

MONITORING REPORT - POLICY EL3

To: Thunder Bay Counselling Centre Board of Directors

From: Nancy Chamberlain, Executive Director

Prepared by: Allane Danchuk, Director of Business & Finance

Re: Policy Type: Executive Limitations
Policy Title: Financial Planning

Date: November 2021

With respect to planning fiscal events (budgeting for all or any remaining parts of a fiscal period), the Executive Director may not jeopardize either programmatic or fiscal integrity of the organization.

Revenues in the budgeting process are planned based on confirmed or anticipated revenues from funders and trends in fees for services, donations and grants. Expenditures are planned based on investments in human resources, lease commitments and historical costs for other operational expenses, taking into consideration plans for necessary one-time costs that may be required in that particular budgeting period such as investments in expenses with COVID-19 safety protocols, equipment, software and maintenance.

A budget for 2021-22 was approved by the Board of Directors at its meeting on May 17, 2021. At that time, several risks to our fiscal integrity were identified.

- a) Funders continue to adjust their priorities in response to the pandemic and its impact, particularly on vulnerable people.

Update: While we continue to experience financial pressures associated with the pandemic related to costs for technology and continued safety protocols, there are fewer opportunities to apply for one-time funding.

- b) As the Province plans for pandemic recovery, there are a lot of unknowns going forward about the security of funding for our Provincially funded programs.

Update: We are confident our Provincially funded programs are secure for this fiscal year. There continues to be a lot of unknowns, particularly with the addition of a Provincial election, for the next fiscal year.

- c) There were uncertainties associated with our financial counselling programs and our ability to financially sustain them through the upcoming year.

Update: With the support of the Board of Directors, we divested of our Credit Counselling Program, turning over all Debt Management Programs to Credit Counselling Debt Solutions on October 31, 2021. Going forward, we are investing our financial and human resources associated with this service to support poverty reduction strategies,

including financial empowerment. Funding sources remain questionable but we are confident in our ability to maintain services for this fiscal period.

- d) Staff turnover has necessitated restructuring of some roles and staffing models.

Update: Staff turnover has given some financial flexibility this fiscal year to absorb other unfunded costs and to pilot and/or implement new staffing models. We have restructured our Leadership team, our Administrative services and our Intake/Entry services. We have experienced some difficulties in filling vacancies and may have a year end surplus as a result.

The policy further states that the Executive Director may not cause or allow budgeting that:

1. Contains too little detail to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails, and disclosure of planning assumptions.

Met expectation

Budgets include a projection of revenues and expenses for each of TBC's cost centres. Financial reports to the Board compare actual revenues and expenditures to budgets. Revenues are categorized as either funding from service agreements, fees, contracts, donations or miscellaneous. Expenses are separated into the categories of salaries & benefits and operating expenses. Operating expenses differentiate capital and operational items. For both revenues and expenditures, TBC maintains an audit trail acceptable to the Board appointed auditors.

2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.

Met expectation

With the vacancies in staff positions and the restructuring of staffing models, expenditures will not exceed funds received.

3. Is dependent upon the use of funds restricted by the Board as a reserve.

Met expectation

There is no financial dependence on funds restricted by the Board as a reserve for operations in this fiscal period.

4. Does not provide funds for budget prerogatives during the year, such as costs of fiscal audit and board development.

Met expectation

The annual budget provides funds for Board development and other budget prerogatives including the financial audits.

5. Deviates materially from Board-stated priorities (see Ends Statement) in its allocation among competing budgetary needs.

Met expectation

The budgeting process does not deviate from the Ends that have been established by the Board. The program cost centres support the Ends of the organization.

I certify this report to be a true account of information as of this date.

Signature: 

Date: November 2021