

2024

FINANCIAL MANAGEMENT GUIDE



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Reference:

- A. The Navy League of Canada - National By-Laws
- B. The Navy League of Canada – Terms of Reference
- C. Branch and Cadet Corp Relationship Guides
- D. CATO 17-34 – Local Support Allocation for Sea Cadet Corps

PURPOSE

This Financial Management Guide (FMG) has been created to provide Treasurers and Presidents with additional information regarding the financial management of the Navy League of Canada. **This FMG does not replace any information contained with the National By-Laws** and is intended to amplify and add additional context to existing policies.

The Navy League of Canada is responsible for the management of funds that support the cadet program. At all times, Registered Branch Participants of the League will be the only authorized individuals to commit funds, approve expenditures, and maintain control of all assets of the League.

While the Navy League of Canada may have separate accounts for Corps, the League shall maintain overall control of the assets.

In the event of discrepancy of this FMG and government policy or legislation, the law of jurisdiction shall be adhered to and the discrepancy reported to the Navy League of Canada National Board.

TREASURER'S RESPONSIBILITIES

The primary responsibilities of the Treasurer are:

- Maintain financial records of the Navy League of Canada, including a record of all receipts and expenditures of the League;
- Issue cheques for expenditures as approved the League;
- Prepare and present the annual financial report; and,
- Prepare and submit an annual budget as approved by the League.

These can be further expanded with the following specific processes and/or procedures:

- Prepare monthly or quarterly financial reports and submit to the Board of Directors or Council;
- Deposit all funds into the bank account and maintaining up-to-date records of bank transactions and/or files of bank statements;
- Review and verify expenses ensuring that they are eligible and approved in accordance with the approved budget;
- Issue cheques/EFT transactions for expenditures as approved by the League
- Ensure copies of the expenses/deposits or supporting material is held in accordance with League retention policies;
- Retaining and holding financial records of the League should be held for (7) seven years

BUDGETS

Branch and Corps budgets are essential tools for planning and accounting, helping forecast expenses and prioritize activities like fundraising and financial management.

Proposed budgets should be developed by the Commanding Officer(s) by June 30th and adjusted as needed throughout the year.

These budgets cover the Branch's plans and priorities, as well as specific programs for Navy League Cadet Corps and Royal Canadian Sea Cadet Corps. Fundraising is critical to support training and activities not covered by the CAF.

The Branch Treasurer and Commanding Officer(s) should collaborate on the budget before it is presented for approval and management.

HOW TO PREPARE AN ANNUAL BUDGET

To prepare an annual budget, the Treasurer should collaborate with the Branch President and Executive.

Start by reviewing the previous year's financials, then integrate budget submissions from Commanding Officers and anticipated expenses for activities, events, and fundraising.

Assess past allocations, adjust for changes, and project income sources like donations or fundraising. Ensure the budget aligns with the Branch's plans and includes contingencies for unexpected costs.

The Branch must approve the budget, which can be revised throughout the year as needed.

Note:

An approved budget serves as a financial planning tool, not as automatic authorization for specific purchases.

All expenses require prior approval from the Branch before being incurred, and proper documentation must be submitted for accounting purposes both before and after any purchase or payment is made.

FINANCIAL ACCOUNTING SOFTWARE

The Navy League of Canada recommends the use of any of the following software programs:

- Quickbooks Online
- Sage 50
- XERO
- Navy League of Canada Financial Management Software (EXCEL)
- Additionally, the League recommends using the NL365 (OneDrive) to retain files/support material for retention

BANK ACCOUNT

All funds received by the Branch must be deposited into a Branch bank account and properly accounted for.

In some cases, a separate account may be required for funds from specific fundraising activities, such as Bingo or Nevada tickets, as per local regulations. The League should have a minimum of three authorized signatories, with two required to sign cheques.

Signatories should not sign cheques payable to themselves or their close relatives.

DEPOSITS

Funds should be deposited promptly and regularly after receipt, regardless of the amount. Cheques and cash must be securely stored to avoid loss or issues such as stale dating.

It is important to acknowledge donations in a timely manner, including issuing receipts.

When making cash deposits, special effort should be made to ensure that the deposit is duly counted and verified by more than one member.

All deposits slips should be maintained in accordance the League's retention policies.

PAYMENTS

Invoices, receipts, and approval documentation must be verified before issuing cheques or making EFT payments and must be kept on file.

The cheque number, date, and amount should be noted on each invoice, and EFT transactions. All void cheques should be held and retained for future verification.

ELECTRONIC BANKING

The Navy League of Canada authorizes the use of electronic funds transfer or similar payment for League operations. When making such payments, it is important that all invoices/expenditure are reviewed and verified before payment is authorized.

All payments shall require a minimum of two signatories authorizing the payment – for clarity, not unlike a cheque being issued that requires two signatories, the authorization process shall include at least two signatories to release the funds.

A copy of the email receipt and/or summary sheet should be affixed to the invoice/expense claim and retained in accordance with League policies.

FINANCIAL AUDITS/ENGAGEMENTS BY LICENSED PUBLIC ACCOUNTANTS

In accordance with the By-Laws, the minimum thresholds for audit and review engagements by a professional accountant are outlined in National By-Laws Appendix A – para 7. Appendix B – para 8. In short, where revenues of the League are in excess of \$250,000 an audit shall be conducted, and where revenues are between \$50,000 - \$250,000, a review engagement shall be conducted. In both cases, the audit/review shall be conducted by a licensed Public Accountant. Where revenues are less than \$50,000, while a review or audit is recommended, it does not have to be conducted by a licensed Public Accountant. More specifically, an arms length individual may be used to verify/validate the financial statements.

Note:

In the event that the above noted funds are subject to Federal or Provincial legislation and are verified through independent bodies, ie. Lottery or Gaming Specialists, or CAF/DND Finance Personnel WRT Local Support Allocations, those funds are not subject to audit/review for the purpose of this policy and should not be included in the application of the National By-Law as outlined above WRT the engagement by a licensed Public Accountant

AUTHORIZATION AND USE OF CORPORATE/BRANCH CREDIT CARDS/DEBIT CARDS

If a League bank account is linked to a credit card, extra care and adherence to financial management policies is essential for its use and safekeeping.

Only the Treasurer or Branch President should have access to the card, with all usage preapproved and documented.

Debit cards are not permitted, though an "Account Access card" may be issued for specific transactions.

Cards must be returned upon changes in position or departure of the cardholder.

CORPORATE CREDIT AND ACCOUNT ACCESS CARD POLICY

Policy Review and Acknowledgment:

The appropriate uses of corporate credit and account access cards are outlined in the Navy League of Canada's policies and procedures. Before issuing a card, the policies and procedures must be reviewed with the cardholder. Cardholders must acknowledge these policies in writing.

Authorized Use Only:

Credit or account access cards are issued exclusively to authorized individuals and must not be transferred or used by anyone else.

Pre-Approval of Expenses:

All expenses charged to the card must receive prior approval prior to its use.

Permitted Usage:

Credit cards may only be used for authorized and pre-approved expenses directly related to the League requirements and budgets. All expenditures must be supported by receipts and documentation. Charges without receipts will require the cardholder to personally reimburse the unreceipted charges.

Credit Card Limits and Restrictions:

The approved spending limit for Branch credit cards is \$2,500, Division credit cards to a maximum of \$10,000 and National to a maximum of \$20,000. Cash advances are strictly prohibited and are not authorized on corporate credit cards.

Financial Oversight:

The League must implement a financial management process to review and verify that corporate credit and access cards are used in accordance with established policies and procedures.

CHARITABLE TAX RECEIPTS

The Navy League of Canada is a registered charity.

Some Divisions and Branches may also be registered as an "internal division" of the Charities Directorate using the business number of the League.

Only registered charities are authorized to issue charitable tax receipts. Additional information can be found [here](#):

The National Office will assist any Branch/Division with the registration process. For additional information, please contact the National Office.

Charitable Receipt Option for Board Travel

When a member of the Board travels and submits their expenses for reimbursement, an option exists where the Board Member may elect to donate the amount back to the organization and receive a charitable receipt. This is an accepted practice for a number of charitable organizations in Canada. While it is recognized that it is not possible for most Directors to do this, the option is available for those who wish to. If someone wishes to elect to donate in lieu of being reimbursed, the process is as follows:

1. When sending in the receipts and expense details for the trip, include the following statement:
“I, (insert name), direct that the funds to which I am entitled by way of reimbursement for travel expenses associated with (insert purpose of approved travel), and would otherwise be forwarded to me by cash or cheque, be transferred to The Navy League of Canada as a charitable donation.”
2. Following approval of the travel expense claim by the appropriate authority, the Treasurer will prepare a charitable receipt and have the receipt approved by the Approving Authority.
3. The Treasurer will record the travel expense under the appropriate budget category (no difference from when reimbursement has been provided by cash or cheque) and include an offsetting amount under Donation Revenue.

This charitable receipt option can be adopted by Divisions and Individual Branches as long as they have an appropriate CRA Charities Number.

LOCAL SUPPORT ALLOCATION

The Local Support Allocation (LSA) was introduced in 2006, replacing the Cadet Contingency and Band Grants.

In essence, the LSA was created to provide financial support to local Sea Cadet units, assisting with their operations, training, and activities.

It is a key component of the funding and resources provided to ensure the Cadet Program functions effectively at the local level.

The calculations for LSA reimbursements are based on the cadet unit population from the preceding year of the annual statistics. Each corps receives a base allocation of \$600, plus an additional \$45 for each cadet.

While the LSA amounts are calculated based on the above, Cadet Corps and Branches should be prepared to submit additional receipts for consideration as you may be eligible for additional funding.

Eligible LSA Expenditures are defined within CATO 17-34, and are categorized in three areas to support cadet corps operations:

1. Optional Training Activities;
2. Optional Physical Activities; and,
3. Administrative Support.

Additional Information can be found at Annex A – Eligible LSA Expenses

GOODS AND SERVICES TAX/HARMONIZED SALES TAX

No Requirement for GST/HST Number

When registering with CRA, a division or branch should not request a separate GST/HST number in addition to their Business Number (BN).

GST/HST Annual Rebates

Charitable organizations may claim an annual rebate for a portion of GST/HST they expend by submitting form GST66 Application for GST/HST Public Service Bodies' Rebate and GST Self government Refund, available at www.cra-arc.gc.ca.

A GST/HST number is not required to claim this rebate.

INVESTMENTS

Donors fully expect our organization to be healthy and enduring. It is therefore important to evaluate investment structures and maintain a formal investment policy that will help monitor the performance of funds and individual managers within those funds. Any branch or division that holds an investment portfolio must maintain an investment policy. Additional information can be found in the National Investment Policy.

ONLINE DONATIONS THROUGH STRATLY (FORMERLY MICHARITY)

Stratly (Micharity) is a secure and user-friendly online donation platform designed to support digital fundraising efforts. With the growing shift toward digital solutions, offering an online donation option can significantly increase contributions.

Key Features:

Automated Thank-You Notes: Customizable thank-you messages are sent upon receiving a donation.

Electronic Tax Receipts: Donors automatically receive tax receipts within minutes of payment processing.

Comprehensive Reporting: Track donors, generate reports, and create fundraising campaigns with ease.

Donor Experience:

When donors visit a Branch's donation page, they are prompted to provide their name, address, and email to generate a tax receipt. Donations are made via credit card, and donors have several options:

- Recurring Donations: Set up regular contributions.
- Dedications: Make a donation in someone's honor.
- Personal Messages: Leave a message with their donation.

Tax receipts are emailed automatically after the payment is processed. Replacement receipts can be issued if needed

REGISTERING WITH STRATLY

Branches can set up their own account with Stratly by connecting with the Division, who will work with the National Office to create the account.

Processing Fees

- Standard Fees: Credit card processing fees are 2.9% + \$0.30 per transaction.
- Optional Fee Coverage: Donors can choose to cover these fees when completing the donation form.
- Expense Recording: Fees should be recorded as fundraising expenses.

If your bank account has a limit on the number of deposits per month, you can arrange to receive monthly payments from Stratly.

DOCUMENTATION AND ACCOUNTING FOR EXPENSES/PAYMENTS/REIMBURSEMENTS

Branch accounts cover a variety of expenses, each requiring specific accounting and documentation methods. Common expense categories include:

- **Bill Payments:** Utilities, internet, and service-related costs.
- **Reimbursements:** Pre-approved expenditures supported by receipts.
- **Facilities:** Rent, property taxes, and maintenance expenses.
- **Insurance:** Coverage for Branch-related activities and assets.
- **Operating Expenses:** Day-to-day costs of running the Branch.
- **Travel and Transportation:** Expenses not covered by DND/CAF.
- **Awards and Presentations:** Medals, certificates, and other recognition items.
- **Social Events and Optional Activities:** Costs for gatherings and non-mandatory events.
- **Competition Fees:** Entry fees for participation in competitions.
- **Assessments:** Contributions to Division or National assessments.
- **Equipment Costs:** Purchases or rentals, including boats (ownership, insurance, repairs, fuel, and operations).
- **Fundraising Expenses:** Costs associated with organizing fundraising events or campaigns.
- **NL Officer Uniform Items:** If approved by the Branch, costs for uniform-related items.
- **Meals and Canteen Items:** Food and drink purchases for events or activities.

Each expense type should be accurately documented and aligned with the Branch's accounting practices.

All requests for expenditures or reimbursement must be approved by the league before payment is initiated.

BRANCH EXPENSE CATEGORIES

Sea Cadet Programme

Expenses for the Sea Cadet Programme cover approved funding or reimbursements for activities and items not funded by DND/CAF. These may include:

- Annual Ceremonial Review (ACR)
- Christmas parties
- Awards, medals, and awards dinners
- Trips
- Commanding Officer (CO) and staff expenses
- Band instruments
- Equipment rentals
- Boats (ownership, insurance, repairs, maintenance, fuel, etc.)

Navy League Cadet Programme

Expenses for the Navy League Cadet Programme are fully managed by the Branch and may include:

- Annual Ceremonial Review (ACR)
- Christmas parties
- Awards, medals, and awards dinners
- Trips
- CO and staff expenses, including uniforms
- Band instruments
- Equipment rentals
- Boats (ownership, insurance, repairs, maintenance, fuel, etc.)

Shared Expenses

When an expense benefits both the Sea Cadet and Navy League Cadet programmes (e.g., shared equipment, events, or facilities), costs should be divided fairly or based on proportional use between the two programmes.

Assessments

Generally, a Division/Branch is charged an annual assessment fee, payable quarterly. The fee amount is based on the number of cadets and covers:

- Medals and certificates
- Awards
- Other operating expenses

Accommodation/Facilities

These expenses include costs related to maintenance, upkeep, and operation of facilities, such as:

- Maintenance, repairs, and utilities (e.g., waste disposal, pump-outs)
- Rent or lease of training facilities, storage lockers, or camps
- Taxes and insurance (building and contents)
- Equipment rental or repair contracts (e.g., furnace, water heater)
- Security services
- Cleaning supplies or contracts

Branch Administration

Administrative expenses encompass costs related to general operations and support, including:

- Office supplies and postage

- AGM expenses
- CPICs charges
- Bank service fees
- Legal and accounting services
- IT support

Fundraising Expenses

These expenses include costs incurred for fundraising efforts, such as:

- Tag day supplies
- Chocolates
- Bingo supplies

Purchase of Assets

Any item valued at more than \$1,000 is classified as a Branch "Asset" and must be recorded on the Branch inventory.

Reimbursement of Expenses

Pre-approved expenses authorized through the budget or approval process may be reimbursed. Reimbursement requires:

- Original receipts
- A completed reimbursement form
- Approval documentation signed by the Treasurer and/or Branch President

APPROVAL OF EXPENDITURES OR REIMBURSEMENT

General Approval Requirements

All expenditure requests must be approved by the Treasurer in accordance with the approved operating budget. Where an expense is not part of the approved budget, and is considered extra-ordinary, additional approvals are required in accordance with the National By-Laws.

Approval Limits

Expenditures Over \$5,000 (Not in approved Budget):

- Must be approved by the Division
- Typically includes unexpected expenses such as repairs or unplanned purchases

Expenditures Over \$25,000:

- Require endorsement by the Division and approval by the National Board of the Navy League of Canada
- **Requests must be submitted before the expenditure using the Expenditure Approval Request Form (available through the Division)**
- Supporting documentation must include:
 - Detailed description of the expenditure and cost estimates (at least three estimates for services or equipment)
 - Minutes from the Branch meeting approving or endorsing the request
 - Branch financial report and bank statement
 - Other relevant supporting materials

Suggested submission timelines

Expenses Over \$5,000:

- Submit to Division at least **60 days** before the event or anticipated start date for the project or purchase (unless it is an emergency or damage-related repair).

Expenses Over \$25,000:

- Submit to Division at least **90 days** before the event or anticipated start date for the project or purchase.

The Treasurer is responsible for accounting for all funds and ensuring expenditures are relevant to the program and directly support approved League activities.

ANNUAL FINANCIAL REPORTING REQUIREMENTS

Divisions

Ref: National By-Laws, Appendix A – para. 13

Within ninety (90) days after each fiscal year end of the Division, the Division shall provide a statement of all monies received and disbursed during that preceding fiscal year, the associated audit report or review engagement letter as appropriate and an approved budget containing estimates of receipts and expenditures for the current fiscal year, with the sources of funds and purposes of expenditures, to the National Board.

Branch

Ref: National By-Laws, Appendix B – para. 13

Within sixty (60) days after each fiscal year end of a Branch, the Branch shall provide a statement of all monies received and disbursed during that preceding fiscal year, a copy of audit report or review engagement letter as appropriate and an approved budget containing estimates of receipts and expenditures for the current fiscal year, with the sources of funds and purposes of expenditures, to its Division.

PETTY CASH FUNDS

The League may choose to establish a small Petty Cash Fund; however, this is optional and must be accompanied by strict accounting and approval processes.

Guidelines for Petty Cash Funds:

Authorization:

- If approved by the League, a small Petty Cash Fund may be allocated for minor day-to-day expenses

Responsibilities of the Petty Cash Holder:

- Seek approval for expenditures before using the funds
- Submit original receipts and supporting documentation promptly

Fund Management:

- The Petty Cash Fund should be limited to an amount less than \$200
- The funds may be replenished up to the initial amount at the League's discretion

Accountability:

- The Petty Cash Holder must sign for the funds upon receipt
- Clear instructions on the use of funds, accounting procedures, and financial controls must be provided

CAPITAL ASSETS

Capital assets refer to items acquired, constructed, or developed for continuous use rather than resale in the ordinary course of business. They also include betterments that extend the asset's useful life or enhance its value.

Definition and Criteria for Capital Assets:

Characteristics:

- Tangible items with a useful life exceeding one year.
- Unit cost (or value) greater than \$1,000.

Example: Purchasing five computers at \$300 each does not qualify, as the per-unit cost is below the \$1,000 threshold.

Examples in the Navy League:

- Buildings, vehicles, boats, and trailers.
- IT equipment (e.g., computers, printers) meeting the \$1,000 value threshold.

Non-Capital Assets:

Items with a useful life over one year and a unit cost between \$1,000 and \$5,000.

Value Over Time:

Items must provide long-term value to the organization to qualify as capital assets.

Depreciation of Capital Assets:

Capital assets depreciate over time based on their category and estimated useful life, as shown below:

Category	Estimated Life
Computers	3 years
Trailers	15 years
Boats	15 years
Buildings	40 years

Depreciation Calculation:

Depreciation allocates the cost of a tangible asset over its useful life.

Example: A computer depreciates by 33% annually (value ÷ 3 years).

Accounting Treatment:

Depreciation expense is reported on the income statement alongside other business expenses.

Accumulated depreciation appears on the balance sheet in financial statements.

ANNEX A – ELIGIBLE EXPENSES – LOCAL SUPPORT ALLOCATION



WHAT IS LSA?

LOCAL SUPPORT ALLOCATION

LSA is money available each fiscal year (1 Apr to 31 Mar) to help run the corps/sqn. LSA can be used to help pay for or buy things that cadets and staff may need for training, admin or support. Work in partnership with the Elemental Leagues/Support/Sponsoring Committees and Branches to take advantage of and use the LSA well! But remember, you can't buy things that the CAF provides.

ELIGIBLE EXPENSES



- Rent
- Utilities
- Storage
- Custodial services
- PO Box rentals
- Courier services
- Equipment maintenance
- Instrument maintenance
- Phone Service
- Course/Activity registration fees
- Insurance fees
- Training Aids
- Office and stationery supplies
- Sports equipment

INELIGIBLE EXPENSES



- Assessment fees from or contributions to the Provincial or National Leagues
- Gift items, mugs, flowers, or give-away items
- Computers, tablets, monitors, or peripheral equipment
- Network equipment, printers, photocopiers, software, projectors, speakers
- Drones, flight or naval simulators

SUBMISSION REQUIREMENTS

- Signed LSA Claim form with CO and Branch President
- Copies of paid bills, invoices, receipts
- Copies of payment confirmation - bank statements, cash cheques or credit card statements

REFERENCES

- CATO 17-34 Local Support Allocation - Cadet Corps/Squadron

ANNEX B – GUIDELINES FOR COMPLETING FINANCIAL STATEMENTS

These guidelines provide direction for the completion of the Navy League of Canada Statement of Receipts and Disbursements and Statement of Assets and Liabilities. These statements may be used for year-to date monthly, quarterly, or for the full fiscal year. Further, the format can also be used for budget purposes.

The account classifications specified in the statements are viewed as the minimum necessary for adequate financial control over the financial affairs of a Division or Branch. The elements that should be included in these classifications are prescribed below. The list is not exhaustive; etc. should appear at the end of each line! In practice, these elements may justify sub-accounts at the Branch operating level. Whatever account structure is followed, it should provide for a roll-up to the stated report line account classifications.

STATEMENT OF RECEIPTS AND DISBURSEMENTS

RECEIPTS:

1. **BANK** - This figure must be the same as the closing figure shown on the previous year report; Opening Balance.
2. **FUND-RAISING EVENTS**- Proceeds from Bingo, sales such as chocolates, calendars and baking, tag days, dances, shows, canteen, paper and bottle drives.
3. **INVESTMENTS**- Include proceeds from investments (term deposits, guaranteed investment certificates, treasury bills, stocks and bonds) sold, interest and dividends received.
4. **GOVERNMENT**- Include contingency and band grants, reimbursements of expenses incurred, and special provisions received from any level of government.
5. **TAX RECEIPTS ISSUED**- State the total of donations received which qualify for an official receipt for Income Tax purposes. This total must be supported by the duplicate copies of receipts issued from the tax receipt book.
6. **DONATIONS RECEIVED FROM OTHER CHARITIES**- Donations received from entities such as Legions, Service Clubs, Associations, which themselves issue tax receipts for donations or whose funds are not subject to income tax.
7. **OTHER**- GST rebates, sale of equipment, memberships, any receipts exceeding \$100.00, or other substantive items not classified above.
8. **MISCELLANEOUS**- Small amounts without specific accounts

DISBURSEMENTS:

9. **SEA CADET PROGRAMS**- Include any expense incurred in support of Sea Cadet Activities, such as travel, messing, trophies, rentals, inspections.
10. **NAVY LEAGUE CADET PROGRAM**- Include any expense incurred in support of Navy League Cadet activities such as uniforms, travel, messing, trophies, rentals, inspections.
11. **ACCOMODATION**- The cost of building or space rent/lease/purchase, heat, power, water, property taxes, repairs, maintenance, insurance, appraisals.
12. **EQUIPMENT**- The cost of rent/lease/purchase, repairs, maintenance, insurance, appraisals and surveys.
13. **ADMINISTRATION**- Payments for postage, telephone, stationary, purchase/lease/rental repairs and maintenance of office equipment, accounting/audit/legal fees not included above. Bank service charges.

14. FUND-RAISING- The cost of staging any fund-raising events for purposes of generating income.
15. ASSESSMENTS- The payments made to National Council or Division.
16. OTHER- Payment for investment purchases and transaction fees, bursaries. Any disbursements exceeding \$100.00 not classified above.
17. MISCELLANEOUS- Gifts, flowers, wreaths.
18. BANK- The cheque book and/or cheque register balance at the end of the applicable reporting period and which has been reconciled to the applicable bank statement. This figure will apply to both the Statement of Receipts and Disbursements and the Statement of Assets and Liabilities.

The figure should be equal to:

Bank line 1 plus Total Receipts minus Total Disbursements

19. BANK SUMMARY- The amount in each bank account should be listed.

STATEMENT OF ASSETS AND LIABILITIES

ASSETS:

20. CASH ON HAND IN THE BANK- This must be the same figure as stated on bank line (Closing Balance).
21. INVESTMENTS- Include on this line all Term Deposits, Guaranteed Investment Certificates, Treasury Bills, Stocks and Bonds. Report their value as the amount paid when purchased (book value), not the current, estimated or maturity value.
22. ACCOUNTS RECEIVABLE- Report any money known to be owed to the Division or Branch at the end of the reporting period.
23. LAND AND BUILDING- Report the cost value of those properties where title is in the name of the Branch. When a loan or mortgage is outstanding against the property, report here and report the debt under liabilities.
24. EQUIPMENT- Report at cost or estimated cost all equipment including: vehicles, boats and gear, computers, video equipment, office equipment, furniture, band equipment, training apparatus, etc. The cost should not be depreciated for purposes of this report.

LIABILITIES:

25. ACCOUNTS PAYABLE- Report any trade accounts payable and any loans, long term debt payments or long term debt which will fall due within the next fiscal year.
26. LONG TERM LIABILITIES- Include the total of any first, second, third mortgages, leases on accommodation, photocopier, computer, vehicle, etc. with a term in excess of one fiscal year.

Mortgages should be split from loans.

ANNEX C – DRAFT BUDGET TEMPLATE

Budget for Fiscal Year:		***	/	***	Budget	Actuals	Diff
Income							
	Donations, Grants & Other Such Income						
IN101	From Sponsor(s)				\$ -	\$ -	
IN102	From Non-Sponsor Veterans Organizations & their Auxiliaries				\$ -	\$ -	
IN103	From Other Service Clubs (Other than Sponsor)				\$ -	\$ -	
IN104	Bequests and Such				\$ -	\$ -	
IN105	Other Non-Tax Received Donations				\$ -	\$ -	
IN106	Other Tax Received Donations (Only if Registered Charity)				\$ -	\$ -	
	Gaming Fund Raising						
IN203	Bingo Income				\$ -	\$ -	
IN204	Casino Income				\$ -	\$ -	
	Other Fund Raising Activities						
IN301	Tagging				\$ -	\$ -	
IN302	open category				\$ -	\$ -	
IN303	open category				\$ -	\$ -	
IN304	open category				\$ -	\$ -	
	Miscellaneous						
IN401	GST Rebate				\$ -	\$ -	
IN402	Money Collected for Activities (e.g. ski trip, year-end trip, etc.)				\$ -	\$ -	
IN403	Canteen Proceeds				\$ -	\$ -	
IN404	Sale of Unit Logo Items,				\$ -	\$ -	
IN405	Bank and Investment Interest/ Income				\$ -	\$ -	
	DND Funding & Recoveries						
IN501	Local Support Allocation - Admin				\$ -	\$ -	
IN502	Local Support Allocation - Optional Training				\$ -	\$ -	
IN503	Regular Training & Travel Recoveries				\$ -	\$ -	

EXPENSES		Budget	Actuals	Diff
	Administrative & Operating Expenses			
BR101	Administration & Office Supplies		\$ -	\$ -
BR102	Office Equipment, Computers, Software, etc		\$ -	\$ -
BR103	Unit Facility Rental and/or Mortgage Costs (incl Mortgage Interest)		\$ -	\$ -
BR104	Utilities/Telephone/Internet/PO Box Rental		\$ -	\$ -
BR105	Branch/Staff AGM & Mtg Attendance		\$ -	\$ -
BR106	Recruiting, PR, Publicity, Image, Parents Handbooks and such		\$ -	\$ -
BR107	Annual Divisional Assessment		\$ -	\$ -
BR108	Bank Charges, Fees, Cheques Printing, Investment Charges, etc		\$ -	\$ -
	Unit/Cadet Activities Expenses Expenses			
BR201	DND Supported Trg/Activities Outlays		\$ -	\$ -
BR202	Band Equipment, Accessories, Maintenance & Music Program		\$ -	\$ -
BR203	Sports & Phys Ed Related Activities		\$ -	\$ -
BR204	Sailing related outlays		\$ -	\$ -
BR205	Training Equipment, Manuals & Durable Supplies		\$ -	\$ -
BR206	Other Non-DND Supported Trg/Activities Outlays		\$ -	\$ -
BR207	Branch/Cadet Insurance		\$ -	\$ -
BR208	Volunteer Registration & Screening Costs		\$ -	\$ -
BR209	Honours & Awards, Including Prizes, Bursaries, Grants, etc.		\$ -	\$ -
BR210	Annual Ceremonial Review		\$ -	\$ -
BR211	Cadet Banquets and Special Events		\$ -	\$ -
BR212	Cadet and Ceremonial Accoutrement (name tags, flags, etc)		\$ -	\$ -
	Fund Raising Expenses			
BR301	Tagging Expenses		\$ -	\$ -
BR302	Fund Raising Expenses (excluding Tagging & elsewhere reported)		\$ -	\$ -
BR303	Lottery Payments and Expenses		\$ -	\$ -
BR304	Canteen Supplies Expenses paid (incl thru advances/floats)		\$ -	\$ -
	Other Expenses			
BR401	Travel Expenses (not entered elsewhere)		\$ -	\$ -
BR402	Logo Clothing & other Sales items		\$ -	\$ -
BR403	Other Expenses (Must not be Excessive)		\$ -	\$ -

