual work plans and budgets, once approved by Branch Directors and the Chief Operating Officer, must be submitted to the respective funders for approval as per funding agreements.

014-005

Under and/or overspending of budget-lines must be re-forecasted by the Budget Holders immediately following the completion of each variance analysis report on a quarterly basis and submitted for approval.

014-006

Budget-Holders must submit a lapsing funds analysis, report and recommendations to their Branch Director by October 31 each fiscal year.

014-007

Branch Directors will provide consolidated reports on and recommendations for the use of all lapsing funds to the Chief Operating Officer or Chief Strategy Officer by November 15 with final approvals provided in time to submit lapsing fund reports to funders by December 15.

015 - ADVANCE OF FUNDS

015 - ADVANCE OF FUNDS

An advance of funds are provided to support the needs of staff who are required to travel for *a continuous extended period of time* or for *numerous shorter periods of time within a consecutive 30 day period*, to minimize the financial hardship incurred by employees in this situation and, to support those staff that, from time to time, require funds to deliver programs according to their work plans and budgets.

015-001

Employees of the MNO *who travel for business purposes are expected to arrange for prepayment* of expenses wherever possible, using the procurement process (e.g., airfare, hotel, car rental, etc.). The Finance Branch will make its best efforts to reimburse employee's approved expenses within two weeks following submission of a complete and correct Travel Expense Claim to the Finance Branch. **Advances are not issued to employees for routine business travel.**

015-002

Employees who are required to travel, **for business purposes**, for a continuous extended period are eligible to apply for a travel advance. Continuous extended travel is defined as a continuous absence from home, for business purposes, lasting at least 10 days. Business travel during at least 20 days of any consecutive 30-day period also qualifies the employee for an advance. Note that advances are ordinarily not granted to employees who are not on the current MNO bi-weekly payroll.

015-003

All advances made by The Métis Nation of Ontario to employees must be approved by the Chief Operating Officer, or designate, and accounted for within a thirty-day period.

015-004

Eligibility and request for an advance does not guarantee approval. The traveler is advised to request the advance **at least 2 weeks prior** to the date the disbursement of funds is required.

015-005

A promissory note signed by the employee will be required for an advance. The promissory note will include the following information:

- Name of the employee requesting the advance (an expense advance may only be requested by a full-time employee).
- Program, account and location coding from which the travel costs will be paid.
- Purpose of the travel advance (e.g., departure and arrival dates of travel, destination, reason for travel).

- In the case of expense advances, reason the advance is required (e.g., cash needed for payment of \$25 to each individual completing a survey for the Diabetes workshop).
- Amount of advance required. For travel, detail the type and amount of expenses to be covered by the advance.
- Date the advance is expected to be cleared (through expense claim or repayment).
- Signatures of the person requesting the expense advance (as the vendor), the Budget-Holder and the Chief Operating Officer, Chief Strategy Officer (or designate).

015-006

Funds not used for travel or expenses must be returned to the Finance Branch and/or arrangements with the amount and timing of repayment within 10 working days after completion of the travel or activity. If the business-need for an outstanding advance ceases to exist, the funds advanced must be returned immediately.

015-007

No additional advances will be provided until such time as the previous advance has been accounted for and resolved. Failure to properly clear an advance within the time allowed will result in loss of the privilege of travel and/or expense advances.

015-008

Outstanding advances more than 30 days old will be deducted from Expense Claims and/ the employee's pay at the MNO's discretion.

016 - CONTRACTING OR CONSULTING

016 - CONTRACTING OR CONSULTING

The MNO will execute contracts with all consultants and other third parties that provide services in excess of \$5,000 to the MNO. At its discretion, the MNO may request a Statement of Work for services to be rendered with a value under the \$5,000 threshold.

016-001

All contracts will be authorized by the Chief Operating Officer or Chief Strategy Officer or their designate, who will review the contracts against work plans, budgets and cash flows and, if necessary, consult the Director of Finance. The Chief Operating Officer should also ensure that Policy 007: Expenditure Approval/Authority is adhered to and that there is a standard contract (Statement of Work) in place that has a detailed work plan, deliverables, cost per diem and total cost for the contract. In the event of a conflict of interest (i.e., related party transactions), the Chief Operating Officer should review the contract(s) in question.

016-002

Once the contract is in place, the MNO will issue a Purchase Order. Only then can the consultant begin work and invoice against the purchase order.

016-003

Consultant invoices will require daily details of fees charged and full particulars including receipts for all expenses claimed, unless otherwise agreed to in the Statement of Work. Travel per diems will be in accordance with the applicable MNO rates.

016-004

Before any payments to a contractor are made, the Finance Branch will be provided with a copy of the contract, an approved Purchase Order and invoice.

016-005

Contractors will be paid on receipt of an approved invoice based on monthly or contractual terms but will not be paid bi-weekly. The MNO will not withhold taxes.

016-006

Contracts under Impact Benefit Agreements must be supported by a resolution from the Regional Consultation Committee and the MNO Secretariat signed contract.

016-007

Contracts will be limited to a period of 18 months.

016-008

Budget Holders will ensure that the criteria for determining that the services are contractual (rather than as an employee) are followed. As per the CRA, the following criteria are considered:

- The level of control the payer has over the worker's activities.
- Whether the worker provides the tools and equipment.
- Whether the worker can subcontract the work or hire assistants.
- The degree of financial risk the worker takes.
- The degree of responsibility for investment and management the worker holds.
- The worker's opportunity for profit; and any other relevant factors, such as written contracts
- The MNO would not set hours of work or provide equipment or regular office space.

017 - TRAVEL AND EXPENSE REIMBURSEMENT

017 - TRAVEL AND EXPENSE REIMBURSEMENT

The purpose of this Policy is to:

- Ensure adequate cost controls are in place;
- Ensure travel and other expenditures are appropriate and;
- Provide a uniform and consistent approach for the timely reimbursement of authorized expenses incurred by employees.

It is the policy of the MNO to reimburse only reasonable and necessary expenses actually incurred by employees while travelling on, and/or performing, MNO business.

017-001

PCMNO, MNO employees and others required to travel or incur expenses from time to time to conduct authorized MNO business will be reimbursed for reasonable ordinary and necessary expenses.

017-002

Before travel is requested or authorized, less expensive alternatives, such as participation by telephone, video conferencing or the availability of local programs or training opportunities will be considered. No business travel with the total cost under \$5000 may be taken unless it is approved in advance by the Budget Holder. No business travel with the total cost of \$5000 or more may be taken unless it is approved by the Chief Operating Officer, Chief Strategy Officer (or designate).

017-003

It is expected that sound judgement will be applied in the expenditure of Métis Nation of Ontario funds and that all such expenditures will be in keeping with the general responsibilities and the business needs of the occasion.

017-004

The majority of travel for business purposes must be prepaid on account, including expenses for airfare, hotel, car rental, etc. wherever possible using the procurement process.

017-005

Attendees who are out of country, not on MNO business, will be reimbursed costs of travel to a PCMNO meeting for an amount that is equivalent to what it would have cost for the regular course of their travel from their home community.

The costs of hotel accommodations, travel costs or related penalties as a result of PCMNO members not attending a meeting without proper notification or good reason,

may be, under direction from the PCMNO Chair, withheld from future payments to be made by the MNO to those individuals.

017-006

If travel by personal car is preferred over air or other travel, it must be proven that it is more economical to reimburse for mileage at the set rate than the equivalent economy class of air travel or equivalent mid-size car rental with expenditures for gas. If the preferred option is still travel by personal car, written authorization must be provided in advance by the Budget-Holder or their Supervisor and only the lowest cost of travel (substantiated as above) will be reimbursed.

017-007

Reimbursement for any out-of-pocket expenses requires a submission of an Expense Claim through the online system, approved by the employee's Manager, and submitted with the appropriate original receipts for the expenses being claimed within 10 days of the completion of the authorized trip. Any expenses that are submitted more than 60 days after the completion of travel will be considered stale-dated and will not be reimbursed. Any Expense Claim not properly completed as described will be returned to the Budget-Holder for correction.

017-008

The MNO will make every effort to pay travel expenses within two weeks of receipt by the Finance Branch of a properly completed and approved Expense Claim.

017-009

The MNO travel rates are noted on the current Expense Claim on the MNO server, as follows: U:\forms\finance. In accordance with a PCMNO resolution, Federal Treasury Board rates are to be used. (<https://www.njc-cnm.gc.ca/directive>). The rates are normally reviewed effective April 1 each year but are subject to change without notice. The rate in effect when the Travel Authorization is approved will be the rate that applies to the trip.

017-010

Meals included in the price of a conference or seminar should **not** be claimed on an Expense Claim.

Travel Procedures and Guidelines have been published in a separate document.

018 - EXPENSE APPROVAL

018 - EXPENSE APPROVAL

All expenses must be approved, be fully documented, supported and authorized, as per the Financial Policies, before submission to the Finance Branch. Submitted expenditures should be required to deliver the program and fall within the work plan and budget of the program.

018-001

All expenses must be approved according to the Métis Nation of Ontario Authorization Framework (which is updated regularly and is available from the Finance Branch or on the MNO Server) before they are sent to the Finance Branch.

018-002

All expenses for the PCMNO Councilors will be approved through the authority delegated to the Chief Operating Officer and Secretary-Treasurer.

018-003

The Chief Operating Officer, Chief Strategy Officer, President, Chair and Vice-Chair will have their expenses verified and approved by the Secretary-Treasurer or designate. The expenses for the Secretary-Treasurer will be verified and approved by the Chair.

018-004

The approval authorities specified in this policy will not be exercised in circumstances where potential conflicts of interest exist or could be perceived to exist. Any perceived or potential conflict of interest must be communicated to the Chief Operating Officer or Chief Strategy Officer. The approval authorities or the delegates will not authorize expenditures for which they are the recipients (e.g. travel expense reports).

019 - FINANCIAL RECORDS RETENTION

019 - FINANCIAL RECORDS RETENTION

The MNO, recognizing its responsibility to its funders, regulatory bodies and its Citizens to ensure the preservation of records documenting the activities of the MNO, will adhere to the following policy for the collection, preservation and maintenance of records concerning the financial operation of the organization.

019-001

All financial records will be stored and maintained for a period of 7 years. This policy must be in accordance with the CRA guidelines on record retention, and will be amended when required.

019-002

At the end of the required retention period, financial records may be disposed of in a secure manner only, with the written authorization of the Chief Operating Officer or Chief Strategy Officer or their designate, unless they support a current audit or litigation.

019-003

In the event of an incomplete audit within the seven-year retention window, the MNO should obtain clearance from the particular government departments prior to destroying the records.

019-004

When requirements for long-term retention of records overlap, the Finance Branch should retain records for the maximum period needed to meet both legal and audit requirements.

019-005

The Director of Finance will be responsible for supervising the coordination of safe and secure storage, maintenance, and destruction of financial records.

019-006

MNO financial records are the property of the MNO and include: annual reports, budget and financial statements, submitted and/or signed contribution agreements, spreadsheets or other software programs that document calculations, memoranda, correspondence, planning documents and receipts, e-mail messages to the extent they authorize or provide substantiating information, or other documentation of individual entries made in the transaction of MNO business. This policy applies to all original or archival forms of storage media, including: paper, CD ROM, computer drive, any size diskette or any other storage media.

019-007

Documents may be stored on the most efficient and effective media available as long as the long-term achievability and usefulness of the records are maintained, and the viability and accuracy of the transfer to the archival media is ensured. This may entail, for example, ensuring that the software and hardware necessary to read any magnetic media are available and in working order for the duration of the required retention period.

019-008

In order to safeguard the assets of the MNO in the case of extreme physical disaster, records of permanent or long-term value should be stored in secure off-site locations. All records, regardless of media, should be stored in containers capable of surviving the storage period while maintaining the physical integrity of the records. Records should be filed logically and sequentially, clearly labelled with a description of the contents, the origination date and the disposal date.

020 - CASH RECEIPTS

020 - CASH RECEIPTS

This policy has been established to encourage effective administration and internal control of cash handling operations throughout the MNO.

Note: The term, “cash”, as referenced in this policy, is deemed to include currency, coins, corporate or personal cheques, bank drafts, money orders, traveler’s cheques, cashier’s cheques and credit card transactions.

020-001

The front reception position, or other person designated to open the mail, will maintain a Receipt Log of all cheques received, a total thereof, including notices of Electronic Funds Transfer received via e-mail and forward the Receipt Log to the Director of Finance or their designate daily. A scanned copy of each cheque and/or e-mail **advice** received will be maintained by the Accounts Receivable Officer in a secure server directory. Cheques must always be **restrictively** endorsed **immediately** upon receipt, prohibiting the negotiation of the cheque if stolen. Cheques should be reviewed when received by the Accounts Receivable Officer ensuring that: they are made payable to the MNO; they are complete; and they are not post-dated. Any errors found during this inspection should be reported to the Controller for further directions.

020-002

Any cheques received through any other means than through the general mail should be immediately sent to the receptionist to be registered in the Receipts Log. Any cash received by MNO Branches, other than the Finance Branch, must be brought immediately to the Finance Branch for safeguarding.

020-003

The Finance Branch will maintain a separate file with photocopies of the original cheque and original cheque stubs organized by deposit, with the detailed posting record of the deposit from the accounting system showing the total of each deposit.

020-004

To appropriately safeguard, account for, and document all cash received on behalf of the MNO, all MNO monies will be maintained in a secure, locked device or some other location appropriately approved by the Chief Operating Officer. Safe doors should be kept closed during working hours and locked at times when it is not necessary to be in and out of the safe.

020-005

All cash receipts will be deposited at the bank as soon as is practical.

020-006

The Finance Branch will ensure that the accounting system is appropriately updated to include entries to the cash accounts, accounts receivable, etc. immediately after the deposit is completed.

020-007

To minimize the potential for mistakes or misappropriation of cash, the cash handling duties must be segregated. The Director of Finance has the responsibility to ensure that there is a proper segregation of duties, ensuring that cash receipts duties (receiving the cheques, preparing the deposit, depositing at the bank, recording the deposit in the accounting system, reconciling the accounts and completing the bank reconciliations) are properly assigned to different staff members in the Finance Branch according to recognized internal control standards.

021 - CASH DISBURSEMENTS

021 - CASH DISBURSEMENTS

Adherence to this policy ensures that disbursements are made only for valid business purposes after approvals by authorized persons, properly supported and recorded, and in compliance with applicable funder and/or regulatory requirements.

021-001

All disbursements are made by cheque and are accompanied by substantiating documentation. A bank wire/electronic funds transfer will be considered a form of cheque. Compliance with Policy 004 - Electronic Signatures is required.

021-002

All cheques must be pre-numbered and accounted for monthly. Blank cheques are to be stored securely and a log kept of all cheques used... All voided cheques must be defaced and retained with the cancelled cheques (bank reconciliations). Segregation of duties are to be enforced as an internal control over the blank cheques and their use.

021-003

No cheques may be written to "cash" or "bearer". The cheque numbers of all payments are recorded with the supporting documentation. The Accounts Payables Officers print the pre-numbered cheques only once the approval has been received. The Accounts Payables Officers are responsible for invoices and any other supporting documentation being marked "PAID" once they have been paid to guard against reuse. Blank cheques may never be signed in advance.

021-004

All disbursements must be properly supported by an original invoice, Purchase Order and packing slip (or confirmation that goods/services have been received) to ensure that the goods or services being paid for were actually authorized purchases, and that they were ordered and delivered. MNO will enforce this process and any expenditure not properly supported will be returned to the originator. Ultimately, payment is dependent on Finance's verification of the request for payment, the supporting documentation related to the disbursement and cash flow sufficiency.

021-005

Two signature approvals are required on all MNO cheques or Electronic Funds Transfers. The two signatures will be one of either the President, Chair or Secretary-Treasurer and one of either the Chief Operating Officer or Chief Strategy Officer. Compliance with Policy 004 - Electronic Signatures is required.

022 - RECONCILIATION OF BANK STATEMENTS

022 - RECONCILIATION OF BANK STATEMENTS

The MNO will have all of its bank accounts reconciled in the accounting system a minimum of once per month.

022-001

At a minimum of once per month, a reconciliation will be performed between the bank statement copy provided by the bank and General Ledger account.

022-002

Due to the inherent controls and reliability of the system, where possible, the tools available through the MNO's accounting system will be used to facilitate the process.

022-003

The above-mentioned bank reconciliations will be filed in chronological order by the Finance Branch together with the bank statements.

022-004

Bank reconciliations are to be completed within 30 days following the end of the month.

022-005

The Director of Finance is to review and sign off on bank reconciliations within 30 days of month-end.

022-006

Segregation of duties is to be enforced by the Director of Finance.

023 - INCOME REVENUE RECOGNITION

023 - INCOME REVENUE RECOGNITION

The MNO Secretariat will recognize revenue as required by G.A.A.P.

023-001

The MNO will only recognize revenue on programs when a signed contribution agreement is on hand.

023-002

All funder payments will be entered as a liability until such time as it can be recognized in a specific period under the rules of G.A.A.P.

023-003

Revenue will be recognized on an annual basis to cover any expenses incurred on the program during that period.

023-004

Revenue recognition will under no circumstances exceed the total amount payable under the contribution agreement.

024 - ASSETS

024 - ASSETS

The aim of this policy is to set out the MNO's approach to managing acquisition and disposal of assets in a safe, effective and efficient manner.

The MNO recognizes that it acts as a steward for all major assets held by the Secretariat and Community Councils and as such, must act in a manner that represents the people of the Métis Nation of Ontario.

024-001

Scope:

This policy covers all assets that are defined as capital purchased by either the Secretariat and/or Community Councils. This policy classifies capital assets as:

- Land
- Buildings
- Equipment and Furniture
- Computer
- Leasehold Improvements
- Intangible Assets.

024-002

Definitions:

The following definitions will be used in this policy:

Amortization: Rate of decline in value of asset as established by management based on expected usage of asset. Referred to as depreciation. It is the process of allocating the cost of tangible property over a period of time, rather than deducting the cost as an expense in the year of acquisition. Generally, at the end of an asset's life, the sum of the amounts charged for depreciation in each accounting period will equal the original cost less the salvage value.

Asset: An item with a value greater than \$2,500.

The following classifications will be used in this policy:

Land: The solid part of the surface of the earth.

Building: A roofed and wall structure built for permanent use.

Equipment and Furniture: Movable assets that are have no permanent connection to the structure of a building or utilities.

Computer Equipment: A device, usually electronic, that processes data according to a set of instructions.

Leasehold Improvements: Alterations made to rental premises in order to customize it for the specific needs of a tenant.

Intangible asset: Non-monetary assets which are without physical substance and identifiable (either being separable or arising from contractual or other legal rights).

Asset acquisition type: Defines how an asset is acquired.

Types are defined as follows:

Purchased assets: The recording of assets made on the basis of actual costs, including all ancillary costs, based on vendor invoice and other supporting documentation.

Constructed assets: All direct costs (including labour) associated with the construction project included in establishing the asset valuation. Bond issuance costs including underwriting costs, legal and accounting fees, etc., as well as administrative overhead charges associated with the bond issuance and/or the project will also be capitalized.

Donated assets: Capital assets acquired by gift, donation, or payment of a nominal sum not reflective of the asset's market value.

Asset retirement: Removal of an asset and related accumulated amortization from the capital asset file. Any unamortized balance will be reported as a disposal expense, net of any value received.

Asset valuation: Historical costs of an asset including all parts and components to make the asset operational. Does not include repairs unless the repair substantially extends the life of the asset.

Capital asset: An asset with a life span greater than 12 months.

Estimated Useful Life means the estimated number of months or years that an asset will be able to be used for the purpose for which it was acquired.

Salvage value: Expected value an asset will have when it is no longer useful for its intended purpose, that is, the amount for which the asset could be sold at the end of its useful life.

024-003

Policy:

The policy is dependent on whether there is an acquisition of an asset or a disposal of an asset.

Acquisition:

An acquisition is an improvement to infrastructure or a land improvement that extends the useful life or capacity of the asset and meets capitalization thresholds. The

acquisition will be capitalized as a separate asset/component and depreciated over its estimated useful life.

The amount to capitalize will be the purchase price of the asset. Ancillary costs will be added to historical costs.

- Leased equipment should be capitalized if the lease agreements meets any one of the following criteria:
 - The lease transfers ownership of the property to the MNO by the end of the lease term
 - The lease contains a bargain purchase option
 - The lease term is equal to 75% or more of the estimated economic life of the leased property
 - The present value of the lease payments at the inception of the lease, excluding executory costs, equals at least 90% of the fair value of the leased property
 - Otherwise the asset is recorded as an operating lease
 - The asset value will be present value of the lease payments at the inception of the lease.

Disposal:

Disposal of an asset is the retiring of the asset from its usage within the MNO. The asset may be obsolete and cannot be upgraded for less than the cost of the replacement; or it may be destroyed, damaged or deteriorated in such a way that it cannot be repaired to less than the cost of replacement; regardless it is no longer in service in any useful capacity.

- When physically disposing of an asset:
 - The MNO Branch responsible for disposing of the asset must ensure that no other Branch or individual employee can make productive use of the asset for business purposes.
 - All usable parts have been salvaged.
 - Assets must be sold at fair market value.
 - Disposal of land or building assets will be for the highest value possible following a public vetting process; the vetting process should include a 15-day public notice posted on the MNO website, at a minimum, and a local newspaper; the land or building assets will not be available for purchase to any entities or individual that would result in the MNO incurring liability.
 - The Chief Operating Officer will make a recommendation to the PCMNO Executive Committee; the PCMNO Executive Committee will make the decision on the successful bid and the PCMNO will be advised of the disposal of the land or building assets once the successful bidder is selected.
 - For IT hardware, the ITC branch will verify that:

- Hard drives, flash drives, or other fixed or removable data storage devices have been removed, secured and or destroyed in order to protect the MNO and client information in the appropriate fashion.
- Devices containing storage media that cannot be removed must be cleared in such a way that data cannot be restored. If this is not possible, the device must be destroyed in the appropriate manner to ensure no data can be retrieved from the device.
- Once it has been verified that an asset has been cleared of any data and/or salvageable parts and has been declared unfit for other internal used or charitable donation, it may be disposed of in an environmentally responsible manner.
- Assets should be recycled or donated where possible.
- Ensure that disposal arrangements are made when the asset cannot be placed with other day-to-day refuse.
- Advise the Finance Branch that the asset has been disposed.
- To financially dispose of an asset:
 - The methodology that will be employed for determining the value of the component/asset being retired/renovated is as follows:
 - Establish amount being capitalized and the year.
 - Identify the oldest component for that asset.
 - Determine the net book value of the component. This provides the dollar value of the component to be retired.
 - Reduce the existing asset by this dollar amount.
- To calculate depreciation on a fixed asset, the following five factors must be known:
 - The date the asset was placed in service.
 - The asset's cost or acquisition value.
 - The asset's salvage value.
 - The asset's estimated useful life.
 - The depreciation method.
- The total amount of depreciation can never exceed the asset's historic cost less salvage value. At the end of the asset's estimated life, the salvage value will remain.
- Amortization rates are:
 - Building: 5% straight line basis.
 - Furniture and Equipment: 20% straight line basis.
 - Computers: 30% straight line basis.
 - Leasehold improvements 20% straight-line basis.
 - One-half of the above rates used in the year of acquisition.
- Establish a systematic and cyclic review of all asset classes in terms of record keeping, maintenance costs, physical viability of asset and update as required
- Adherence to Transfer Payment Agreement (TPA) conditions is also required where the TPA policies and procedures differ from the MNO.
- Often the funder requires notification and approval of the asset disposal if funds to purchase the asset were provided by the funder.

- Sub-agreements must include the disposal clauses included in the TPA.
- Ensure that an audit trail of the sale is available, and all proceeds are made payable to the MNO Secretariat.

024-004

Risk Management Considerations:

The MNO will ensure that all assets that are disposed of through waste management are done so in an environmentally responsible manner.

The MNO will ensure that assets (especially electronics) are disposed in accordance with any applicable regulations and that data previously stored on these assets has been secured and or destroyed.

All assets disposed will be clear of all data in such a manner that it is not retrievable.

Any asset damaged in a way to cause injury, is environmentally harmful, or deemed unsafe, will not be sold/donated and will be disposed of using a waste management process.

024-005

Other Considerations:

Employees of the MNO carry out the duties of their positions with various assets that are the property of the MNO. It is the responsibility of each employee to take reasonable care of the assets and ensure that they are appropriately secure. When an employee ceases to work for the MNO or goes on a long-term disability or leave of absence, assets being used are to be returned to their Supervisor.

The MNO Secretariat will maintain a list of all fixed assets (fixed asset ledger) purchased where the original purchase price exceeds \$2,500. In addition, assets that are highly portable and desirable whose price is under \$2,500 may be added to the fixed asset ledger at the discretion of the Director of Finance.

The fixed asset ledger will be maintained by the Finance Branch and updated as assets are acquired and detained in the fixed asset ledger as to: date of acquisition; serial number or other identification; cost; location; date of sale or disposition; and sale proceeds.

Records of all electronic assets (computers, servers, cell phones) whether capitalized or not will be maintained by the Information and Communication Technology Branch as to asset specifications and employee assignment.

024-006 – Acquisition of Real Property (Land and/or Buildings)

The acquisition of real property (land and/or buildings), whether by purchase, donation or payment of a nominal sum is a significant and strategic decision, irrespective of the dollar value of the transaction. As such, all such acquisitions must receive prior approval of the PCMNO, who may direct the Finance and Audit Committee to conduct any evaluations or due diligence it deems appropriate. The acquisition must also be reviewed by MNO legal counsel before acceptance.

025 - FINANCIAL AUDITS

025 - FINANCIAL AUDITS

The MNO will have a financial audit performed on its accounting information each year. The Director of Finance and the Chief Operating Officer or Chief Strategy Officer are responsible for the accuracy of the financial information and the effective and efficient operation of the system of internal controls of the MNO. On an annual basis, concurrent with the audit of the financial statements, they will attest to the adequate functioning of the system of internal controls.

From time to time, the MNO is audited by several of its funders, and/or federal or provincial government tax departments.

025-001

All Branches are to cooperate fully in providing whatever information is required by the auditors.

025-002

The MNO fiscal year end is March 31. Due to the fact that delays in issuance of the audited financial statements have an impact on the release of funds from the MNO funders, the financial audit is to be completed no later than August 1 of the same year.

025-003

The MNO deadline with respect to the final audit report on its accounting records should be communicated to the auditor along with the instruction to prepare a separate schedule in the audited statements for every program that is consistent with the presentation of the budget(s) in the program's Contribution Agreement. The audit should be scheduled to start no later than 50 days after year-end, to allow 60 days for its completion. If the audit cannot be completed by August 1 of the same year at the latest, this must be communicated to the Chief Operating Officer by June 15.

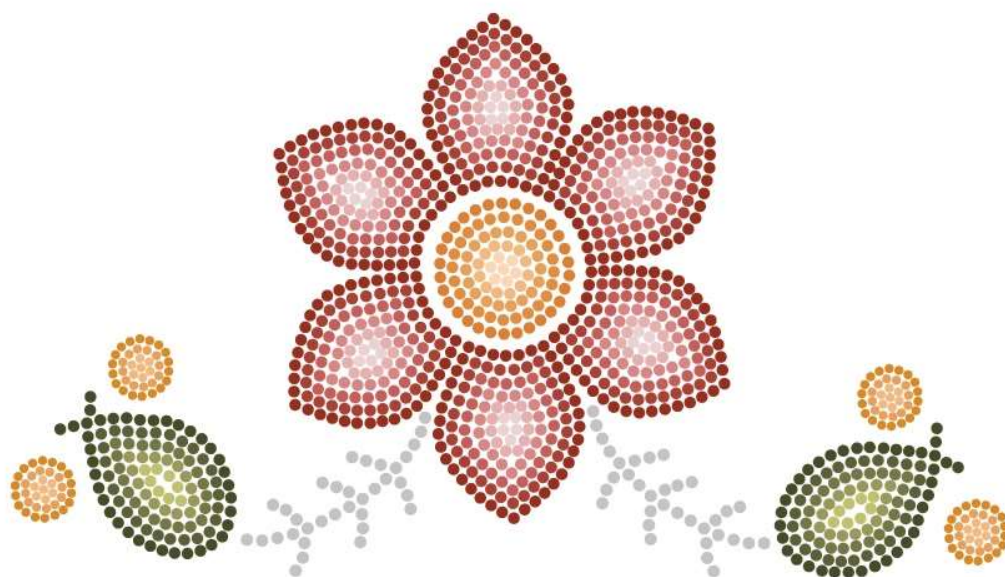
025-004

The Finance Branch is to maintain the MNO financial records in such a manner as to facilitate the completion of the year-end audit.

025-005

An evaluation of the auditors work should be done annually. The appointment of the auditor will be made at the Annual General Assembly.

APPENDIX A: TRAVEL PROCEDURES AND GUIDELINES



TRAVEL PROCEDURES AND GUIDELINES

GENERAL

As a non-profit organization dedicated to Métis citizens and their interests, stewardship of the Métis Nation of Ontario (MNO) resources is essential. The intent is to reimburse individuals for approved, reasonable, proper and necessary travel expenses incurred in conjunction with an approved MNO work plan and budget. It is the MNO's policy that all travel be conducted in a way that ensures good value for the MNO.

All expense claims, properly coded, approved and with appropriate supporting documentation (receipts) are due to the Finance Branch upon return from travel. The suggested timeframe for expense report submission is within 10 days of the completion of travel. For reimbursement of costs, the Finance Branch will make every effort to reimburse properly completed and approved Expense Claims within two weeks of its receipt. Travel and Expense Claims submitted more than 60 days after expenses are incurred are considered stale-dated and will not be reimbursed.

All receipts should be included in the online Expense Claim. In the event that it is impractical to obtain a required receipt, or if such receipt has been inadvertently destroyed (please note that this circumstance is only acceptable on the rare occasion), the traveler should submit a signed written statement (which constitutes an affidavit) to that effect, as well as an explanation of the expenditure involved.

Receipts are required for:

- Airfare (including boarding passes), rail fare, or bus fare, car rentals (if prior justification is approved before the trip) and/or transportation to airports.
- Lodging – at the lowest available rate.
- Parking and taxis.
- Registration/Tuition fees.

Receipts are not required for:

- Meals, mileage and incidentals for overnight travel.

Expense Claims:

- Submit with the Expense Claim, written receipts from each vendor (not a credit card receipt or statement) showing the vendor's name, a description of the services provided (if not otherwise obvious), the date, and the total expenses, including tips (if applicable).
- Receipts are required for all expenditures billed directly to the MNO such as:
 - Airfare and hotel charges. This will include the boarding pass from any flights billed directly to the MNO proving that the ticket was used for the purposes intended.

- Include as details on the Expense Claim: the date, origin, destination and purpose of the trip.
- Where pre-approved: the name and affiliation of all people for whom expenses are claimed (i.e., people on whom money is spent in order to conduct the business of the MNO).

Air Travel:

- Reservations for approved air travel should be made as far in advance as possible in order to take advantage of reduced fares.
- Reservations are to be made through the MNO travel coordinators.
- The MNO will reimburse or pay only the cost of the lowest economy class fare actually available for direct, non-stop flights from the airport nearest the individual's home or office to the airport nearest the destination.
- All air travel must be by economy air travel unless otherwise authorized by the Chief Operating Officer, Chief Strategy Officer, or designate.
- First class, upgraded, and spouse travel is not reimbursable.
- Those traveling on behalf of the MNO may accept and retain frequent flyer miles and compensation for denied boarding for their personal use. Individuals may not deliberately patronize a single airline to accumulate frequent flyer miles if less expensive comparable tickets are available on another airline. *(Note: Frequent flyer points or airmiles are considered taxable benefits by the CRA. Since the Métis Nation of Ontario does not track the accumulation and redemption of these points, the individual earning the points is responsible to self-assess and include the value in income on the tax return for the year in which the benefits are realized).*

Accommodation:

- Accommodations that meet business and personal needs, and offer good value should be selected whenever possible.
- Travelers should use standard single room accommodations at medium range hotels. The additional cost of room upgrades (e.g. suite, executive floor, room with a view, etc.) is not reimbursable. Receipts for all lodging must be attached to the Expense Claim and itemized by expense category (meals, telephone, parking, etc.). Travelers will be reimbursed for actual lodging costs.
- Travelers should make use of available corporate and discount rates for hotels and "Deluxe" or "luxury" hotel rates will not be reimbursed.
- A private, non-commercial accommodation allowance of \$30 per night will be paid to those staying in "non-commercial" accommodations (i.e., family or friends) when traveling on MNO business to a city away from the traveler's home or office.
- Accommodations may be provided for those attending meetings or events held in their home areas where circumstances warrant, such as when the meeting or event starts or ends substantially before or after normal business hours.

Meals:

- Those traveling on MNO business are reimbursed for meals via a per diem meal allowance (not including tips) subject to a maximum per diem meal allowance as set in the MNO Expense Report Form found at U:\forms\finance
- Meal reimbursement includes breakfast, lunch and dinner. Excluded are alcoholic beverages, entertainment expenses and other types of personal expenses not relating to these specific meals.
- Meal allowances may not be claimed for lunch when the meeting or seminar is in town or normal business is being conducted within home boundaries.
- Breakfast is claimable only if enroute prior to 8:00 a.m.
- No claim should be made for meals provided at the meeting or event
- Supper is claimable only if enroute between 4:30 p.m. and 7:30 p.m.
- Receipts are not required when claiming the maximum daily meal allowance, unless required under a third party billing.

Gratuities:

- Reasonable gratuities (tips), bellhop, housekeeping and taxis will be reimbursed. Receipts are not necessary to support reimbursement of these gratuity expenses.

Ground Transportation Choices:

- Travelers are expected to use the most economical ground transportation appropriate under the circumstances and should generally use the following, in this order of desirability:
 1. **Courtesy Cars:** Many hotels have courtesy cars, which will take you to and from the airport at no charge. The hotel will generally have a well-marked courtesy phone at the airport if this service is available. This free service should be taken advantage of whenever possible.
 2. **Airport Shuttle or Bus:** Airport shuttles or buses generally travel to and from all major hotels for a small fee. At major airports, such services are as quick as a taxi and considerably less expensive. Airport shuttle or bus services are generally located near the airport's baggage claim area.
 3. **Taxis:** When courtesy cars and airport shuttles are not available, a taxi is often the next most economical and convenient form of transportation when the trip is for a limited time and minimal mileage is involved. A taxi may also be the most economical mode of transportation between an individual's home and the airport.
 4. **Rental Cars:** Car rentals are expensive so other forms of transportation should be considered when practical.

Rental Cars:

- Travelers will be allowed to rent a car while out of town provided that advance approval has been given by the individual's Budget Holder and that the cost is less than alternative methods of transportation.
- The traveler should book only compact to mid-size car rental and apply for the minimum value of insurance.
- Automobiles should be rented only when the cost advantages are clearly justified (i.e. the cost of the rental car would be less than using taxis).
- Travelers are expected to use one of the MNO approved car rental firms (information available from the Travel Coordinator) and all rental car receipts received by the traveler must be submitted with the Expense Claim.
- Travelers are responsible to refuel the car prior to returning it to avoid refueling surcharges and drop-off charges. If these charges appear on the billing from the car rental company, the traveler will be charged back for the extra charges incurred.
- The use of toll roads will not be reimbursed.

Use of Personal Cars:

- While use of rental cars is the norm, personal cars may be used. Travelers will be compensated for use of their personal vehicles when used for approved MNO business.
- When individuals use their personal car for such travel, including travel to and from the airport, mileage will be allowed at the currently approved MNO rate per kilometer.
- In the case of individuals using their personal cars to take a trip that would normally be made by air (e.g., Ottawa to Toronto), mileage will be allowed at the currently approved rate; however, the total mileage reimbursement will not exceed the sum of the lowest available round trip economy airfare. The cost comparison between air/car rental and mileage must be documented and pre-approved by the appropriate Budget Holder.
- When individuals drive their own car, they must carry appropriate insurance. If there is an insurance claim, the vehicle owner's insurance is the primary coverage and the MNO insurance is secondary. Personal expenses such as accident claims (including deductibles), mechanical failures, driver license fees and/or traffic violations are not reimbursable.
- When individuals use their own car, they will be reimbursed at the current MNO rate, but only for kilometers in excess of the individual's normal daily round trip commute. This reimbursement rate includes fuel.

Parking and Other Expenses:

- Parking expenses, including charges for hotel parking, incurred by travelers on MNO business will be reimbursed. The costs of parking tickets, fines, the use of toll roads, car washes, etc., are the responsibility of the employee and will not be reimbursed. Airport parking is permitted for short business trips. For extended trips, travelers should use off-airport (long-term) facilities.

Entertainment and Business Meetings:

- Reasonable expenses incurred for business meetings or other types of business-related entertainment will be reimbursed only if the expenditures are approved in advance by the Chief Operating Officer (or designate) of the MNO. Detailed documentation for any such expense must be provided, including:
 - Date and place of entertainment.
 - Nature of expense.
 - Names, titles and organizational affiliation of those entertained.
 - A complete description of the business purpose for the activity including the specific business matter discussed.
 - Vendor receipts (not credit card receipts or statements) showing the vendor's name, a description of the services provided, the date, and the total expenses, including tips (if applicable).

Taxis

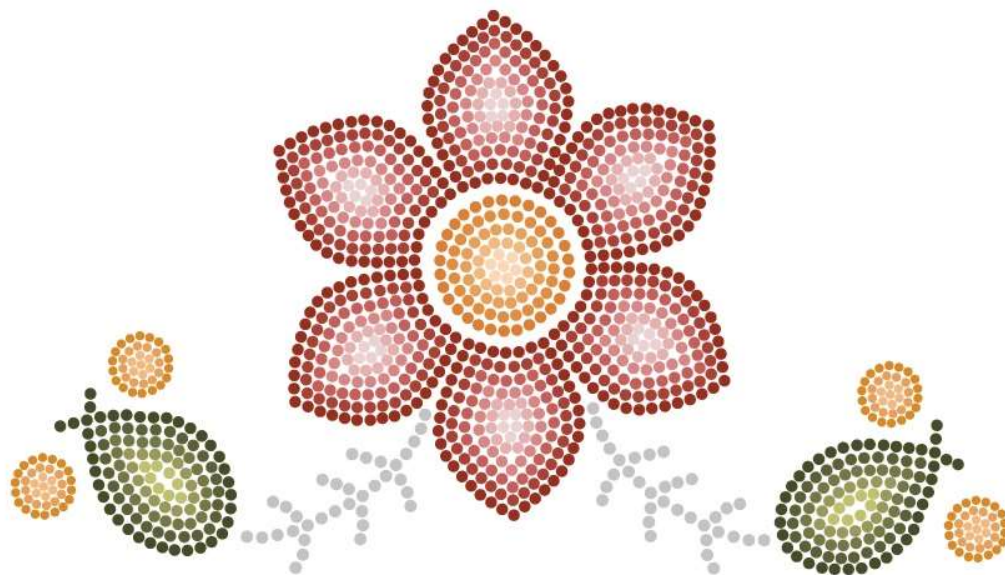
- The use of taxis within the home location for staff will follow Federal Treasury Board Directives:
 - When authorized travel or overtime causes a disruption in the employee's regular commuting pattern, the employee will be reimbursed additional transportation costs incurred between the residence and the workplace
 - Taxis, shuttles and local transportation services are alternatives for short local trips. Actual expenses will be reimbursed

Non-Reimbursable Expenses:

- The MNO has a strict policy that expenses in any category that could be perceived as lavish, excessive or inappropriate will not be reimbursed. Non-reimbursable expenses are identified throughout this policy, but the following items are typically non-reimbursable:
 - First class, spouse, and upgraded travel.
 - When lodging accommodations have been arranged by the MNO and the individual elects to stay at another commercial establishment, reimbursement is made at the amount no higher than the rate negotiated by the MNO.
 - Reimbursement will not be made for transportation between the alternate lodging and the meeting site.
 - Limousine travel.
 - Movies, personal entertainment, recreational, liquor or bar costs.
 - Membership dues at any country club, private club, athletic club, golf club, tennis club or similar recreational organization.
 - Participation in or attendance at golf, tennis or sporting events, without the advance approval of the Chief Operating Officer or the Chief Strategy Officer or their designate.
 - Purchase of golf clubs or any other sporting equipment.
 - Spa or exercise charges.

- Purchase of clothing, luggage, toiletries and other miscellaneous personal items
- Fines, penalties or legal fees.
- Business conferences and entertainment which are not pre-approved by the Chief Operating Officer or the Chief Strategy Officer or their designate.
- Car washes.
- Expenses for spouses, friends or relatives. If a spouse, friend or relative accompanies the MNO traveler on a trip, it is the responsibility of the traveler to determine any added cost for double occupancy and related expenses and to make the appropriate adjustment in the reimbursement request.
- Overnight retreats without the prior approval of the Chief Operating Officer or Chief Strategy Officer or their designate.

APPENDIX B: PURCHASE CARD (PCARD) PROCEDURES AND GUIDELINES



PURCHASE CARD (PCard) PROCEDURES AND GUIDELINES

Objective

The objective is to establish a policy to improve the efficiency of low dollar transactions through the use of Purchase Cards and to ensure the appropriate control and use of these cards.

The Purchase Card will replace the Purchase Order (PO) in most, if not all, small dollar program expenditures purchased by MNO employees in Regional offices.

Purchase Cards may only be used for transactions up to the approved transaction limit of \$500 per purchase, including delivery charges and taxes, and up to the approved total limit per month. The approved limit of a Purchase Card is determined at issuance by the cardholder's supervisor

Purchase Card Responsibilities

The FINANCE BRANCH will:

- Establish and communicate procedures and ensure all employees are aware of the Purchase Card Policy and Procedures.
- Issue enrolment forms.
- Establish control procedures to ensure that appropriate authorization and payment processes are being adhered to.
- Ensure that Supervisors, Managers and Branch Directors are discharging all of their responsibilities.

The CARDHOLDER'S Supervisor will:

- Monitor and determine the appropriateness of all expenditures incurred by Purchase Card holders under their supervision.
- Ensure that appropriate approvals and Purchase Orders are obtained in the case of a restricted purchase.
- Ensure correct accounting, taxation and procurement policies/requirements have been satisfied.
- Approve monthly Cardholder statements after ensuring all original receipts clearly describe and itemize what has been purchased are attached and the statement is appropriately coded.
- Ensure that direct reports are discharging all of their responsibilities.
- Advise the Finance Branch when an employee with a Purchase Card ceases to work for the MNO, or goes on a long term disability or leave of absence.

A Cardholder that is a Budget Holder must refer these duties to his/her immediate superior in relation to his/her card.

The CARDHOLDERS will:

- Read and sign the “Agreement to Accept the US Bank VISA Purchasing Card” form.
- Maintain an up to date knowledge of the purchase card policy and procedures, including purchasing practices, accounting processes and deadlines.
- Ensure submission of monthly statements according to the schedule established by the Finance Branch (including coding, printing and attaching all receipts before submission to Supervisor).
- Ensure the safekeeping of the Purchase Card issued in their name and immediately report a lost or stolen Purchase Card to US Bank, their direct supervisor and the Finance Branch;
- Immediately return his or her Purchasing Card to the Finance Branch when requested by the Finance Branch or the Direct Supervisor of the Cardholder requests.
- Return the Purchase Card to their direct supervisor upon cessation of employment with the MNO or during significant periods of absence (exceeding 6 months).

Enrolment

- Applicants for the Purchase Card must be a recognized employee of the MNO.
- Applications require the recommendation of the applicant’s direct Supervisor and the approval of the relevant Branch Director.
- Cardholders must complete an enrolment form and sign a Cardholder Agreement.
- Each Cardholder will be given a monthly purchase limit based on their expected monthly usage.
- The Finance Branch will retain a summary record of all Purchase Card holders and their monthly card limit and will update this summary monthly.

Usage

- Purchase Cards can be used to acquire goods and services while on site at the point of sale, over the telephone, by fax and via the internet.
- The Cardholder must:
 - Ensure their card is at all times used only for official MNO expenditures while on official MNO business.
 - Ensure all expenditures incurred are directly related to the requirements of their program within the MNO and are in accordance with the approved work plan.
 - Ensure that transactions do not exceed their transaction purchasing limit and will not, under any circumstances, attempt to split purchases into smaller amounts to avoid the transaction purchasing limit.
 - Obtain receipts (proofs of purchase) for all purchases that clearly describe what was purchased.

- Seek pre-approval from the Chief Operating Officer, Chief Strategy Officer (or their designate) before proceeding with restricted purchases.
- Ensure investigation of any transaction discrepancy is actioned immediately.
- Provide the monthly statement and supporting documentation to their direct Supervisor with sufficient lead time for approval and submission to the Finance Branch by the second Friday after the cycle date (the 27th of the month).
- The Cardholder is the only person entitled to use their card and is responsible for all charges made against it.
- The Purchase card is provided based upon the need to purchase program related goods.
- If a Cardholder ceases to be an employee or changes his/her position, the Cardholder's Purchase Card will be cancelled, and the Cardholder will immediately return his or her Card to the Finance Branch.
- Any unauthorized use of the Purchase Card will be considered an improper use of MNO funds and will be subject to appropriate disciplinary action.

Statements

- Purchase Card statements cover purchases posted by vendors between the 28th of one month to the 27th of the next month.
- After the cycle date, the Card Holder will:
 1. Access the statement from the previous month online, verify and ensure all transactions are properly coded and documented.
 2. The Supervisor or designate will review the documents for proper coding, completion and documentation, and approve the expenses online.
- The complete and approved expense statement is required to be submitted to the Finance Branch by the second Friday after the cycle date.
- Any Cardholder who does not have their properly authorized and supported expense statement submitted to the Finance Branch after the cycle date (the 27th) will have the issue escalated to their Supervisor. Repeated failure to meet timelines will result in suspension of the Purchase Card.
- If the Cardholder is aware that their vacation will coincide with the statement deadline, or will be absent for any other reason, they are required to either delegate someone to do the coding and submission to the Finance Branch on their behalf or to proactively code an interim statement and before departure.

Good and services that cannot be purchased (Restricted Purchases):

- Goods, services and construction greater than \$100.00, except in unusual cases. (The use of multiple transactions to circumvent this stipulation is a violation of the Financial Policy and will be referred to the Branch Director and the Chief Operating Officer.)
- Personal purchases (all purchases must be for the official use of the MNO only).

- Gasoline for personal vehicles (this is done through the mileage expense claim through the travel claim process).
- Cash advances, alcohol, narcotics, radioactive materials and other hazardous materials or contraband items.
- Goods and/or services from external suppliers where existing contracts are already in place.
- Goods or services from any MNO employee or any member of any employee's family.
- Computer hardware/equipment.
- Advertisements.
- Subscriptions and memberships for staff which are considered personal.
- Salaries, wages, consulting fees or employee benefits (tuition, gifts, flowers).
- Assets (all assets are to be purchased via the Procurement Officer).
- Lease payments or rental of equipment including wireless phones, internet services or any services that continue for longer than 60 days

The use of the Purchase Card for travel purchases, except for some small amounts such as taxi and emergency expenses is discouraged. Refer to 018-Travel and Expense Reimbursement Policy for more information.

Notwithstanding the above, the Chief Operating Officer or Chief Strategy Officer, may, in special circumstances, allow the purchase of any of the above goods or services. In the case where the Chief Operating Officer or Chief Strategy Officer or their designate approves an unusual purchase, a coded and authorized Purchase Order will need to be obtained before the purchase is made.

Guidelines

- If goods purchased using a Purchase Card are returned, it is the Cardholder's responsibility to return those goods and to ensure that a credit is placed on the Purchase Card.
- Cardholders must either have the shipping costs absorbed by the supplier or have the supplier include the costs on the invoice so that those costs are included in the amount that is charged to the Purchase Card.
- Cardholders will require the supplier to provide proof of purchase (e.g., a supplier invoice, itemized sales slip, etc.) for each purchase.
- Departments may obtain goods or services from a single source in the local area provided the price is considered fair and reasonable.

Restrictions

- Unless otherwise approved by the Chief Operating Officer, Chief Strategy Officer (or their designate) and reported to Finance, a Purchase Card cannot be used to acquire the following:
 - Meals, accommodations and other travel expenses.

- Gasoline for personal vehicles (this done through the mileage claim through the Travel claim process)
- Any use of the Purchase Card for purchases of a personal nature is strictly prohibited.

Dispute Process

- Liability for payment of charges on the Purchase Card rests with the MNO except for purchases that have been made in violation of this Policy.
- Cardholders will advise their immediate Supervisor of any charges on their statements which are incorrect and decide what course of action is to be taken.

Accountability

A Cardholder summary will be provided annually in April to the Branch Directors and the Chief Operating Officer, Chief Strategy Officer of their designate. This summary will include a list of cards issued, Cardholder limits, cancelled or suspended cards and changes in any Cardholder limits or blocking.

Lost or Stolen Cards

The Cardholder must report a lost or stolen Purchase Card IMMEDIATELY both to the bank at the number listed on the back of the Purchase Card, their Direct Supervisor and Finance.

Monthly Review

The Finance Branch is required to monitor card use to ensure compliance with branch budgets, work plans and MNO policy. This includes conducting a monthly review of Cardholder purchases.

Where inappropriate Purchase Card usage has occurred, the escalation procedure, described in 001-009 Overview Policy, will be followed, and any further misuse will result in card privileges being revoked.