



Approved: November 18, 2025

**Pacific Montessori Society
Financial Management Policy**

1.0 INTRODUCTION

It is the responsibility of the Board of Directors of the Pacific Montessori Society to set policies that govern the financial management of the Society. From these policies, procedures are set to ensure that the finances of the Society are being managed according to acceptable principles and in a manner that maintains fiscal solvency.

2.0 RESPONSIBILITIES

The Society is a non-profit, incorporated under the Societies Act of British Columbia and a registered charity with Canada Revenue Agency. The Society receives annual contributions of public funds towards its operation and is accountable for effectively managing those funds. Responsibilities are assigned as follows:

Board of Directors: Responsible for maintaining fiscal solvency, establishing financial policies and ensuring adherence to such policies. The Board is also responsible for overseeing the status of the Society's finances monthly and ensuring that the Head of School is adhering to financial policies.

Treasurer: Responsible for advising the Board on financial policy and the Head of School or their delegate on financial procedures.

Head of School and Business Manager: Accountable to the Board of Directors for operating the Society in a manner consistent with the approved financial policies. Working with the Treasurer and external accountants, the Head of School or their delegate will also establish proper procedures that enforce the policies of the Society.

All other staff are accountable to the Board of Directors through the Head of School or their delegate and are responsible for adhering to the financial policies and relevant procedures.

3.0 ADMINISTRATIVE

The Society will employ personnel or contract services to maintain the accounting system and its files and documents. The accounting system will support compliance with federal and provincial legislation, including managing and remitting the appropriate payroll deductions and tracking GST for rebate.

The accounting records should be updated monthly and are subject to the scrutiny of the Head of School or their delegate and Board of Directors on a quarterly basis. Financial records of the Society (electronic records, ledgers, cheques, receipts) are retained for a period of seven years.

4.0 BANKING

4.1 General

The Board shall direct the appropriate individual to choose a financial institution that provides the most appropriate services for the lowest cost. The location of the financial institution should be considered. All blank cheques are to be kept in a secure and preferably locked location.

4.2 Deposits

As a basic principle, the duties of collection, recording of receipts in the accounting system, bank deposits and balancing receipts against deposits should be assigned to different people such that any discrepancy can be identified and corrected.

In general, deposits are to be made as soon as possible depending on the amounts in question. Amounts greater than \$8,000 should be deposited on the next business day.

All cheques, cash, etc. will be sent to the Head of School or their delegate for deposit. The Accounting Administrator shall record the deposits in the accounting system and balance receipts against deposits.

In the case of cash, the person receiving the cash shall issue a receipt and a copy of the receipt will be attached to the cash.

All cheques, cash, etc. will be placed in a locked box that can only be accessed by authorized individuals until deposited.

All deposit records are to be initialed by a signing authority. All funds shall be deposited in the assigned financial institution.

4.3 Payments

Accounts payable shall be paid early enough to take advantage of any discounts or before late penalty charges apply. Before payment is made, the invoice shall be reviewed to ensure:

- the goods were received, or services rendered.
- the invoice was approved by the appropriate person.
- the proper general ledger account is identified.

Commented [EH1]: Will a change be necessary here due to increased collaboration with the Foundation

Payments shall be made by cheque, credit card or electronic funds transfer except for small dollar amounts not exceeding \$100. In this case, petty cash is to be used. When the payment is made, the invoice shall be:

- stamped paid and the cheque stub or receipt is attached to the invoice.
- approved and the initials of the approver indicated on the invoice; and
- marked to indicate additions have been checked by the Business Manager.

These procedures are intended to ensure that the goods were received, the purchase was approved, the invoice was checked for accuracy and that the invoice is not paid twice. It also documents the cheque number for cross referencing.

The petty cash should not exceed \$500. Petty cash and receipts shall be balanced by the Accounting Administrator monthly.

4.4 Payment Approvals

All cheques must contain two authorized signatures. The signing officers should include the Head of School or their delegate and the Business Manager. Additional signing officers may be appointed by a minimum of two current signing officers or by the Board of Directors as necessary to meet operational requirements.

A cheque can only be signed by the signing officer with relevant supporting documentation provided for review. All cheques should be filled in before being signed. The cheque stub shall be used to ensure a record of the cheque is maintained.

Sequentially numbered personalized cheques shall be used to maintain proper control over the cheques. Voided cheques must be retained and clearly marked "VOID."

For payments made by electronic funds transfer (EFT), two signing officers must approve each payment after reviewing the relevant supporting documentation and a copy of the EFT receipt will be retained as a record.

Commented [EH2]: This has never been practice at the school . Sara can elaborate

The Society also uses a credit card for some payments to obtain cash back rewards. There is only one physical card, which is kept in a locked box. It is given to staff members by the Head of School or the Business Manager when payment needs to be made.

Commented [CC3R2]: Sounds good -- I'll update once you can fill me in on current practice

4.5 Bank Reconciliation

Bank reconciliations shall be prepared and balanced monthly by the Accounting Administrator. The Treasurer shall review the bank reconciliations on a regular basis.

5.0 QUARTERLY UNAUDITED FINANCIAL STATEMENTS

Quarterly unaudited financial statements shall be completed by the Accounting Administrator, reviewed by the Head of School or their delegate and provided to the Treasurer by the third week of the month. The Treasurer will present the quarterly financial statements to the Board of Directors for acknowledgement and acceptance. It is the duty of the Board of Directors to ensure that they review and understand the financial reports provided.

The financial reports will include income and expenses, showing variances from the projected budget or any other unusual financial situations. Any clarification required on the financial records of the Society is to be directed to the Secretary or Treasurer. The Secretary or Treasurer will obtain any necessary information and bring it back to the Board of Directors for discussion on a timely basis.

The Society's financial books and records are the property of the Society and shall be open for examination by any Board members at any reasonable time.

6.0 PURCHASES, CONTRACTS, TENDERS AND PROPOSALS CALLS

6.1 Purchases

Authority for making day-to-day purchases outlined in the budget is delegated to the Head of School or their delegate. Expenditures not included in the budget should be approved by motion at a meeting of the Board of Directors.

Purchases greater than \$150 should be approved by the Head of School or their delegate. Purchases greater than \$25,000 require three written quotations where available and Board approval. The written quotes obtained shall be presented to the Board of Directors before a purchase is approved.

All contractors are to sign an agreement outlining the services required, the rate per hour, and the maximum hours to be billed. The Administrator is responsible for verifying that an invoice is submitted and that it is within the contract agreement before it is paid.

6.2 Capital Expenditures

Tangible assets that exceed \$500 per unit and last beyond a year will be classified as capital expenditures.

7.0 AUDIT OR REVIEW ENGAGEMENT

The Treasurer, Head of School or their delegate, and Business Manager shall be involved in the annual examination of the Society's financial statements. The examination is conducted by independent, objective, and qualified accountants. This examination will provide the Board of Directors with assurance that the records and supporting documents are accurate and complete.

On an annual basis, the Board will determine whether an audit or Review Engagement will be conducted. This decision will depend on the level of assurance the Board of Directors and funding institutions require. Accounting services will be reviewed at the Board's discretion by obtaining quotes for these services from at least three accounting firms.

The Treasurer, with assistance from the external accountants, will present the financial statements to the Board. The annual financial statements will cover the fiscal year (July 1 to June 30) and will be presented at the Society's Annual General Meeting to be held by the end of November each year.

8.0 CONFLICT OF INTEREST

Members of the Board of Directors must declare any potential conflicts of interest regarding the purchase of goods or services.

Purchase of personal items for employees or directors shall not be made.

9.0 PAYROLL

All wage and salary levels are determined by the Board of Directors and are approved through the budget process. Salaried employees are to be paid on a regular monthly basis. An advance, not to exceed one-half the monthly pay, shall be paid on the 15th or last working day before the 15th of the month.

All payroll records will be maintained by the Accountant and will outline the breakdown of the deductions, hours and amounts. A payroll statement itemizing gross pay and deductions shall be prepared for each employee each pay period. Payroll shall be administered in accordance with applicable provincial and federal government requirements.

Personnel records are to be maintained by the Head of School or their delegate.

10.0 BUDGETS

The annual budget for the next fiscal year shall be prepared by the Business Manager for review by Head of School or their delegate, working closely with the appropriate staff, and reviewed by the Treasurer.

The Board of Directors shall approve the budget annually, as close to the beginning of the year as possible. The Board of Directors must ensure that any approved budget is realistic, maintains fiscal solvency and ensures the security of the Society's assets. During the year, the budget will be revised only if there is a significant change in the funding or expenses.

The Treasurer shall compare the budget to the unaudited quarterly financial statements and present the comparison to the Board of Directors, to support the Board's monitoring of actual results.

11.0 REIMBURSEMENT OF EXPENSES

Society staff may be reimbursed for travel expenses (mileage, meals, accommodation, parking, taxi, etc.) incurred because of Society business according to the following schedule. Approval must be received from the Head of School or their delegate, or Board of Directors in the case of Head of School travel, prior to the expense being incurred.

Mileage – According to CRA's prescribed rate per kilometer \$0.58/km. Rental vehicles are to be used for lengthy travel when the cost is less than paying mileage. In this case, the staff will be reimbursed for the rental of the vehicle plus gas upon presentation of receipts. Travel from home to work does not qualify for mileage.

Meals – According to the Government of B.C.'s per diem allowance for Group I employees. Receipts are not required to claim meal allowances. Breakfast will only be reimbursed when it is necessary to travel prior to 6:00am and dinner will only be reimbursed when it is necessary to travel later than 6:00pm. Meals may only be claimed when staff are away from the school on business and outside of the greater Victoria area.

Accommodations & Other Expenses – will be reimbursed upon presentation of receipts.

12.0 EXTERNAL REGULATIONS AND GUIDELINES

The Society must adhere to the following external acts, regulations, and guidelines: Excise Tax Act (Canada Revenue Agency), Income Tax Act (Canada Revenue Agency), Employment Insurance Act, Canada Pension Plan, Societies Act of British Columbia, and Accounting Standards for Non-Profit Organizations (Chartered Professional Accountants of Canada). The Society must also follow the Cash Payments Policy (Anti-Laundering).

13.0 EVALUATION

Every three years or as needed, the Board of Directors shall conduct a review of its Financial Policies taking into account changes in the needs of the Society and its financial management, changes in Government regulations and requirements, as well as recommendations from the Society's external accountants. Except those required by federal or provincial legislation, all changes in policies will need to be approved by the Board of Directors before becoming valid.