



Responsibility: *Director of Education and Superintendent, Business Services & Treasurer of the Board*

Legal References:

Related References: *Conference Board of Canada – Ethical Guidelines for Business-Education Partnerships*
Board Policy 1003 – School Councils
Board Policy 1011 – Community Planning and Facility Partnerships
Board Policy 2002 – Partnerships and Sponsorships
Board Policy 2007 – Board Advertising Expense
Board Policy 4005 – Procurement
Administrative Procedure 1570 – School Councils
Administrative Procedure 4360 – Principles of Business Conduct for Board Employees
Administrative Procedure 4490 – Waterloo Education Foundation Inc.
Administrative Procedure 4570 – Procurement
Administrative Procedure 4650 – Donations: Computers, Equipment or Other Items
Administrative Procedure 4990 – Community Planning and Facility Partnerships
School Council Handbook by WRAPSC/PIC (2015)
FS-17-PS – Sponsorship Form

Revised: *October 2017, February 2024*

Reviewed:

1. Preamble

- 1.1 It is the policy of the Waterloo Region District School Board (Board) to permit, promote and encourage mutually beneficial educational partnerships and sponsorship agreements between schools or the Board and the larger community, following the approval of the Director of Education, or designate, and in adherence with the Ethical Guidelines for Business-Education Partnerships developed by the Conference Board of Canada.
- 1.2 School staff participation in initiatives for partnerships, sponsorships or donations shall be voluntary.

2. Definitions

- 2.1 Partnership – A partnership is an agreement based on mutual benefit where an ongoing relationship is sought to develop gains for both partners. –The primary basis of an educational partnership is the formally acknowledged exchange of human, intellectual, or material resources to expand opportunities for pupil learning.
- 2.2 Sponsorship – An agreement between the Board, school, or a School Council and a company or community-based organization or foundation. The sponsor provides money, goods or services in exchange for advertising within the school or Board. Funds provided through sponsorships are not eligible for charitable income tax

receipts in accordance with Canada Revenue Agency Regulations and Guidelines. A sponsorship is not a donation.

- 2.3 Donation – Canada Revenue Agency defines a donation as a voluntary transfer of cash or property to the Board that is made without expectation of any benefit of any kind accruing to the donor or any individual or organization designated by the donor. Donations may include: cash; assets and tangible property (real estate, artworks, jewellery); bequests and grants. Donations fall into the following categories: cash donations, gifts of tangible property (free from all liens), gifts of certified cultural property and gifts-in-kind. A donation is eligible for an official charitable donation receipt issued from the Waterloo Education Foundation Inc (WEFI).
- 2.4 Commercialization – The use and or exploitation of students as a captive audience for corporate promotion. Commercialization also refers to the use of students; during school hours to promote a product or service. In this situation, students have no recourse and are obliged to be present.

3. Partnerships

- 3.1 The Board shall only support initiatives appropriate and compatible with the policies and values of the Board.
- 3.2 The primary purpose of seeking out and building partnerships is to extend our capacity to provide enhanced services and programs for students. We need to share expertise and resources between the partners for mutual benefit.
- 3.3 Partnerships should include some or all of the following:
- improve services and programs for students
 - motivate students
 - build relationships and promote understanding
 - increase public support for education
 - increase parental and community involvement in, commitment to and responsibility/ accountability for student learning
 - increase efficiency and effectiveness through sharing of services and resources
 - promote equity and inclusiveness in our schools
 - reflect a philosophy of support and assistance to the Board, schools and students
 - are age-appropriate and ensure student safety
 - are initiated for a designated purpose, and the purpose is communicated to the school community
 - do not detract from the learning environment
 - consistent with the Board's purpose and strategic plan
 - are legal, ethical, and benefit students (example: no tobacco or alcohol products)
 - comply with municipal, provincial and federal legislation, including the Municipal Freedom of Information and Protection of Privacy Act
- 3.4 Partnerships must comply with all Board policies, administrative procedures, curriculum guidelines and legal requirements.
- 3.5 The Principal should seek input from the School Council regarding potential partnerships.
- 3.6 The Principal should celebrate the accomplishments of partnerships, e.g. appropriately acknowledges the partner in school newsletters and at public events.

3.7 A regular review of the partnership agreement should be done by the Principal and School Council. The Principal and School Council should regularly review the partnership agreement.

3.8 Allow for recognition by the Board and school, including displaying of corporate symbols, where acceptable and appropriate.

4. Sponsorship Guidelines

4.1 Sponsors may provide money, goods or services.

4.2 Sponsors may support school teams, bands, clubs, drama productions, and other school activities, as well as district-wide events, programs and activities.

4.3 See Appendix A for the different levels of Sponsorship.

4.4 A Sponsorship Approval form (FS-17-PS) must be submitted to the Superintendent, Business Services & Treasurer of the Board for all levels of Sponsorships.

4.5 For a Sponsorship to be approved, the product and operations of the business must be compatible with the Goals and Strategic Directions of the Board.

4.6 The Principal shall consult with staff and the School Council prior to the Sponsorship Approval form being submitted.

4.7 When a Sponsorship is for the benefit of more than one school, the terms of the Sponsorship will be agreed upon by the sponsor and the Superintendents, Student Achievement & Well-Being of each school.

4.8 In cases where a Sponsorship arrangement could be deemed sensitive, we will endeavour to consult with our education partners prior to finalizing the Sponsorship arrangement.

4.9 Commercial enterprises identified with products that relate to alcohol, tobacco or other enterprises deemed by the Superintendent, Business Services & Treasurer of the Board to be harmful to the health and/or morals of youth will not be accepted as sponsors. Similarly, the Board will not enter into any sponsorship arrangement if the association with the prospective sponsor might adversely impact upon the Board's standing and reputation in the community.

4.10 All agreements for Sponsorships shall be in writing, with a statement setting out the expectation of both parties. A copy of all such agreements shall be forwarded to and maintained on file by the Manager of Risk and Review Services.

4.11 Sponsors may be recognized in a manner that is mutually agreed upon by the sponsor and Principal(s) of the school(s) in receipt of the Sponsorship.

4.12 Commercial sponsorship on school uniforms shall comply with the requirements of the governing body's requirements for the sport and/or the Ontario Federation of School Athletic Associations (OFSAA) Uniform Sponsorship Policy, where necessary.

4.13 There can be no pressure to compel the students or school community to support any commercial enterprise.

4.14 No cash may be paid or personal benefit given to any employee of the Board, player, team coach, club/activity sponsor or volunteer. No employee of the Board, player,

team coach, club/activity sponsor, or volunteer may be paid cash or derive personal benefit from the Sponsorship. No sponsorship funding may be used in any way to entice or reward any employee of the Board, athlete, coach or volunteer to recruit players for the school.

- 4.15 No sponsor shall provide for the right of exclusivity in respect of the product received by the school or system.
- 4.16 Board websites (any site in the wrdsb.ca domain) and social media accounts are permitted to include a text-based link to a sponsor's website in accordance with the agreed duration of the sponsorship. The Chief Communication Officer must approve using a text-based link to a sponsor's website. Use of a text-based link to a sponsor's website must be approved by the Chief Communication Officer.
- 4.17 The use of the Board logo and properties on all materials, including print, web and social media, must meet the requirements set out in brand guidelines and receive approval from the Chief Communication Officer.
- 4.18 The Board may use the company's logo who is partnering/sponsoring a Board/school initiative, as agreed upon, which may be displayed on print publications, web and social media.
- 4.19 Partnerships/sponsorships should liaise with the Chief Communication Officer to receive final approval on materials being distributed through print, web and/or social media.
- 4.20 The Superintendent, Business Services & Treasurer of the Board reserves the right at any time to review and, if deemed appropriate, require that the terms of a sponsorship arrangement be revised or terminated.
- 4.21 All partnerships or sponsorships must comply with Administrative Procedure 4360 – Principles of Business Conduct.
- 4.22 Any partnership or sponsorship entered into shall promote equity for students.

5. Advertisements (one-time arrangement, non-permanent)

- 5.1 Where a sponsorship arrangement has been approved, advertising for one-time arrangement for a set period of time and on a non-permanent basis shall be permitted.
- 5.2 The advertising shall be limited to the display of the sponsor's name, logo and contact particulars (including website address or social media handles) of the sponsor, and, if a sponsor wishes, an acknowledgement of the sponsor's contribution.
- 5.3 All sponsorship recognitions shall be for a specified period of time, to be agreed upon by the Board and the sponsor. Indefinite recognitions of a sponsor are not permitted.
- 5.4 All requests for corporate advertising on school property shall require the approval of the Superintendent, Business Services & Treasurer of the Board.
- 5.5 Advertising agreements shall not exceed five years.
- 5.6 Advertisements will normally be restricted to a gymnasium, cafeteria, school and Board publications (i.e. yearbooks, event programs, newsletters).

- 5.7 Signage which forms part of, or is integral to the structural integrity of, any facility, or part thereof, is not permitted.

6. Examples of Partnerships/Sponsorships

- 6.1 Examples of permissible partnerships/sponsorships include, but are not limited to:
- Funds provided to support an afterschool sports team. Advertising would be limited to the sponsor's name on the permission slip home and/or the company's name on team shirts/uniforms if it complies with the OFSAA Uniform Sponsorship Policy.
 - Funds provided to support an extra-curricular activity. Advertising would be limited to the sponsor's name/logo on the permission slip home, displayed at the event or mentioned in the event program/newsletters.
 - A company provides free products or equipment for use at a school event. Advertising would be limited to the sponsor's name/logo displayed at the event and a mention in the event program/newsletters.
 - A neighbouring business/organization provides the use of a parking lot for use by the school. Acknowledgement of the partnership in newsletters/event programs would be permitted.
 - A company who sponsors the Board's annual parent conference. Advertising would be limited to the sponsor's name/logo displayed on promotional materials (e.g. website, social media adverts, flyers), the event's print materials (e.g. signs, program) and mention during the event. The promotion would be start and finish, as outlined in the agreement between the organization and Board/school.
 - The use of an organization's name/logo shall be permitted on facility partnerships entered into. Please refer to Administrative Procedure 4990 – Community Planning and Facility Partnerships for further information.
- 6.2 Examples of unacceptable partnerships/sponsorships include, but are not limited to:
- Funds provided to build a gymnasium or library.
 - Scoreboard with the logo of the company who donated it.

7. Donations

- 7.1 Donations must comply with Administrative Procedure 4490 – Waterloo Education Foundation Inc.
- 7.2 Receipts for funds, services or goods donated will be issued by the Waterloo Education Foundation Inc.

8. Commercialization

- 8.1 Commercialization shall not be permitted by or through sponsorship.
- 8.2 The use of logos other than the manufacturers' non-engineered logo, shall amount to commercialization.
- 8.3 No agreement shall provide for the right of exclusivity in respect of a product or service of any donor, sponsor or partner.

APPENDIX A

LEVELS OF SPONSORSHIP

The different levels of sponsorship are based on the amount, duration or term of the agreement and the type of advertising. Sponsorship approval is required for all sponsorships.

Level	Amount	Impact	Duration/Term of Contribution	Approval Process
1	Any Amount	School	One-time arrangement	<p>The Principal in consultation with the Superintendent, Student Achievement & Well-Being submits a completed <u>Sponsorship Approval form (FS-17-PS)</u> along with any sponsorship documentation to the Superintendent, Business Services & Treasurer of the Board. Term must be for a period of less than 5 years.</p> <p>Further approval from Leadership Council is required if the term of the advertising arrangement is >5 years.</p>
2	Any Amount	Board	One-time arrangement or defined term	<p>A comprehensive sponsorship agreement that may involve contractual obligations with system wide impact. The Principal and/or Board staff submits a completed <u>Sponsorship Approval form (FS-17-PS)</u> along with the sponsorship documentation to the Superintendent, Business Services & Treasurer of the Board.</p> <p>Further approval from the Director is required for “board level” sponsorships (impacting more than 5 schools).</p>

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2012: B10

MEMORANDUM TO: Directors of Education
Secretary/Treasurers of School Authorities

FROM: Gabriel F. Sékaly
Assistant Deputy Minister
Business and Finance Division

DATE: May 4, 2012

SUBJECT: Fundraising Guideline

I am writing to you today to share the Fundraising Guideline that results from a collaborative, consultative process that began in November 2009. On behalf of the Ministry, I would like to thank everyone that participated in this consultation. The policies that result from this guideline will continue to build public confidence and demonstrate that Ontario has a well-managed education system that focuses resources on students.

As stated in Memorandum 2010:B11, when schools choose to engage in fundraising activities, it is important to be consistent with the purposes and principles of public education. While most fundraising takes place at the school level, school boards set board-wide fundraising policies and are responsible for the reporting and safekeeping of all school-generated funds.

The guideline establishes a province-wide standard that provides a foundation for each school board to develop or amend its own policy. The best practices and examples included are not intended to be a comprehensive list. Boards are encouraged to examine more specific issues and best practices such as setting limits on the number of and extent of fundraising activities in each school, developing school fundraising plans and supporting donations to board-level funds, or matching programs between schools and/or school councils. New or amended policies are required to be posted on the board website by **September 1, 2012**.

Fundraising Guideline

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For more information about the guideline, or if you have any questions, please contact Jeffrey Lewis at (416) 325-0607 or Jeffrey.lewis@ontario.ca.

Original signed by:

Gabriel F. Sékaly
Assistant Deputy Minister
Business & Finance Division

cc: Superintendents of Business

FUNDRAISING GUIDELINE

Objectives¹

Ontarians are proud of their publicly funded education system and committed to the high standards that provide every student with the opportunity to succeed. The province recognizes that parents and communities may choose to support their schools through fundraising activities. These activities have the potential to enrich the experience of our students, but also help build a broader sense of community outside school hours. Funds can be raised for a particular school or on a board level – both have the potential to enhance parent engagement and contribute to a student’s educational experience².

Like all activities that support education, fundraising should reflect the values and expectations of the school community, including those of parents, students, staff, and school board trustees. In addition, communities deserve to know how schools and school boards will use the proceeds of their fundraising activities.

When a school chooses to engage in fundraising activities, it is important to consider the purposes and principles of public education, including diversity, accessibility, and inclusivity. These activities are conducted under the guidance of the school Principal, in accordance with school board policies and with advice and input from the school community. Finally, it is important that fundraising has a designated purpose and that the proceeds be used for the intended purpose.

Funds raised for school purposes:

- Should not be used to replace public funding for education; and
- Should not be used to support items funded through provincial grants, such as classroom learning materials, textbooks and repairs or for capital projects that significantly increase operating costs.

While most fundraising takes place at the school level, school boards set board-wide fundraising policies and are responsible for the reporting and safekeeping of all school-generated funds. This guideline serves as an aid to school boards in the development of policies and to schools on how to effectively plan and administer fundraising activities and how to report on these activities to the school community.

The objectives of this guideline are to:

- Identify guiding principles and best practices;
- Provide a foundation for school boards to develop or update existing guidelines, policies and procedures; and,
- Give some examples of appropriate and inappropriate practices to protect school board staff and fundraising volunteers when managing fundraising proceeds.

The best practices and examples provided in this guideline are not intended to be a comprehensive list. School boards may identify other examples and best practices that reflect their geographic, demographic and community circumstances.

¹ On all legal questions relating to the subjects covered in this guideline, boards should rely on the advice of their own legal counsel.

² For additional information on parental involvement, please see <http://www.edu.gov.on.ca/eng/parents/getinvolved.html>

In summary, when schools choose to engage in fundraising activities, it is important to:

- Comply with school board policies to help ensure that the activities are consistent with the purposes and principles of public education;
- Seek advice from the school community; and
- Support and protect staff and volunteers from legal liability through practices that promote accountability for the handling and management of the proceeds raised from these activities.

Definitions

School-generated funds

School-generated funds are funds that are raised and collected in the school or broader community in the name of the school by school councils or other school or parent administered groups.³ These funds are administered by the school Principal, and are raised or collected from sources other than the school board's operating and capital budgets.

School generated funds is a broad category which includes not only fundraising for school purposes, but also all funds that are collected and paid out through school accounts to support a variety of programs such as payments to charities or other third parties (e.g. tour operators, and hot lunch programs).

Fundraising

Fundraising is any activity, permitted under a school board's policy, to raise money or other resources, that is approved by the school Principal, in consultation with, and upon the advice of the school council, and/or a school fundraising organization operating in the name of the school, and for which the school provides the administrative processes for collection. Such activities may take place on or off school property.

School Community

The school community refers to students, parents, guardians, school councils, trustees, school administrators, staff, members of the broader community and partners, as well as others, who support the local school and student achievement.

Outline

This guideline addresses the following four areas:

- I. Guiding Principles** – key principles to guide school board fundraising policies
- II. Fundraising Activities** – compliance requirements related to fundraising activities including examples of eligible and ineligible activities
- III. Best Practices** – best practices related to fundraising activities
- IV. Accountability and Financial Reporting** – best practices to meet public expectations and uphold public trust, such as financial reporting requirements.

³This does not include funds raised by the Ontario Federation of Home and School Associations (OFHSA, <http://ofhsa.ca>) as an incorporated entity; while funds are in their possession. While this guideline does not apply to the activities undertaken by OFHSA for purposes of fundraising, schools should refer to this guideline and their boards' policies on

fundraising when accepting donations or the proceeds from fundraising activities undertaken by OFHSA or its units.

I. Guiding Principles

A distinct board-wide fundraising policy will ensure consistency and transparency in the collection and distribution of funds and should reflect the following principles:

Complementary to Publicly Funded Education

- Funds raised for school purposes are used to complement, not replace, public funding for education.
- The purposes for which funds are collected are consistent with the school board's mission and values.
- Activities support student achievement and do not detract from the learning environment.

Voluntary

- Participation in fundraising activities is strictly voluntary. No individuals should feel compelled to participate in any fundraising activity, nor should they be subject to penalties, or be denied any benefits, if they choose not to participate.
- The school community is welcome to participate in fundraising activities. These activities should reflect the diversity, values and priorities of the local school community.
- Privacy must be respected. The personal information of staff, students or other individuals is not shared for the purposes of fundraising without prior consent. (The use of personal information by school boards is governed by the *Municipal Freedom of Information and Protection of Privacy Act*).

Safety

- The safety of students is a primary consideration in all fundraising activities.
- Student fundraising activities require supervision and should be age-appropriate.
- Appropriate safeguards are in place regarding collection, deposit, recording, and use of public funds.

Accountable & Transparent

- Fundraising activities are developed and organized with advice and assistance from the school community, including students, staff, parents, and community organizations.
- School boards have a distinct policy for fundraising that addresses the use of fundraising proceeds and accounting for school-generated funds. The policy is publicly available on the school board's website.
- A fundraising activity does not result in any person, including school board staff or volunteers, benefiting materially or financially from the activity.
- Fundraising has a designated purpose and the proceeds are used for that purpose.
- Transparent financial reporting practices to the school community are in place.

II. Fundraising Activities

There is a wide variety of ways a school community can show support for its local school, or the broader school community, including fundraising. Consistency with these guiding principles and school board policies and procedures should be considered when conducting any fundraising activity.

The Province provides capital funding for the construction of new schools and additions, for repairs and renovations, and for the operation and maintenance of schools, including heating, lighting and cleaning. Funds raised for school purposes are to be used to complement, not replace, public funding for education. (For additional information on education funding, please see <http://www.edu.gov.on.ca/eng/parents/funding/index.html>).

Capital projects supported by fundraising proceeds⁴ should:

- Be complementary to publicly funded education;
- Not result in an increase in the student capacity of a school⁵; and
- Not result in a significant increase in school or board operating or capital costs.

Fundraising activities must be compliant with:

- Municipal, provincial, and federal legislation; and
- Ministry of Education guidelines and policies, such as the School Food and Beverage Policy, Equity and Inclusive Education Strategy, Facility Partnerships Guideline and the Broader Public Sector Procurement Directive.

Examples of Unacceptable Uses of Fundraising Proceeds

- Items funded through provincial grants such as classroom learning materials and textbooks
- Facility renewal, maintenance, or upgrades funded through provincial grants such as structural repairs, sanitation, emergency repairs, or replacing flooring due to wear and tear
- Infrastructure improvements which increase the student capacity of a school or are funded by provincial grants (for example, classrooms, additions, gyms, labs)
- Goods or services for employees, where such purchases would contravene the *Education Act* or a school council's by-laws regarding conflict of interest
- Professional development including support for teacher attendance at professional development activities
- Administrative expenses not associated with fundraising activity. Any administrative expenses associated with fundraising activity should be minimized.
- Support for partisan political activity, groups or candidates.

Examples of Acceptable Uses of Fundraising Proceeds

- Assistance fund (for example, a fund serving a charitable purpose to benefit students, such as providing payment for the cost of a field trip for students who cannot afford it)
- Supplies, equipment or services which complement items funded by provincial grants (for example, extracurricular band equipment, audio-visual equipment)
- Field trips or other excursions (for example, in-province, out-of-province, or trips abroad)
- Guest speakers or presentations
- Ceremonies, awards, plaques, trophies or prizes for students
- Scholarships or bursaries
- Extracurricular activities and events (for example, travel and entry fees for sports competitions, school team uniforms, school band, choir, clubs)
- School yard improvement projects (for example, playground equipment, shade structures, gardens, outdoor skating rink)

- Upgrades to sporting facilities such as running tracks, installation of artificial turf and scoreboards
- Support for activities that are unique to the denominational or cultural character of the school (for example, student retreats).

⁴This guideline does not address joint-use facilities; please refer to Facility Partnerships Guideline (February 11, 2010)
http://faab.edu.gov.on.ca/Memos/B2010/B_%201%20Attach%20%20Facility%20Partnerships%20Guideline.pdf

⁵ As defined by the Ministry of Education’s pupil place capacity.

III. Best Practices

Fundraising activities can benefit schools and their communities by fostering stronger community and school partnerships, increased student and community engagement and by providing support for student or charitable organizations. The contribution of the school community towards these benefits is of value to schools.

School boards should consider the following when developing board-wide fundraising policies:

- Supporting schools to develop fundraising plans;
- Setting a limit on the number of and extent of fundraising activities in each school;
- Co-ordinating activities across schools and community organizations;
- Limiting the impact on classroom time for staff and students and administrative time for school Principals and support staff;
- Supporting donations to board-level funds, or matching programs among schools and/or school councils (for example, a percentage of every dollar raised is allocated to a central board equity fund or put towards board-wide programs that benefit all students);
- Addressing shortages, overages, and cancellations; (students participating in fundraising activities should not be held responsible for any loss that may be incurred);
- Depositing fundraising revenues in school accounts as opposed to accounts held outside the school, to mitigate risk; and
- Minimizing administrative expenses associated with conducting fundraising activities.

In cases where a portion of school fundraising proceeds will be directed to support board- level funding, the board should be open and transparent with parents and the community about the intended use of those funds. For example, school boards should consider posting a list on their website that clearly identifies how proceeds from local school fundraising activities will be used.

When schools are planning and selecting capital projects which will be supported by fundraising activities the following best practices should be considered:

- Requiring a viability review that examines alignment with the school board’s overall capital priorities and planning processes, the school improvement plan, and Ministry priorities;
- Analyzing costs for future maintenance and repairs ; and
- Restrictions related to conflict of interest and procurement policies.

IV. Accountability and Financial Reporting

To meet the public's expectations and demonstrate stewardship for public dollars, each school should prepare an annual report on school-generated funds.

The school community must be informed as to how proceeds from fundraising, fees, and corporate donations, are used. The intent of the donations should be clearly communicated to contributors to ensure that the donations can be recorded appropriately and to address any accounting implications.

Schools may determine the best communication vehicles for their local school community (e.g., newsletter, posting to school website). School boards may also choose to report to the school community in an annual report, which may include an overview of school-level fundraising across the school board and board-level donations and corporate partnerships.

Financial Reporting

Public Sector Accounting Board (PSAB) standards require that all school boards consolidate funds generated at the school level with the annual financial statements of the school board⁶. All funds collected through school, or school council, fundraising are subject to the board's regular audit and accountability requirements. As school councils are advisory bodies, and not entities with the legal capacity of a corporate body, funds collected through the school council must be reported by the school board, which is a corporate body.

By regulation, fundraising by school councils is required to be in accordance with board policies and for a purpose approved by the board, or authorized by board policy. In addition, school councils must report annually to the Principal and to the board on their fundraising activities.

School board procedures must address:

- The establishment of school bank accounts, issuing receipts, authority to pay disbursements, recording donations, investments, bank reconciliations, records retention, financial reporting, financial responsibility for shortages and overages generated by the fundraising activity; financial review/audit; and a chart of accounts;
- Roles, responsibilities, and required approvals at the board and school level, for all activities related to school-generated funds; and
- Compliance with board policies and municipal, provincial, and federal laws and regulations.

School boards should communicate and train school administrative staff on procedures dealing with the collection, disbursement, and accounting of school-generated funds. These procedures should ensure both the safeguarding and the accurate financial reporting of these funds.

⁶ For more information on effective practices please see the Ontario Association of School Business Officials' Finance's Committee Guidelines for School-generated Funds (Revised January 2009)

http://www.oasbo.org/admin/eZeditor/files/f_10_OASBO_SchoolGeneratedFunds_Guidelines_January_2009.pdf