Purpose of this Policy

1. The purpose of this Policy is to provide general guidance to the HPAC/ACVL Board, and Management in terms of the handling and control of financial matters and/or those decisions and activities, which have impact on the resources of the HPAC/ACVL.

2. The HPAC/ACVL is a registered not-for-profit corporation, which exists to benefit the Canadian hang gliding and paragliding community. Because its operation is principally funded through solicitation of membership fees from the general community of foot launched pilots in Canada, it behooves the HPAC/ACVL Board and Management to manage its financial resources and account for the use of its funding base in a professional and transparent manner.

Assets and Liabilities

3. It shall be the responsibility of each board member to be fully familiar and up-to-date with respect to the accrued assets and liabilities of the HPAC/ACVL. The board shall maintain said knowledge by ensuring that:

   a. All assets of the HPAC/ACVL shall be accessible by either of the Treasurer or the President;

   b. Adequate information and control systems are established and utilized to monitor the assets and liabilities of the HPAC/ACVL; and

   c. Where assets are held beyond what are required for on-going daily business, investment of such assets shall be confined strictly to low risk investment vehicles;

Planning

4. The board is responsible for articulating, approving and guiding the implementation of the long term vision, goals and objectives of the HPAC/ACVL. Said objectives shall inform and guide short-term planning, annual operations and budget. In this respect, the board shall ensure that adequate planning statements and guidelines are:

   a. developed & published;

   b. periodically tested against membership opinion;

   c. monitored relative to actual operations;

   d. reviewed annually; and

   e. maintained and disseminated to relevant personnel.

Short-term Planning and Operations

5. The principal vehicle for monitoring and reviewing operations within long term guidelines is an annual operations planning and review process combined with an annual budget review and development process. In this respect the board shall:

a. Ensure that a process to facilitate a coordinated annual operations review with operating budget development is implemented and maintained;

b. Allocate adequate board discussion time on an annual basis to review prior year's performance relative to short and long term goals;

c. Co-ordinate short and long term goals and objectives with the annual allocation of operating and capital resources; and

d. Approve resource allocations for the succeeding year's operating budget.

Annual Operating Budget

6. The board shall ensure that annual operations of the association are conducted and controlled within financial parameters established by an annual operating budget . In this regard, the board shall ensure that:

   a. The budget be developed, reviewed and approved at the Annual Directors' Meeting around the beginning of each fiscal year;

   b. The Treasurer as principal financial officer of the HPAC/ACVL has the responsibility and authority to guide the development of and oversee the implementation of financial operating & reporting systems which shall support the financial information, planning and general control needs of HPAC/ACVL governance;

   c. The Treasurer has the authority to direct, oversee and regulate the day-to-day management of the approved annual operating budget including designating data collection and/or control systems, reporting formats and schedules and assigning related tasks to any designated management/operational function and;

   d. An appropriate schedule is established at least annually for the purposes of receiving reports and briefs on the sources and uses of HPAC/ACVL funds and resources in order to assure prudent and financially sound operation of the association in all of its activities

Financial Process and Procedures

7. Pursuant to the above, the board shall require (whether through its own design or through delegation to the existing management structure) that appropriate financial processes, procedure and control mechanisms are established and maintained. In this regard, the Treasurer as chief financial officer of the board shall ensure that financially related systems and procedures, once tested and deemed functional, are adequately described and documented in order to preserve financial continuity and control of operations from year to year. Such documentation shall be integrated with overall HPAC/ACVL policy and procedural documentation.

8. The board shall annually communicate an account of the association's financial state and operations along with a forecast for the coming fiscal year to the membership in the interests of maintaining financial transparency in all of its activities.

9. Overpayments should be settled by immediate refund, preceded by contact from the HPAC/ACVL Office.

10. Underpayments shouldn't be accepted until the right amount is sent, either by school or by member

General Fund

11. Two of the most important aspects of HPAC/ACVL's service to its members are funding and maintaining (i) the Liability/Directors Insurance Contract (typically a three year term), and (ii) General Operations. To ensure the continued financial stability and sustainability of HPAC/ACVL, a General fund shall be maintained at a Target level of two times the combined current annual budgeted costs of Liability/ Directors Insurance and Operations.
12. Annually during the Budgeting process, the Treasurer will submit a recommended adjustment to annual member dues for the subsequent 12 month period to induce an annual operating surplus or deficit to grow or reduce the General Fund from its current level to its Target Level over a period of three years. The initial adjustment shall remain in place until the Target General Fund level is achieved, minimizing annual adjustments to annual membership fee levels.