COMMITTEE TERMS OF REFERENCE
CANADIAN GYMNASTICS FEDERATION (GYMCAN)

ADMIN – BOARD OF DIRECTORS

VERSION 1 – JULY 6, 2026

COMMITTEE: FINANCE/AUDIT/ENTERPRISE RISK MANAGEMENT

PURPOSE:

The Finance, Audit, Enterprise Risk Management Committee is established by the Board of Directors of the Canadian Gymnastics Federation ("GymCan") to assist the Board in reviewing, advising, and making recommendations on matters relating to Finance, Audit, and Risk Management.

The Committee operates at a governance and strategic oversight level and does not have an operational or administrative role unless explicitly stated.

In addition, the committee will assist the CEO and Senior Finance Leads by providing advice and assistance on other financial matters of concern.

RESPONSIBILITIES:

The Committee is responsible at the governance level for advising and assisting the Board on Financial matters.

Financial Oversight

- After appropriate review recommend the annual budget to the board.
- Monitor financial performance against budget at least on a quarterly basis.
- Evaluate financial strategies for sustainability and fiduciary health.
- Ensure long-term financial planning aligns with the strategic plan.
- Review investment policies and returns (if applicable).

Deliverables

- Receive and provide feedback on reports such as Annual budget including balance sheet and cash flow.
- Quarterly financial performance reports.
- Recommendations for financial policy updates.

Audit Oversight

- Serve as the oversight body for both internal and external audit functions.
- Provide oversight over the external auditor selection process led by management and make recommendations to the Board.
- Evaluate auditor independence and performance.
- Review audit findings, management responses, and remediation plans.
- Ensure compliance with legal, regulatory, and accounting standards.
- Committee chair to present the audited financial statements to the membership at the AGM

Deliverables

- Present recommendation for appointment of external auditors to the board and then membership.
- Receive Audit planning letter / scope overview from external auditors.
- Audit report review and board briefing.
- Monitoring and closure of audit recommendations.

Internal Controls & Compliance

- Assess adequacy of internal control systems across financial processes.
- Review whistleblower mechanisms, fraud controls, and compliance reporting.
- Ensure proper financial reporting standards (e.g., GAAP or applicable standards for not-for-profits) are maintained.
- Monitor compliance with governance policies.

Deliverables

- Internal control evaluation reports.
- Compliance report for Board meetings.
- Policy recommendations (e.g., conflict of interest, procurement).

Enterprise Risk Management

- Oversee the enterprise risk management framework developed by management.
- Assist management in identifying strategic, financial, operational, reputational, and safety risks.
- Evaluate risk appetite and mitigation strategies with management.
- Monitor key risk indicators and emerging risk trends (e.g., economic changes, cyber threats).
- Ensure updated Risk Register/Risk Heat Map reaches the Board at least on a quarterly basis.
- If necessary, assess safe sport related risks with safe sport committee.

Deliverables

- Annual ERM plan and risk register.
- Quarterly risk dashboard to the Board.
- Risk policy and risk appetite statement.

Reporting & Communication

- Prepare clear, concise reports to the full Board on financial, audit, and risk matters.
- Highlight key issues, trends, and recommendations.
- Facilitate board briefings on emerging risk topics
- Ensure quarterly financial reporting to the board is provided in an easy-to-understand format

Deliverables

- Committee report quarterly for each Board meeting.
- Executive summaries of risk and audit findings.
- Ad-hoc briefings on urgent financial or risk matters.

AUTHORITY:

The Committee acts in an advisory capacity only. All recommendations, findings, and decisions arising from the Committee's work are subject to approval by the Board of Directors.

MEMBERSHIP:

The Chair shall be a Director. The Committee shall be composed of at least three (3) additional members, who may be either Directors or external experts appointed by the Committee Chair in consultation with the Chair of the Board. Management representatives shall include the Chief Executive Officer and the senior finance lead. A professional financial designation is desirable for at least the Chair and one additional Committee member.

Management input: The CEO and Director, Finance

MEETING & QUORUM:

The Committee shall meet as least four (4) times a year, with a quorum of at least three (3) members who are directors. Meetings may be held in person or by electronic means.

CONFIDENTIALITY & CONFLICT OF INTEREST:

Committee members shall maintain strict confidentiality regarding all discussion and decisions. Any conflict of interest must be disclosed and appropriately managed in accordance with the organization's governance policies.

REVIEW:

These Terms of Reference shall be reviewed periodically by the Committee and recommended to the Board of Directors for approval as required.