

Ontario Artistic Swimming Finance Policy

Approved: October 2026

Review Cycle: Every two years or as required by legislation or Board direction.

1. PURPOSE

The purpose of this policy is to establish a framework for the sound financial management of Ontario Artistic Swimming ("OAS"). The policy provides clear authority for the management of financial resources while ensuring accountability, transparency, appropriate internal controls and stewardship of organizational assets.

This policy supports the Board of Directors in fulfilling its fiduciary responsibilities while providing management with the authority necessary to conduct the day-to-day operations of the organization efficiently and effectively.

2. GUIDING PRINCIPLES

Ontario Artistic Swimming shall:

- safeguard all financial assets;
- maintain accurate and timely financial records;
- ensure transparency and accountability in financial decision-making;
- comply with all applicable legislation;
- maintain effective internal controls;
- utilize secure electronic banking technologies;
- ensure expenditures align with Board-approved budgets and strategic priorities.

3. AUTHORITY

The Board of Directors:

- approves the annual operating budget;
- approves financial policies;
- appoints signing authorities;
- receives regular financial reports;

- approves the annual financial statements.

The Executive Director is responsible for:

- day-to-day financial administration;
- implementation of Board-approved budgets;
- financial oversight of all programs;
- ensuring appropriate internal controls;
- supervision of accounting staff and contractors.

4. BANKING

All banking relationships shall be established only with Canadian financial institutions approved by the Board.

The Executive Director may recommend changes to banking services that improve efficiency, security or reduce costs.

OAS may utilize:

- business bank accounts;
- investment accounts;
- electronic funds transfer systems;
- online banking;
- electronic payment platforms (including Plooto);
- credit card services;
- merchant processing systems.

5. SIGNING AUTHORITIES

The following individuals shall serve as authorized signing officers:

- President
- Vice-President
- Treasurer
- Executive Director

The Board may appoint additional signing authorities by resolution where necessary.

6. ELECTRONIC PAYMENT PLATFORMS

Ontario Artistic Swimming recognizes electronic banking as the preferred payment method for routine operating expenses.

Approved electronic payment methods include:

- Electronic Funds Transfer (EFT)
- Plooto
- Interac e-Transfer
- Online Bill Payments
- Wire Transfers
- Pre-authorized Payments

Paper cheques should only be issued where electronic payment is not feasible.

7. ELECTRONIC APPROVALS

Electronic approvals processed through an approved banking platform (including Plooto) shall be considered equivalent to handwritten signatures.

All electronic payments require:

- supporting documentation;
- confirmation that the expenditure is within an approved budget or otherwise authorized;
- approval by two authorized signing officers.

Electronic approvals shall be completed directly within the approved banking platform whenever possible.

The platform shall maintain a permanent electronic audit trail documenting:

- payment creator;
- approvers;
- date and time of approvals;

- payment amount;
- vendor;
- attached supporting documentation.

8. EXPENDITURE AUTHORITY

The annual operating budget approved by the Board authorizes the Executive Director to incur expenditures necessary to conduct the organization's operations.

The Executive Director may approve expenditures within the approved operating budget.

Expenditures outside the approved budget that materially impact the financial position of the organization shall require Board approval unless immediate action is required to protect the interests of the organization.

9. PROCUREMENT

Purchasing decisions shall consider:

- best value;
- quality;
- supplier reliability;
- total cost;
- organizational needs.

Competitive quotations should be obtained whenever practical for significant purchases.

The Executive Director may determine the most appropriate procurement process based on the value and complexity of the purchase.

10. CREDIT CARDS

Corporate credit cards may be issued only with Board approval.

Credit cards shall only be used for legitimate organizational expenses.

Monthly statements shall:

- include supporting receipts;
- be reconciled;

- be approved by a signing authority prior to payment.

11. EXPENSE REIMBURSEMENT

Employees, Board members and authorized volunteers shall be reimbursed for approved organizational expenses.

All expenses shall be submitted with receipt and a completed expense form for travel, living, administrative, or other authorized expenses to OAS within 30 days of incurring the expense. Expenses will be approved by the Executive Director or their delegate

Meal expenses may be claimed during travel days at a rate up to \$15 for breakfast, \$15.00 for lunch and \$25.00 for dinner (alcohol is not a permitted expense). Receipts for all expenses must be submitted with the completed expense form to OAS

12. PAYROLL

Payroll shall be administered in accordance with:

- Employment Standards Act;
- Canada Revenue Agency requirements;
- employment contracts;
- Board-approved compensation policies.

Payroll records shall remain confidential.

13. REVENUE

All revenues shall be deposited promptly into OAS bank accounts.

Cash receipts shall be minimized wherever practical.

Electronic payment methods are preferred.

Two individuals should verify cash collections whenever cash is received.

14. RESERVE FUND

OAS may maintain a reserve fund to support the financial stability and continuity of its mission, programs, employment and ongoing operations. The reserve fund is intended to provide an internal source of funds for temporary or unforeseen circumstances, including an unanticipated loss or delay in funding, significant unbudgeted expenses or uninsured

losses. It is not intended to replace a permanent loss of revenue or fund an ongoing structural budget deficit.

OAS will target a minimum reserve balance equal to 1.5 times its annual base operating grant from the Ministry responsible for sport in Ontario. The Board may approve a different target where warranted by the organization's financial circumstances, risk profile or funding environment.

The Finance & Audit Committee shall review the adequacy of the reserve and the OAS investment portfolio at least annually and make recommendations to the Board as appropriate. Reserve funds shall be invested in accordance with Section 15 of this Policy.

Use of reserve funds requires approval by a two-thirds (2/3) majority vote of the Board. The Executive Director shall identify the need for reserve access and provide the Board with the reason for the shortfall, other available sources of funds, the proposed amount and duration of use, and, where appropriate, a plan to replenish the reserve within a reasonable period.

The annual budget shall identify any planned contribution to, or anticipated use of, the reserve fund.

15. INVESTMENTS

Reserve funds shall be invested prudently with consideration for:

- preservation of capital;
- liquidity;
- reasonable return;
- organizational cash flow needs.

Investment decisions shall comply with Board-approved investment strategies.

16. FINANCIAL REPORTING

Management shall provide the Board with regular financial reports including:

- Statement of Financial Position
- Statement of Operations
- Budget-to-Actual comparisons
- Cash flow information

- Significant financial variances

17. RECORD RETENTION

Financial records shall be retained in accordance with:

- Canada Revenue Agency requirements;
- applicable legislation;
- organizational records retention policies.

Electronic records shall be securely backed up.

18. FRAUD PREVENTION

Ontario Artistic Swimming maintains a zero-tolerance approach to fraud.

Controls include:

- dual payment approvals;
- independent bank reconciliations;
- annual audit or review engagement, as required by applicable legislation and approved by the members
- restricted banking access;
- multi-factor authentication;
- verification of vendor banking changes;
- periodic review of user permissions.

Suspected fraud shall be immediately reported to the President and/or Executive Director.

19. CYBERSECURITY

All banking users shall:

- utilize unique login credentials;
- use multi-factor authentication;
- maintain secure passwords;
- never share credentials;

- immediately report suspected security incidents.

Banking access shall be reviewed annually and whenever staffing changes occur.

20. EXCEPTIONAL CIRCUMSTANCES

Where urgent operational requirements make standard approval processes impractical, the Executive Director may obtain written authorization (including email approval) from an authorized signing officer.

Such approvals shall be retained with the payment documentation and reported to the Board at its next meeting.

21. ANNUAL REVIEW

The Finance Policy shall be reviewed by the Finance & Audit Committee (or the Board where no Committee exists) at least every two years.