



Toronto Children's Services Operating Criteria

Financial Management Criteria

January 2010

FINANCIAL MANAGEMENT CRITERIA

For all funded programs: Child Care Centres, Home Child Care Agencies, Special Needs and Family Support Programs

Sound financial policies and practices form an essential part of an internal control system that exists within an organization.

The following are some key benefits of an internal control system:

- To provide reliable information necessary to make decisions within the organization and produces accounting records necessary to aid in preparing financial statements and financial reporting
- To aid in preventing and detecting error and fraud
- To protect against unintentional exposure to risk by requiring regular comparisons of recorded assets with those actually on hand or limiting access to assets
- To measure the effectiveness and efficiency of operations
- To ensure compliance with applicable laws and regulations

The Operator / Owner are accountable for the finances of the entity. Sound financial policies and practices as outlined here are guidelines to decision making and enable the service provider to have reliable information for monitoring the agency's finances. These guidelines can also help the agency conduct business in an orderly and efficient way.

The organization is responsible for maintaining its financial records in accordance with the generally accepted accounting principles.

Assessment Steps

The assessor reads the expectations under the 2nd column (meets expectation column). Once the items are observed or confirmed by the staff, the assessor checks the boxes to confirm the expectation has been met.

- The boxes provided beside each descriptor are checked once observed or confirmed as outlined below.
- A circle provided beside an item indicates that the item is only to be assessed if applicable.

There are two columns in the financial section:

- Column 2, Rating 2 = Meets expectations
- Column 1, Rating 1 = Does not meet expectations

Measurement Scale # 2, Column # 2, Meets Expectations

If all of the boxes are checked in Column # 2, the item meets expectations and that item receives a rating of 2 on the far right side of the page.
If not all the boxes in Column # 2 are checked, then move to Column # 1.

Measurement Scale # 1, Column # 1, Does Not Meet Expectations

If a box in Column # 1 is checked, the item does not meet expectations and that item receives a rating of 1 on the far right side of the page.

N/A Item is not applicable for the program being assessed.

Financial Policies and Procedures	Criteria Item Number	Description
Internal Control and Risk Management	1	Financial Policies and Procedures
	2	Fraud Detection and Prevention
Records Administration and Retention	3	Records Retention
	4	Required Records
	5	Annual General Meeting Minutes
	6	Documents / Information Submitted to City
Business Planning and Budgeting	7	Budget
	8	Cash Flow Forecast
	9	Budget Revenue & Expenditures
	10	Enrolment Management
Cash and Banking	11	Petty Cash
	12	Preauthorized Transactions
	13	Deposits
	14	Cheque Signing
	15	Bank Accounts Reconciliations
Payroll	16	TD1s
	17	Terms of Employment
	18	Records of Employment
	19	Payroll Information
	20	T4s
	21	Payroll Related Remittances
	22	Wage Grants
Purchasing and Accounts Payable	23	Purchasing
	24	Third Party Contracted Services Agreement
	25	Vendor Invoice
Revenue and Accounts Receivable	26	Attendance
	27	Parent Fee
	28	Parent Fee Reconciliation
	29	Outstanding Parent Fee
	30	NSF Cheques
	31	Other Receivables
Inventory and Assets	32	Inventory and Assets
Financial Reports	33	Audited Financial Statements
	34	Financial Reports

		1 Does not Meet Expectations	2 Meets Expectations	Rating
<i>Internal Control and Risk Management</i>				
1	Financial Policies and Procedures	<input type="checkbox"/> No written or incomplete financial policies and procedures	<p>Organization has dated written policies and procedures for the following:</p> <ul style="list-style-type: none"> <input type="checkbox"/> a. Records Administration and Retention <input type="checkbox"/> b. Business Planning and Budgeting <input type="checkbox"/> c. Cash and Banking <input type="checkbox"/> d. Payroll <input type="checkbox"/> e. Purchasing and Accounts Payable <input type="checkbox"/> f. Revenue and Accounts Receivable <input type="checkbox"/> g. Inventory and Assets <input type="checkbox"/> h. Financial Reports 	1 2
2	Fraud Detection and Prevention	<input type="checkbox"/> No written or incomplete policies and procedures for fraud detection and prevention	<p>Written policies and procedures for fraud detection and prevention include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Code of Ethics <input type="checkbox"/> Fraud awareness training <input type="checkbox"/> Rotation of financial responsibilities <input type="checkbox"/> Alternate individuals are trained and available to perform financial duties and responsibilities <input type="checkbox"/> Monitoring, reviewing and reporting irregularities <input type="checkbox"/> Appropriate investigation and action in response to allegations and complaints 	1 2
<i>Records (including electronic records) Administration and Retention</i>				
3	Records Retention	<input type="checkbox"/> No written or incomplete records retention procedure	<p>Written procedure for records retention includes:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The records to be retained <input type="checkbox"/> How long records are to be retained <input type="checkbox"/> How and where records are stored <input type="checkbox"/> When and how records are destroyed <p>Financial records must be retained for at least seven years</p>	1 2

		<p style="text-align: center;">1 Does not Meet Expectations</p>	<p style="text-align: center;">2 Meets Expectations</p>	<p style="text-align: center;">Rating</p>
4	<p>Required Records</p>	<p><input type="checkbox"/> Records are not available for review</p>	<p>The following records are available for review:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Accounts Payable records (#11, 12, 14, 23, 24, 25, 31, 34) <input type="checkbox"/> Accounts Receivable records (#13, 27, 29, 30, 31, 34) <input type="checkbox"/> Agency signing authority (#3, 12, 14, 24, 33) <input type="checkbox"/> Application Administrator for on-line services (#3) <input type="checkbox"/> Bank deposit books (#13, 15) <input type="checkbox"/> Bank account reconciliations (#15) <input type="checkbox"/> Banking signing authorization (e.g. signature cards) (#14) <input type="checkbox"/> Bank statements, blank cheques and cancelled cheques (#15, 32) <input type="checkbox"/> Budget for the agency and location (#7) <input type="checkbox"/> Contracts and schedules from City (#3) <input type="checkbox"/> Employment contracts or letters of employment (#17) <input type="checkbox"/> Financial Management Policies and Procedures (#1) <input type="checkbox"/> Financial statements / reports (#34) <input type="checkbox"/> Government remittance statements for CPP, EI, Tax, HST, EHT, WSIB (#21) <input type="checkbox"/> Insurance Policies (#3) <input type="checkbox"/> Payment Records (#12, 14, 15, 23, 24, 25) <input type="checkbox"/> Payroll Records (#19) <input type="checkbox"/> Petty Cash reimbursement / reconciliations (#11, 14) <input type="checkbox"/> TD1s (#16) <input type="checkbox"/> T4s and T4 summary (#21) <input type="checkbox"/> Trial Balance (#34) <input type="checkbox"/> Vendor invoices (#25) <input type="checkbox"/> Board of Directors Manual (#7, 12, 14, 24, 33, 34) <input type="checkbox"/> Board of Directors Meeting Minutes (#7, 12, 14, 23, 24, 33, 34) 	<p style="text-align: center;">1 2</p>

		<p style="text-align: center;">1 Does not Meet Expectations</p>	<p style="text-align: center;">2 Meets Expectations</p>	<p style="text-align: center;">Rating</p>
	<p>Required Records</p>		<ul style="list-style-type: none"> ○ Board of Directors name, address, phone number, email address, position in the Board (#3) ○ Business Registration Number (#3) ○ By-laws of the Agency (#3) ○ Collective Agreement (#3, 7, 17) ○ Employee Record of Employment (#18) ○ Employee time sheets (#19) ○ Incorporation Paper or Letters Patent or Master Business License (#3) ○ Legal binding contracts that the agency enters into with a third party (#24) ○ Non-Profit Organization (NPO) Information Return (T1044) (#3) ○ Pay Equity Plan & Proxy Order (#22) ○ Registered Charity Information Return (T3010) (#3) ○ Wage grants records (#19, 22) <p><i>For Child Care Centre and Home Child Care programs:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Parent Fee Letters / Memos (#7, 27, 28) <input type="checkbox"/> Children's attendance records (#26, 28) <input type="checkbox"/> Child Care license(s) (#7) ○ City's Fee Letters for Subsidy Assessed Fee (#27, 28) ○ City's Group Centre / HCC Attendance Report (#26, 28) ○ City's Group Centre Invoices (#27, 28) ○ City's Group Centre / HCC Invoice Transaction Detail Reports (#27, 28) ○ Parent Fee receipts (#27) ○ Parent Handbook (#27, 29, 30) ○ Wage Scale (#22) <p><i>For Special Needs and Family Support programs:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Year to Date Reports (#34) 	

		1 Does not Meet Expectations	2 Meets Expectations	Rating
	Documents / Information Submitted to City		<p><i>For Child Care Centre and Home Child Care Programs</i></p> <p>The following document / information is submitted to City on a monthly basis by the required date (no later than 7th business day of the month after the month in which the child care was provided):</p> <p><input type="checkbox"/> Child attendance</p> <p>Notification Letter is submitted to City in advance of the proposed change date:</p> <p><input type="radio"/> Day of closure</p> <p><input type="radio"/> Fee memo</p> <p><input type="radio"/> Program offering</p> <p><input type="radio"/> Service offering</p> <p><input type="radio"/> Licensed capacity</p> <p><input type="radio"/> Agency or program location address</p> <p><input type="radio"/> Agency or program name</p> <p><input type="radio"/> Fiscal year end</p> <p><input type="radio"/> Program closing (minimum 60 days prior)</p> <p><input type="radio"/> Ownership (minimum 90 days prior)</p> <p><input type="radio"/> Termination of service contract with City of Toronto (minimum 60 days prior)</p>	
<i>Business Planning and Budgeting</i>				
7	Budget	<input type="checkbox"/> Budget is not prepared before the start of the fiscal year <input type="checkbox"/> Budget is not reviewed and approved by the Board / owner	<input type="checkbox"/> Budget is prepared approximately 3 months before the start of the fiscal year <input type="checkbox"/> Budget is reviewed and approved by Board / Owner	1 2
8	Cash Flow Forecast	<input type="checkbox"/> Cash flow forecast statement is not prepared monthly	<input type="checkbox"/> Cash flow forecast statement is prepared monthly	1 2

		1 Does not Meet Expectations	2 Meets Expectations	Rating
	Cash Flow Forecast	<input type="checkbox"/> Variances between actuals and forecasts are not compared on a monthly basis <input type="checkbox"/> Cash flow forecast statements are not presented to the Board / owner or designate <input type="checkbox"/> Board / owner does not seek explanation and follow up on significant variances	<input type="checkbox"/> Variances between actuals and forecast are compared on a monthly basis <input type="checkbox"/> Board / owner reviews the cash flow forecast statement and seeks explanation for significant variances	
9	Budget Revenue and Expenditures	<input type="checkbox"/> Expenditure priorities are determined without reference to budget and monthly cash flow forecast <input type="radio"/> Parent fees are set without reference to the budget and the monthly cash flow forecast	Budget and cash flow forecast is used to: <input type="checkbox"/> Determine expenditure priorities <input type="radio"/> Set parent fees for Child Care Centre and Home Child Care programs	1 2
10	Enrolment Management N/A: Special Needs and Family Support Programs	<input type="checkbox"/> Actual enrolment statistics are not compared with the budget enrolment expectation <input type="checkbox"/> No enrolment management procedures <input type="radio"/> Staffing levels are not adjusted to reflect actual enrolment	<input type="checkbox"/> Actual enrolment is compared with projected enrolment upon which the budget was formed <input type="checkbox"/> Procedures for enrolment management include planning for move up of children and waitlist management <input type="radio"/> Staffing levels are adjusted to reflect actual enrolment	1 2 N/A
<i>Cash and Banking</i>				
11	Petty Cash	<input type="checkbox"/> Incomplete petty cash records maintained	<input type="checkbox"/> One staff and an alternate is designated as custodian of the petty cash	1 2

		1 Does not Meet Expectations	2 Meets Expectations	Rating
	Petty Cash		<input type="checkbox"/> Petty cash is securely stored <input type="checkbox"/> Petty cash amount is appropriate <input type="checkbox"/> Each payment is supported by a receipt and voucher. Hand written receipt is accompanied by a memo of explanation <input type="checkbox"/> Amount is charged to the correct account <input type="checkbox"/> Petty cash is replenished regularly <input type="checkbox"/> Custodian reconciles the petty cash regularly. The reconciliation form includes a list of vouchers, cash on hand and the total amount	
12	Preauthorized Transactions N/A: If agency does not have preauthorized transactions or program does not charge parent fees	<input type="checkbox"/> No approval for direct deposits and / or withdrawals <input type="checkbox"/> Documents for authorizing direct deposit / direct withdrawal are not signed <input type="checkbox"/> Document for direct deposit / direct withdrawal is not available <input type="checkbox"/> Parent fees are not deposited in the agency's bank accounts <input type="checkbox"/> Payments from the City of Toronto are not deposited in the agency's bank accounts <input type="checkbox"/> Supporting documents for direct deposits / direct withdrawals are not available	<input type="checkbox"/> Prior approvals are obtained from the Board / Owner or designate for all transactions (direct deposits, direct withdrawals and credit cards) <input type="checkbox"/> Signed documents for authorizing direct deposits and / or direct withdrawals are kept on file <input type="checkbox"/> All parent fees are deposited in the agency's bank accounts <input type="checkbox"/> All payments received from the City of Toronto are deposited in the agency's bank accounts <input type="checkbox"/> Supporting documents of all direct deposits (e.g. parent fees) and / or direct withdrawals (e.g. invoices and billings) are kept on file to verify all transactions recorded on the bank statements	1 2 N/A

		1 Does not Meet Expectations	2 Meets Expectations	Rating
	Bank Accounts Reconciliation	<input type="radio"/> Duties and responsibility of receiving cash and cheques, making deposits and reconciling bank accounts are not segregated when there are three or more individuals in the positions of administrator, supervisor and bookkeeper.	<input type="radio"/> Where a program has three or more individuals in the positions of administrator, supervisor and bookkeeper, individual's duties and responsibilities are segregated: <ol style="list-style-type: none"> (1) receiving cash and cheques (2) making bank deposits (3) reconciling bank accounts <p>Where a program has less than three individuals, segregation of duties and responsibilities are recommended.</p>	
Payroll				
16	TD1s	<input type="checkbox"/> TD-1s are not completed or updated for employees	<input type="checkbox"/> TD-1s are completed and updated as needed for each employee ensuring correct Social Insurance Number and the rate of income tax deduction	1 2
17	Terms of Employment	<input type="checkbox"/> No or incomplete contract or letter of employment	<p>Employment contract or letter of employment includes:</p> <input type="checkbox"/> Terms and conditions of employment (e.g. starting date, hours of work, vacation entitlement, sick leave, R.E.C.E. membership in good standing with the Ontario College of Early Childhood, probationary period etc.) <input type="checkbox"/> Job title and job description <input type="checkbox"/> Gross salary / base salary plus applicable grants <input type="checkbox"/> Signatures of both the employer and employee <input type="checkbox"/> Date the contract / letter was signed by both employer and employee <input type="radio"/> Benefits / deductions (e.g. group life, extended health, dental, RRSP, pension and vacation)	1 2

		1 Does not Meet Expectations	2 Meets Expectations	Rating
	Terms of Employment	<ul style="list-style-type: none"> <input type="radio"/> Wage Grant distributions are not communicated to staff in writing <input type="radio"/> Directors(s) of the board is an employee of the organization (Not for profit organizations only) 	<p>and</p> <ul style="list-style-type: none"> <input type="radio"/> Written documentation of wage grant allocations and schedule of payments are provided to staff <input type="radio"/> Directors of the board serve without remuneration (Not for profit organizations only) 	
18	Record of Employment	<ul style="list-style-type: none"> <input type="checkbox"/> Record of Employment is not issued within the prescribed time line (see appendix for details) <input type="checkbox"/> Copies of the Record of Employment are not kept on files <input type="radio"/> Outstanding salaries (e.g. vacation and over time) and benefits are not paid out as required <input type="radio"/> Payments are not made according to the settlement agreement 	<ul style="list-style-type: none"> <input type="checkbox"/> Record of Employment is issued where required, within the prescribed time line (within 5 calendar days of the interruption of earnings) <input type="checkbox"/> Copies of the Record of Employment are kept on file <input type="radio"/> All outstanding salaries and benefits are calculated according to the employment contract or employment standards and are paid out in the following pay period <input type="radio"/> Payments are made according to the settlement Agreement 	1 2 N/A
19	Payroll Information	<ul style="list-style-type: none"> <input type="checkbox"/> No records or incomplete payroll records are maintained <input type="checkbox"/> Employees are paid by cash 	<p>Payroll records include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Name of the employee <input type="checkbox"/> Social Insurance Number <input type="checkbox"/> Annual salary or hourly rate <input type="checkbox"/> Standard hours per pay for full time employee <input type="checkbox"/> Earnings per pay and year to date figures <input type="checkbox"/> Deductions per pay and year to date figures <input type="checkbox"/> Employees are paid by cheques or direct deposit to the employee's account 	1 2

		1 Does not Meet Expectations	2 Meets Expectations	Rating
	Payroll Information	<input type="checkbox"/> Employees are not paid as scheduled <input type="checkbox"/> No details or incomplete earnings and deductions are provided to employees	<input type="checkbox"/> Employees are paid as scheduled (weekly, bi-weekly, semi-monthly, etc) Employees receive a pay stub or statement that includes: <input type="checkbox"/> Gross earnings <input type="checkbox"/> Deductions <input type="checkbox"/> Net earnings <input type="checkbox"/> Period covered and date issued <input type="radio"/> Number of hours worked <input type="radio"/> Hourly rate	
20	T4s	<input type="checkbox"/> T4s are not prepared on a timely basis <input type="checkbox"/> T4 summary is not reconciled with the payroll records <input type="checkbox"/> T4s and/or T4 summary are submitted late	<input type="checkbox"/> T4s are prepared and distributed to employees by February 28th following the calendar year to which the information applies <input type="checkbox"/> T4 Summary is reconciled with the payroll records <input type="checkbox"/> T4s and T4 summary are submitted to the Canada Revenue Agency by February 28th following the calendar year to which the information applies	1 2
21	Payroll Related Remittances	<input type="checkbox"/> Required remittances are in arrears (see appendix for details)	Payroll related remittances are submitted to the appropriate government agencies or institutions as required on a timely basis: <input type="checkbox"/> The Statement of Account verifies that Income Tax, CPP, EI remitted to the Canada Revenue Agency <input type="radio"/> Statement of Account verifies that Employer Health Tax remitted to the Ontario Government <input type="radio"/> Employee Pension Statement verifies employee contributions remitted to the financial institutions	1 2

		1 Does not Meet Expectations	2 Meets Expectations	Rating
	Payroll Related Remittances		○ Employee Insurance Statement verifies employee contributions remitted to the insurance carriers (e.g. health benefits, LTD)	
22	Wage Grants N/A: Program does not received wage grants funding	<input type="checkbox"/> Wage Grants Records are not maintained <input type="checkbox"/> Wage Subsidy Grants are not distributed to staff in accordance with the Wage Subsidy Policy and Guidelines for Service Providers <input type="checkbox"/> Pay Equity Grants are not distributed to staff in accordance with the prescribed Pay Equity guidelines <input type="checkbox"/> Wage Improvement Grants are not distributed to staff in accordance with the approved Wage Scale and Implementation Plan <input type="checkbox"/> Wage Grants are not used for staff salaries and benefits	<input type="checkbox"/> Records are maintained for all wage grants received, documenting payments to staff and outstanding balance <input type="checkbox"/> Wage Subsidy Grants are distributed to staff in accordance with the Wage Subsidy Policy and Guidelines for Service Providers <input type="checkbox"/> Pay Equity Grants are distributed to staff in accordance with the Pay Equity guidelines <input type="checkbox"/> Wage Improvement Grants are distributed to staff in accordance with the approval Wage Scale and Implementation plan <input type="checkbox"/> Wage Grants are used for staff salaries and benefits	1 2 N/A
<i>Purchasing and Accounts Payable</i>				
23	Purchasing	<input type="checkbox"/> No planning for purchasing activities <input type="checkbox"/> No spending limit and no designated authority are in place	<input type="checkbox"/> Purchasing policy and procedures are in place <input type="checkbox"/> Spending limit and authority are defined in the purchasing policy	1 2

		1 Does not Meet Expectations	2 Meets Expectations	Rating
	Purchasing	<input type="checkbox"/> Significant purchases are made without prior approval of the Board or Owner / designate <input type="checkbox"/> No quotation is obtained for significant purchases <input type="radio"/> Goods and services are purchased from the director, officer, person related to a director or officer of the board (Not for profit organizations only) <input type="radio"/> The organization purchases goods and services that may directly or indirectly provide a financial benefit to a director of the board (Not for profit organizations only) <input type="radio"/> Purchases of goods and services from a related party are more than market value or not the lowest price	<input type="checkbox"/> Significant purchases are planned in advance with pre-approval from Finance Committee or Board of Directors or owner / designate <input type="checkbox"/> More than one quotation is obtained for significant purchases <input type="radio"/> Goods and services are not purchased from any director, officer, person related to a director or officer of the organization (Not for profit organizations only) <input type="radio"/> The organization does not purchase any goods and services that may directly or indirectly provide a financial benefit to a director of the board (Not for profit organizations only) <input type="radio"/> When purchasing goods and services from a related party, the purchase is the lowest price or less than market value as determined by at least three quotations from unrelated vendors	
24	Third Party Contracted Services Agreement	<input type="checkbox"/> No written agreements for third party contracted services <input type="checkbox"/> Written agreements are not kept on file	Written agreement signed by all parties involved is in place for all third party contracted services including the following: <input type="checkbox"/> Auditing <input type="checkbox"/> Bookkeeping <input type="radio"/> Caretaking <input type="radio"/> Food catering (for Child Care Centre program only) <input type="radio"/> Major renovations	1 2

		1 Does not Meet Expectations	2 Meets Expectations	Rating
	Third Party Contracted Services Agreement		<input type="radio"/> Supply staff from outside agency (N/A for Special Needs and Family Support programs) <input type="radio"/> Lease / rental agreement <input type="radio"/> Loan / borrowing agreement	
25	Vender Invoices	<input type="checkbox"/> Invoices and packing slips are not verified against goods and services received <input type="checkbox"/> Incomplete information on invoices <input type="checkbox"/> Unpaid invoices are not organized <input type="radio"/> Credit due are not monitored resulting in overpayment <input type="checkbox"/> Invoices are not paid when due <input type="checkbox"/> Bank charges incurred due to insufficient funds to cover payment (e.g. NSF cheques) <input type="checkbox"/> Duplicate payment is made on the same invoice	<input type="checkbox"/> Vendor invoices and packing slips (where applicable) are reviewed to verify that goods and services are received Vendor invoices includes: <input type="checkbox"/> Vendor names, address, phone number <input type="checkbox"/> Invoice date <input type="checkbox"/> Amount charged <input type="radio"/> Description of the goods and services <input type="radio"/> Unit price <input type="radio"/> Number of Units <input type="radio"/> GST (HST) registration number <input type="checkbox"/> Unpaid invoices are organized to ensure payment is made when due <input type="radio"/> Credit due for items not shipped are monitored <input type="checkbox"/> Invoices are paid when due <input type="checkbox"/> Paid invoices are marked when payments are processed e.g. "PAID" and procedures are in place to ensure that duplication of payment on the same invoice is avoided	1 2

		1 Does not Meet Expectations	2 Meets Expectations	Rating
<i>Revenue and Accounts Receivable</i>				
26	Attendance N/A: Special Needs and Family Support Programs	<input type="checkbox"/> Child attendance records do not match with the information submitted on the City's Attendance Report <input type="checkbox"/> Child room attendance records are not kept on file	<input type="checkbox"/> Child attendance records match with information submitted on the City's Attendance Report monthly <input type="checkbox"/> Child room attendance records are kept on file for 2 Years	1 2 N/A
27	Fee Records N/A: Special Needs and Family support programs	<input type="checkbox"/> Incomplete or incorrect fee records	Individual Parent Fee records (or Accounts Receivable ledger) include: <input type="checkbox"/> Name of child and /or name of parent <input type="checkbox"/> Age group <input type="checkbox"/> Amount owed in the month <input type="checkbox"/> Amount paid in the month <input type="checkbox"/> Balance at the end of the month <input type="checkbox"/> Posted Fee Memo at the centre / agency is consistent with the Budget Submission to the City <input type="radio"/> Fee charged to subsidized parents is consistent with the parent fee assessed by the City <input type="radio"/> Full Fee rate charged is consistent with the Budget Submission to the City <input type="radio"/> Full Fee rate charged is consistent with the posted Fee Memo at the centre / agency	1 2 N/A

		1 Does not Meet Expectations	2 Meets Expectations	Rating
	Fee Records	<input type="radio"/> Receipt is not issued to parent when cash is collected <input type="checkbox"/> Annual tax receipts are not issued to parents by February 28 th following the calendar year to which the information applies	<input type="checkbox"/> Invoice or other documentation of fees owing is issued to parents in advance of the due date <input type="radio"/> Receipt is issued to parent for cash payment when cash is collected <input type="checkbox"/> Annual tax receipts are issued to parents by February 28 th following the calendar year to which the information applies	
28	Parent Fee Reconciliation	<input type="checkbox"/> No or incomplete reconciliation of parent fee records <input type="checkbox"/> Parent fee record reconciliation is completed irregularly <input type="radio"/> No action taken to resolve discrepancies	Parent Fee records (or Accounts Receivable Ledger) are reconciled monthly with the following records: <input type="checkbox"/> Centre's attendance book <input type="checkbox"/> City's attendance records <input type="radio"/> City's invoices <input type="radio"/> Discrepancies are identified and action taken to resolve	1 2 N/A
29	Outstanding Parent Fee	<input type="checkbox"/> No follow up on outstanding parent fees	<input type="checkbox"/> Outstanding parent fees are followed up at month end <input type="radio"/> Payment plans / repayment schedules are made if necessary and are signed by parents and kept on file	1 2 N/A
30	NSF Cheques	<input type="checkbox"/> No policy in place for NSF cheques	<input type="checkbox"/> Policy is in place for dealing with NSF (non sufficient funds) cheques	1 2

		1 Does not Meet Expectations	2 Meets Expectations	Rating
31	Other Receivables	<input type="checkbox"/> Receivables from funding sources are not monitored monthly. Discrepancies and delay in payments are not followed up on monthly	<input type="checkbox"/> Discrepancy and delay in payments of receivables from all funding sources (e.g. government and others) are followed up on monthly	1 2 N/A
<i>Inventory and Assets</i>				
32	Inventory and Assets	<input type="checkbox"/> Incomplete or no inventory and assets records <input type="checkbox"/> No physical count <input type="checkbox"/> Inventory and assets are not safeguarded <input type="checkbox"/> Unacceptable use of inventory and assets <input type="radio"/> Amortization or depreciation records of capital assets are not maintained	Written procedure for inventory and assets includes: <input type="checkbox"/> What is included in inventory and assets records <input type="checkbox"/> Records of inventory and assets are maintained <input type="checkbox"/> Physical count of inventory and assets is conducted annually <input type="checkbox"/> How to safeguard the inventory and assets <input type="checkbox"/> Acceptable use of inventory and assets <input type="radio"/> Records of capital assets for amortization or depreciation are maintained	1 2
<i>Financial Reports</i>				
33	Audited Financial Statements	<input type="checkbox"/> No audited financial statements <input type="checkbox"/> Statements are not submitted within the approved timeframe <input type="checkbox"/> Incomplete information in the audited financial statements	<input type="checkbox"/> Audited financial statements are submitted to City within four months of the organization's fiscal year end or extension approval obtained Audited financial statements include: <input type="checkbox"/> Signature of the auditor <input type="checkbox"/> Signature of the signing officer of the organization (two signatures for not for profit organizations) <input type="radio"/> Breakdown of Revenue and Expenses for each program and / or each location that received funding from the City	1 2

Appendix:

18 Record of Employment

Record of Employment must be issued within (5) calendar days of the interruption of earnings or the day the employer aware of the interruption.

21 Payroll Related Remittances

The Statement of Account verifies that income tax, CPP, EI remitted to the Canada Revenue Agency

The Average Monthly Withholding Amount (AMWA) of two calendar years ago determines the type of remitter:

- a) If an agency's AMWA two years ago was less than \$15,000, it may remit monthly as a Regular Remitter. The payment due date is on or before 15th day of the month following the month the deductions were made.
- b) If an agency's AMWA two years ago was less than \$3,000 and has a perfect compliance history, it may remit quarterly as a Quarterly Remitter. The payment due dates are April 15, July 15, October 15 and January 15.
- c) If an agency's AMWA two years ago was less than \$50,000 and more than \$15,000, it may remit twice a month as an Accelerated Remitter Threshold 1. The payment due date for the amount deducted in the first 15 days is 25th of the same month; for the amount deducted from 16th to the end of the month is the 10th of the following month.
- d) If an agency's AMWA two years ago was more than \$50,000, it is considered an Accelerated Remitter Threshold 2. The payment due date for the amount deducted during the month is by the third working day following the deduction.

Statement of Account verifies that Employer Health Tax is remitted to the Ontario Government

- a) If an agency's annual payroll is less than \$400,000, it does not need to pay EHT.
 - b) If an agency's annual payroll is less than \$600,000, payment due date is March 15 of the following year.
 - c) If an agency's annual payroll is more than \$600,000, monthly payment is required.
-