

Policy Type: BOARD GOVERNANCE

Policy Title: 3.7a **REVENUE DEVELOPMENT AND FUNDRAISING**

Approved by Board: May 20, 2014

Background: Wellwood's fundraising policy has been created directly from the tools, templates, terminology, language and framework as developed and provided by Imagine Canada. It remains their intellectual property.

Revenue development is a key activity in support of the ENDS of Wellwood Resource Centre of Hamilton. As such, the Board of Directors must take an active interest in the annual activities surrounding revenue development for Wellwood.

This policy will be evaluated at a minimum of every three years to ensure that it is up-to-date and consistent with Wellwood's vision and values.

Policy Statement:

1. Wellwood has adopted Imagine Canada's *Ethical Fundraising & Financial Accountability Code* (attachment 3.7b). In so doing, members of the Board commit to being responsible custodians of donated funds, to exercise due care concerning the governance of fundraising and financial reporting, and to ensure to their best of our ability that Wellwood adheres to the provisions of the *Code*.
2. The Board's primary function with respect to revenue development is to ensure that Wellwood is a strong and fiscally responsible organization. This positions the organization for revenue development opportunities.
3. The Board will accept responsibility to give active leadership to fundraising on an annual basis. This will include a focus on fundraising from a variety of fundraising vehicles including: annual fundraising, major gift fundraising and planned gifts.
4. Annually the Board, through the Finance committee, will review the revenue activities and plans to ensure that diversification of revenue is being maintained and cultivated.
5. Wellwood shall not fail to maintain our charitable status.
6. Wellwood shall not fail to prepare and issue official Income Tax receipts for monetary gifts and for gifts-in-kind pursuant to established policy and published on minimum amounts to be receipted and in compliance with all regulatory requirements.
7. Wellwood shall acknowledge in writing contributions not entitled to be officially receipted, subject to established policy and published on minimum amounts to be acknowledged.
8. All fundraising solicitations by or on behalf of Wellwood shall not fail to disclose the charity's name and the purpose for which funds are requested. Printed and on-line solicitations (however transmitted) shall include address or other contact information.
9. Wellwood, or those fundraising on our behalf shall disclose, upon request, whether an individual or entity soliciting contributions is a volunteer, an employee or a contracted third party.
10. Wellwood shall not make claims that cannot be upheld or are misleading.

11. Wellwood will demonstrate the utmost transparency and accountability through accurate and accessible disclosure of information in a readily accessible location on our website. Information that should be disclosed includes, but is not limited to the following:
 - Wellwood's most recent three years of annual reports and financial statements including notes as approved by the governing board;
 - Wellwood's registration number (BN) as assigned by the Canada Revenue Agency (CRA);
 - any information contained in the public portion of Wellwood's most recent Charity Information Return (form T3010) as submitted to CRA;
 - a copy of Wellwood's Investment Policy relating to our investable assets;
 - a list of the names of the members of Wellwood's governing board; and
 - a copy of this policy.
12. Wellwood shall encourage donors to seek independent advice if the proposed gift is a Planned Gift and/or Wellwood has any reason to believe that the proposed gift might significantly affect the donor's financial position, taxable income, or relationship with other family members.
13. Wellwood shall honour donors' requests to remain anonymous in respect to:
 - being publicly identified as a supporter of the organization; and/or
 - having the amount of their contribution publicly disclosed.
14. The privacy of donors shall be respected. Any donor records that are maintained by Wellwood shall be kept confidential to the greatest extent possible. Donors shall have the right to see their own donor record, and to challenge its accuracy.
15. Solicitations by or on behalf of Wellwood shall treat donors and prospective donors with respect. Every effort shall be made to honour their requests to:
 - limit the frequency of solicitations;
 - not be solicited by telephone or other technology;
 - receive printed material concerning Wellwood;
 - discontinue solicitations where it is indicated they are unwanted or a nuisance.
16. Wellwood shall have appropriate fundraising policies in place, including but not limited to gift acceptance, treatment of restricted or designated gifts, naming, and endowment policies. The relevance and appropriateness of Wellwood's fundraising policies shall be reviewed regularly by the governing board.
17. Wellwood shall post our complaints process and related contact information in a readily accessible location on our website. If, for any reason, Wellwood does not have a functioning website, this information shall be included in readily accessible public materials or documents.
18. Wellwood shall respond promptly to a complaint by a donor or prospective donor about any matter that is addressed in this policy and/or in Imagine Canada's *Ethical Fundraising and Financial Accountability Code*.
19. Wellwood's fundraising affairs shall be conducted in a responsible manner, consistent with the ethical obligations of stewardship and all applicable law.
20. Fundraising solicitations on behalf of Wellwood shall:
 - be truthful; and
 - accurately describe Wellwood's activities and the intended use of donated funds.
21. Wellwood shall not exploit our beneficiaries. We shall be sensitive in describing those we serve (whether using graphics, images or text) and fairly represent their needs and how these needs will be addressed.
22. When Wellwood conducts online solicitations our practices shall be consistent with or exceed the provisions of the *Canadian Code of Practice for Consumer Protection in Electronic Commerce*.

23. In the event that Wellwood were to conduct face-to-face solicitations, including but not limited to door-to-door campaigns or street-side fundraising, our practices shall include measures to:
 - provide verification of the affiliation of the person representing the charity; and,
 - secure and safeguard any confidential information, including credit card information, provided by donors.
24. Volunteers, employees and third party consultants/solicitors who solicit or receive funds on behalf of Wellwood shall:
 - adhere to the provisions of this policy and Imagine Canada's *Ethical Fundraising and Financial Accountability Code*;
 - act with fairness, integrity, and in accordance with all applicable laws;
 - adhere to the provisions of applicable professional codes of ethics, standards of practice, etc.;
 - cease solicitation of a prospective donor who identifies the solicitation as harassment or undue pressure, or who states that he does not wish to be solicited;
 - disclose immediately to Wellwood any actual or apparent conflict of interest or loyalty; and
 - not accept donations for purposes that are inconsistent with the charity's objectives or mission.
25. Wellwood shall provide, upon request, our best available information on the gross revenue, net proceeds and costs of any fundraising activity (including the fundraising costs categorized as education and/or public awareness) we undertake.
26. In the event that Wellwood were to undertake cause-related marketing in collaboration with a third party, Wellwood shall disclose how the organization benefits from the sale of products or services and the minimum or maximum amounts payable under the arrangement. If no minimum amount is specified, Wellwood will disclose this.
27. Under no circumstances will Wellwood sell our donor list. In the unlikely event that Wellwood were to exchange or otherwise share fundraising lists with other organizations, a donor's request to be excluded from the list shall be honoured. If a list of Wellwood's donors is exchanged, rented or otherwise shared with another organization, such sharing shall be for a specified period of time and a specified purpose and must be limited to what is allowed under Federal and/or Provincial privacy legislations.
28. Wellwood's financial affairs shall be conducted in a responsible manner, consistent with the ethical obligations of stewardship and all applicable law.
29. All donations shall be used to support Wellwood's objectives, as registered with CRA.
30. The cost-effectiveness of Wellwood's fundraising programs shall be reviewed regularly by the governing board. No more will be spent on administration and fundraising than is required to ensure effective management and resource development.
31. Wellwood shall accurately disclose all costs associated with our fundraising activity.
32. Wellwood shall make the following information publicly available on our website, report to the community and/or in financial statements within 6 months of fiscal year-end:
 - total fundraising revenues;
 - total fundraising expenses;
 - total expenditures on charitable activities/programming.
33. Wellwood shall not fail to have financial statements audited by an independent licensed public accountant.
34. Wellwood will not fail to have an Investment Policy, setting out asset allocation, procedures for investment decisions and asset protection issues.

35. Wellwood accepts gifts that support the fulfillment of the Centre's ENDS policies. The Corporation will not knowingly accept donations from corporations, foundations, organizations, events or individuals, nor will we participate in, or endorse an event, or employ third party fund raisers that are not supportive of our goals. Wellwood will not allow access to our clients for promotional media or advertising without the express written consent of the client or client's parents or guardian (if applicable). Wellwood will adhere to Federal Government guidelines on tobacco sponsorship. Wellwood will not knowingly accept funds, or align with, any funding sources which are known to have violated the rights of the Ontario Human Rights Code.
36. All fundraising activities conducted by, or on behalf of, Wellwood must: be truthful; accurately describe our activities; disclose our name; disclose the purpose for which funds are requested; disclose our policy with respect to issuing tax receipts; including any policy on minimum amounts for which a receipts will be issued; and disclose, upon request, whether the individual or entity-seeking donation is a volunteer, employee or contracted third party.
37. Cheques dated and received in December, or postmarked in December, can be receipted for that calendar year up to a date determined by the Finance Committee.
38. The Board has entered into an Investment Policy Objectives and Guidelines agreement with Coleford Investment Management Ltd. (attachment 3.7c).
39. Endowment funds will be held in perpetuity and/or by the terms of the agreement governing the purpose and use of the funds, with income to be used to support the organization's activities. In accepting such funds, Wellwood is obliged to manage them effectively to ensure the intent of the donors is achieved. The investment horizon for these funds is long term. Investment income from these funds may be reinvested in the principal or used to support the organization's activities, depending on the terms of the agreement governing the purpose and use of the funds.
40. All restricted or designated donations shall be used for the purposes for which they were given unless Wellwood has obtained legal authorization to use them for other purposes. Alternative uses will be discussed where possible with the donor or the donor's legal designate. If the donor is deceased or legally incompetent and the charity is unable to contact a legal designate, the donation will be used in a manner that is as consistent as possible with the donor's original intent. If necessary, the charity will apply to the courts or the appropriate regulatory body to obtain legal authorization to use the donation for other purposes.
41. Recognition mechanisms created due to a gift shall not be arbitrarily changed or withdrawn. Unless otherwise negotiated at the time of the gift or changed through a joint agreement between the charity and the donor or the donor's family or legal representative, the original form of the recognition mechanism will be maintained. If the mechanism cannot be physically retained, it will be changed to another consistent with the original agreement. If continuation of the recognition creates a reputational risk for the charity, it may be terminated or altered.
42. The organization does not, directly or indirectly, pay finder's fees, commissions or percentage compensation based on contributions.
43. Anyone seeking or receiving funds, on behalf of the organization, whether a volunteer, employee or contracted third party must: act with fairness, integrity, and in accordance with all applicable laws; cease contacting a prospective donor who states that he/she does not wish to be contacted; disclose immediately to the organization any actual or apparent conflict of interest or loyalty; and not accept donations for purposes that are inconsistent with the organization's mission.

44. The Board discourages volunteers, Board members, staff and clients from soliciting for funds or other donations in support of other causes on the Wellwood premises. An exception may be made in cases where the activity specifically relates to the cancer experience of a member of Wellwood's client or volunteer community, and where the activity is not centered around the raising of money.
45. In the unlikely event that Wellwood considers including clients in the solicitation of funds through direct mailing, any plan that includes the direct solicitation of clients receives prior review and approval by the Board. A formal motion to approve the plan is required. A time line and frequency will be presented as part of the plan.
46. Any concerns or complaints received from donors, potential donors, volunteers or clients with regard to any matters that are addressed in this policy will be brought to the Board's attention by the Executive Director at the next regularly scheduled meeting of the Board.

TO BE DETERMINED: