



Creating a Giving Program

A GUIDE FOR SMALL AND MID-SIZED CANADIAN COMPANIES

adapted by



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www.niagaracommunityfoundation.org/features

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Introduction

A good giving program can help support your corporate mission – even enhance your bottom line.

Whether you currently handle requests from community groups on a case-by-case basis, donate more products and services than cash, or have not yet set up a giving program, this booklet can help your company learn to give effectively.

By a "giving program" we mean something more than your company's participation in a local United Way or other workplace giving campaign. A giving program can include direct cash gifts by your company, loans of employee talent to nonprofit organizations, a company-sponsored foundation – or any combination of these and other options.

This booklet will help you choose the options that are right for your business. It will take you through the basic steps of creating, organizing, and improving your giving program, and refer you to other resources that can help you take advantage of this potentially powerful business tool.

The suggestions included here come from leaders of companies with limited resources who have found that organizing their giving programs helps their communities and returns business dividends. By putting these practices into place, being a good corporate citizen can become an important opportunity for your company and your community.

If you are looking for ...

- A way to contribute to your community, but don't know how
- Ideas for handling the many requests for assistance that come from individuals and groups in your community
- Tips for improving your current giving program

... then please read on!

Many business leaders have discovered that corporate giving helps improve a company's bottom line – that a business can do well by doing good.

Small and mid-sized companies have reaped market share, human resource, and public relations advantages from their corporate giving.

DOING WELL BY DOING GOOD

Just like private individuals, many companies give to their communities because it is simply the right thing to do.

Most are in fact motivated to give by a variety of factors. Many business leaders have discovered, for example, that corporate giving helps to improve a company's bottom line – that a business can do well by doing good.

The bottom-line benefits of giving are far-ranging and include:

- Competitive advantage in attracting and retaining employees
- Closer relationships with community leaders and officials
- Greater customer loyalty
- Increased positive name and recognition and brand awareness
- Leadership development opportunities for employees
- Enhanced reputation and standing in the community
- Beneficial business-to-business relationships with non-profits
- A reservoir of goodwill within the community that can serve a company in a time of crisis
- Improved internal communications and sense of common purpose
- Exposure of staff to new ideas, points of view, and important social movements
- Healthier, more livable, and economically stronger communities

If some of your company's goals are on this list, this publication is for you. There are many resources and models available to you to design a program that's just right for your business.

GIVING WISELY

For some companies, the old model of "chequebook charity" (simply contributing money to good causes) has shifted over recent years to giving programs that tie donations of time, money, and gifts-in-kind to defined business goals and desired benefits. Your business can join the many small and mid-sized companies that have reaped the market share, human resource, and public relations advantages that this approach offers.

Other companies see a clear connection between their health and the health of the communities in which they do business. Corporate giving in this case is not just a congruence of business and community goals.

Whatever your giving philosophy, this booklet offers you a framework for developing a giving program that will be beneficial to you, your employees, and your community.

This booklet will help you decide where to give, what to give, and how to give wisely.

Planning Your Program

FOCUS YOUR GIVING

The first thing you need to do is decide what you want your contributions to accomplish. One way to do this is by determining where your company's interests intersect with those of the community. This area of mutual interest is a natural starting point for developing program goals. By designing a program to meet specific goals and objectives, you will have a program that is proactive instead of reactive — one that goes beyond simply responding to requests.

Small and mid-sized companies usually focus their giving programs on a particular segment of a community or specific needs that cut across the entire community. These needs generally fall into certain broad categories, including education, health and human services, economic development, and the arts. Focused giving enables a company to make a greater impact with its dollars.

Here are some questions to consider in determining your program's focus:

- What are your current business interests?
- What are your future business needs?
- What role does your company want to play in the community?
- What are your employees' interests and what causes are they committed to?
- What area of your community or who in the community is most affected by your business?
- What community issues are likely to affect your business and/or employees?
- Where do your employees live? Where do your customers/clients live?
- What do you want your company to be known for? Whom are you trying to reach?

Answering these questions, the owner of a sign company, for example, might decide that his interests lie in making sure people can see and read his signs. He might therefore find out about existing services that would help him accomplish this and direct his company's giving to activities such as publicizing the eye exams at the local hospital or supporting local literacy programs.

Here are a few examples of how small and mid-sized companies have matched their business activities and needs with their corporate giving programs:

- A furniture manufacturer with a strong interest in conserving timber resources funds community projects dedicated to protecting the environment and environmental education.
- A grocery store provides funding to day care centers in the area after a brief survey of customers finds day care to be one of their key community concerns.

A company can make a greater impact with its dollars by focusing its giving.

Your giving program can be an investment that produces returns for your company while also improving the quality of life in the community.

- A children's footwear company supports – through its corporate foundation – local programs involving children.
- A beer manufacturer forms an alliance with the local chapter of an anti-drunk-driving organization, helping it conduct a poster contest in high schools to publicize the organization's message.
- A travel agency offers free emergency transportation assistance to stranded tourists and needy families with sick relatives who live elsewhere and also pays temporary lodging expenses for people in need.
- A small Internet start-up company creates a Web page to post volunteer opportunities in its local community.

Regardless of where you focus your giving program, it makes sense to complement the corporate culture and business interests of your company. This way, your giving program can produce returns for your company while also improving the quality of life in the community.

Your company's giving focus can be captured in a mission statement that concisely describes the goals and giving areas of your program. The mission statement can be posted on your Web site, listed in your giving guidelines (see p. 8), and included in your annual reports. Examples of corporate giving mission/policy statements can be found in Appendix 1.

ESTABLISH A GIVING BUDGET

Most companies use one of two approaches to determine their giving level:

Percentage of pre-tax net profit.

Base your giving budget on a pre-established formula calculated as a percentage of pre-tax net profits. In small companies the average is around one percent; however, this sometimes ranges as high as 10 percent or more.

Past experience adjusted for profitability.

Develop an annual giving budget that becomes part of the corporate financial plan. In formulating the budget each year, companies take into account issues such as:

- Requirements of program strategy and plans,
- Current revenue and profit projections,
- Availability of other resources,
- Internal competition for resources, and
- Spending patterns of other companies in this area.

DECIDE HOW TO STRUCTURE YOUR GIVING

Most companies make their cash grants in one or more of the following ways:

Direct giving program. This is a program operated and controlled by the company. It is funded directly by the company. If the company makes a gift to a registered charity, the company should be entitled to deduct the amount of the gift in computing its taxable income, subject to certain limitations. Even gifts or sponsorship support that do not qualify as charitable gifts could qualify as ordinary expenses that are deductible when computing the company's income for tax purposes.

Company-sponsored foundation. This is a legal entity separate from the company. It is funded primarily by the company. In keeping with Canadian law, it has its own bylaws and governance structure. For more information about starting a corporate foundation, see Appendix 2.

Donor-advised fund. Under this option, the company sets up a fund within a community foundation. The company may recommend eligible recipients for charitable grants from the fund, although by law, community foundations must be free to accept or reject the recommendations. For more information about donor-advised funds see Appendix 3.

OPTIONS FOR CASH CONTRIBUTIONS

A direct cash grant is the most common type of contribution companies make. In general, under Canadian tax rules, a corporation is entitled to deduct the least of the following amounts in computing taxable income for a year:

1. The total fair market value of the corporation's gifts to a registered charity or other qualified organization in the year or in any of the 5 preceding taxation years (to the extent the corporation has not claimed a deduction previously relating to any portion of the gifts and assuming that no advantage is conferred on the corporation in respect of the gift).
2. The corporation's net income for the year for income tax purposes.
3. 75% of the corporation's net income for the year for income tax purposes plus 25% of:
 - a. any taxable gain or
 - b. any recapture realized by the corporation as a result of making a charitable gift.

There are three basic cash awards you can make to philanthropic or charitable organizations:

Unrestricted awards. Your company's grant goes into a recipient's general fund and can be used for any purpose by the recipient organization – program operations, administration or other activities.

There are a number of ways that a company can make a cash grant.

Businesses can make in-kind contributions of products, supplies, property or even excess inventory, and these contributions are tax-deductible within certain limits.

Restricted awards. Your company earmarks the money for a specific purpose or program.

Capital grants. Your company makes a donation for construction, renovation, purchase of property or the building of an endowment.

You should consult with your tax advisor to ensure any gift your company makes with conditions attached to it will still qualify as a charitable gift for income tax purposes. The Canada Customs and Revenue Agency offers more information about this in their booklet "Tax Advantages of Donating to Charity" (Publication Number: RC 4142).

In addition to these options, there are several techniques you can use to increase the impact of a small giving budget while encouraging giving from employees and other sources:

Employee matching gifts. Your company's giving program offers cash matches for employee gifts to charitable organizations. There are usually set limits on the level of the company's match and on the types of qualified, charitable organizations that the company will support.

Dollars for doers. This giving program makes cash grants to organizations where employees volunteer a certain amount of time.

Challenge grants. The company makes a grant on the condition that the recipient raise funds from other sources, usually within a certain period of time. The company might require, for example, that the recipient raise an amount equal to the amount of the company's grant. (This is sometimes called a "matching grant.")

OPTIONS FOR NON-CASH CONTRIBUTIONS

There are several ways your company can support causes and organizations in addition to cash grants. Usually, these activities are part of a company's direct giving program. By including non-cash giving options, your company can better achieve its program goals and meet more community needs than by giving cash alone.

In-kind contributions. These can consist of products, supplies, property or excess inventory. They can also include services such as printing, Web site development and use of meeting rooms. In-kind gifts are generally tax deductible within certain limits. The donation of services is not eligible for a charitable receipt. However, a charity can pay for the service and then the company can donate the payment of the service back to the charity.

Loaned talent. You may offer the time and expertise of employees, allowing them to help an organization on company time. Employee "loans" can be either for single events or projects, or on a regular, longer-term basis. This type of contribution

provides non-profits with expertise to which they would not ordinarily have access, and increases your employees' leadership skills and understanding of community needs. The corporation will not be entitled to a tax benefit for loaning an employee.

Employee engagement. Employee engagement opportunities may include encouraging workplace giving through United Way and other campaigns, sponsoring company teams in fund-raising walks and runs or encouraging employees to volunteer in a company-sponsored initiative. You may or may not decide to link employee volunteering to the fulfillment of company business goals; many small companies simply encourage employees to volunteer in their communities.

Managing Your Program

DESIGNATE A CONTACT PERSON

An effective giving program has specific written internal guidelines for handling documentation, decision-making and responses. This reduces time, effort, and costs, as well as eliminating confusion both inside and outside the company.

The CEO often delegates the day-to-day management of the giving program to someone else, referred to here as the company's "giving officer." The giving officer might be the CEO's executive assistant, a member of the company's human resources or marketing department or some other person in the company.

The CEO will need to be accessible to the giving officer, be available as a company spokesperson and stay involved in monitoring program activities. Whatever role the CEO assumes, his/her commitment is absolutely vital to the program's success.

DECIDE WHO DECIDES

At some companies, the giving officer makes all the funding decisions. At others, a committee of executives or a group of interested employees reviews requests and determines which to approve or deny.

If there is more than one business site, you might think about how to involve all facilities in the decision-making process. You might decide to involve representatives from each of the sites on the giving committee or give autonomy to local sites to establish their own giving programs and budgets.

If you are establishing a corporate foundation, it must have a board to oversee the foundation, set policy, and appoint officers. A published study by The Conference Board of Canada, entitled "Establishing a Corporate Foundation in Canada: Perspectives and Potential", discusses the options in more detail. A company that wishes to establish a corporate foundation should seek legal and tax advice to ensure the foundation will meet tax and other legal requirements imposed on such entities.

Many companies create an advisory committee that makes funding recommendations. The participation of others spreads the ownership of the giving program among your staff and encourages internal communication and commitment.

Written guidelines define the requirements for company support and communicate the program's goals and objectives. They help ensure that your company will receive only appropriate requests.

INVOLVE OTHERS

Many companies create an advisory committee to make funding recommendations. The size of the committee will depend on your situation — your objective is to get broad representation and experience from within the company. This participation spreads the ownership of the giving program among your staff and encourages internal communication and commitment.

Committee responsibilities usually include:

- Attending regular meetings (monthly, quarterly, or semiannually) to review and recommend projects,
- Identifying prospective recipients,
- Conducting site visits to prospective grantees,
- Communicating with applicants and grant recipients, and
- Providing informal advice to the CEO and giving officer.

ESTABLISHING WRITTEN GUIDELINES

Written guidelines define the requirements for company support and communicate the program's goals and objectives. They help ensure that your company will receive only appropriate requests. They enable you to decide whether or not the programs you support are consistent with your company's stated giving goals.

Guidelines for most small or mid-sized companies usually have two sections:

- The giving policies or criteria for selecting programs to support, and
- The application process.

Guidelines should be brief and specific yet flexible enough to meet emergencies or take advantage of unforeseen opportunities.

Giving Policies

The decisions you make about your program during the planning step — the what and whom your program will support and for what purposes — will result in your giving policy. Often, the giving policy is a general statement supported by specific guidelines addressing the following issues:

Location. Do you require a recipient to be active in a particular geographic area? For example, you may choose to focus on the communities nearest company headquarters or include the areas around all company locations. Or maybe you will want to focus on the areas where most of your employees live.

Type of Organization. Do you fund organizations carrying out only certain types of programs or serving certain populations, such as youth? Are there organizations your program will not fund?

Type of Requests. Many guidelines state the type of grants made (e.g. restricted versus unrestricted awards — see pages 5 and 6) and also include a list of items the

company will not give money for, such as gifts to individuals, or money for travel and conferences. You may also want to make it clear you will only consider requests made in writing.

Tax Status. Many direct giving programs and most foundations require recipients to be a registered charity. However, you may also want to support not-for-profit organizations and other community groups.

Resources. Detail the giving program's available resources: money, in-kind services, loaned talent, use of corporate facilities, employees' volunteer efforts, etc. If your policy has a limit on the size of monetary awards, you may want to include it here.

Time Frame. Let people know when and how often you make giving decisions. Requests for in-kind services may be accepted at any time during the year, for example, while monetary grants may be made only twice or three times annually. As always, this will depend on your company's plan and resources.

Application Procedure

Your company's resources are being distributed and you want to be sure they will be used wisely. Use your application process to help determine a candidate's organizational soundness and fiscal responsibility, as well as to identify recipients that help you meet your objective. As with your guidelines, keep the application procedures specific, brief, and simple.

To get basic information about the applicant, you may develop a questionnaire or an application form or ask for a brief, two-page, proposal or letter. Additional information, such as financial statements, a list of board members and proof of charitable registration or not-for-profit corporation status can be submitted as supporting documentation. Examples of corporate giving guidelines can be found in Appendix 4. You may want to contact your local United Way or community foundation to see samples of application forms.

Here is some of the basic information you might want to request from applicants:

Who: Legal name of the organization; address, telephone number, fax number, and e-mail address of the organization; the name of the contact person; background and purposes of the organization.

What, How, and When: Description of the program or activity for which resources are being requested. What need does it meet? Who is served/helped? What are the qualifications of the staff? How will results be measured? What is the timeline for the program or activity?

Assistance Requested: Specific amount of money or other resources being requested.

Project Budget and/or Organization Budget: Who else is supporting the activity or organization? How much are they contributing?

You'll want to tell significant community and business leaders, government officials, the community-at-large (including your customers), and potential recipients about your giving program or foundation.

*M*onitor your giving in a way that makes sense for your company and your program.

COMMUNICATE YOUR GIVING

As soon as the contact person, giving policy, and application procedures are in place, start getting the word out. Begin with your employees. Use whatever internal communication mechanism makes sense – e-mail, internal memo, company newsletter – to provide all employees with the policies and guidelines before making any public announcement.

You may also want to post your giving guidelines on your Web site (if your company has one). This can save staff time otherwise spent mailing guidelines to interested organizations.

Develop a communications plan that makes sense for your company. Your plan should include target audiences, key measures and ways to deliver those messages. Be sure it includes a handout explaining the program and its guidelines – something you can give or mail to people. Your plan should also be comprehensive, including both your kickoff activities and ongoing events.

In addition to your employees, you want to reach significant leaders in business and the community, government officials, the community-at-large (including your customers) and potential recipients. You might distribute a media release or have a news conference announcing your giving program or its first grant, or you might get employees together in a publicized volunteer effort at the outset.

Remember, there will be ongoing opportunities to remind both internal and external audiences about your program – when you make grants, when your employees are involved in the community and when a recipient does something warranting attention.

Also decide how to respond to applicants you decide not to support. While a company need not explain its decisions in any detail, it is common to respond in writing to any personalized letter of request. Here is one simple message for denying a request for support: "We receive many requests for support and, unfortunately, our limited budget does not enable us to support every organization that requests our help. Thank you for the opportunity to become better acquainted with your organization and its needs."

MONITOR YOUR GIVING

Set up a system of monitoring that makes sense for your company and your program. While keeping this as simple as possible, you want to know the impact your support has on those receiving your resources. There is a range of monitoring options, including site visits by members of the giving committee and reports from recipient organizations. The information you gather helps you evaluate the success of your giving program. See Appendix 5 for a sample reporting form.

KEEP RECORDS OF YOUR GIVING

Generally, the records you need to keep are those that support the information included on the company's tax return.

With respect to grants, you need to be able to show that the funds were used for a charitable purpose. Normally, this means keeping on file a grant folder that includes the application, a copy of the grantee's charitable registration, correspondence, a copy of the charitable receipt provided by the grantee, a grant agreement letter (if you used one), and any reports you require of the grantee.

Next Steps

Whether you are now ready to put some of these practices into effect to strengthen your giving program or still have questions, here are some places you can turn for guidance.

CANADIAN CENTRE FOR PHILANTHROPY

The Centre's Imagine program is an initiative to promote corporate and public giving, volunteering and support for the community. Imagine aims to significantly increase the involvement of businesses and individuals in community building and support for the charitable sector. Imagine provides practical tools and resources to help voluntary organizations and businesses find new ways to build long-term partnerships and recognizes outstanding partnerships through an annual awards program.

Imagine, Canadian Centre for Philanthropy
425 University Avenue, Suite 700,
Toronto, Ontario Canada M5G 1T6
Tel. (416) 597-2293 ext. 229 Fax: (416) 597-2294
E-mail: imagine@ccp.ca
Web site: www.imagine.ca

COMMUNITY FOUNDATIONS OF CANADA

Founded in 1992, Community Foundations of Canada is the national membership organization for over 120 community foundations. Its mission is to enhance the quality of life and vitality in Canadian communities by supporting and promoting the fund development, grant-making and leadership of community foundations. To locate a community foundation in your area, call the number below or refer to its Web site.

Community Foundations of Canada
301 - 75 Albert Street, Ottawa, Ontario K1P 5E7
Tel: (613) 236-2664 Fax: (613) 236-1621
E-mail: info@community-fdn.ca Web site: www.community-fdn.ca

CONFERENCE BOARD OF CANADA

The Conference Board of Canada is the foremost independent, not-for-profit applied research organization in Canada. The Board manages unique learning opportunities through executive networks like the Community Economic Development Forum and the Corporate Community Investment Council, as well as hosting conferences about governance and issues of corporate social responsibility.

The Board's research and networks in community investment and community economic development provide strategies for organizations to mobilize local resources and create multi-faceted development campaigns. Corporations use community investment and economic development initiatives to invest in local communities and forward their business objectives.

For more information please contact:
The Conference Board of Canada
255 Smyth Road
Ottawa, ON
K1H 8M7
Tel: (866) 711-2262 Fax: (613) 526-4857
E-mail: contactcboc@conferenceboard.ca
www.conferenceboard.ca

CANADIAN GOVERNMENT SOURCES

Charities Directorate
Canada Customs and Revenue Agency
Ottawa, ON
K1A 0L5
Tel: 1-800-267-2384 or (613) 954-0410
Web site: www.ccra-adrc.gc.ca/charities

SELECTED REFERENCES

Connecting Companies to Communities:
A Guide to the Design and Management
of Community Investment Programs
Published by: Imagine (Canadian Centre for Philanthropy)
To order: <https://www.ccp.ca/publications/connecting.asp>

Creating Effective Partnerships with Business:
A Guide for Charities and Nonprofits in Canada
Published by: Imagine (Canadian Centre for Philanthropy)
To order: <https://www.ccp.ca/publications/creating.asp>

Promoting Corporate Citizenship:
Opportunities for Business and Civil Society Engagement
Published by: Imagine (Canadian Centre for Philanthropy)
To order: <https://www.ccp.ca/directory/promoting.asp>

Corporate Social Responsibility: A Guide to Better Business Practices
Published by: Business for Social Responsibility (2000)
Web site: <http://www.bsr.org/BSRStore>
(then click on 'publications')

A Guide to Building a Corporate Volunteer Program
Published by: Volunteer Centre for Metropolitan Toronto (1997)
Web site: <http://www.volunteertoronto.on.ca/>
(go to Resources – go to Our Publications)

Appendix 1

EXAMPLES OF CORPORATE GIVING MISSION/POLICY STATEMENTS

NIAGARA CREDIT UNION

St. Catharines, ON

As a caring company, Niagara Credit Union is committed to building relationships with local organizations throughout the Niagara Region. We appreciate the support that our members have given us, and in turn, we believe in supporting the people and organizations enhancing the quality of life in our communities. A company's business success is tightly linked to the economic and social conditions of the communities in which it operates and grows. By providing financial support, gifts-in-kind and sponsorships, important initiatives thrive, growing the lives of the people of Niagara.

CASINO NIAGARA

Niagara Falls, ON

The Casino Niagara Cares program has an ambitious, yet simple mission: to improve the lives of as many of Niagara's citizens as possible through donations and participation in fund-raising endeavors for health care, the arts and culture, heritage and other charitable causes.

CANADIAN TIRE FINANCIAL SERVICES

Welland, ON

At Canadian Tire Financial Services, strong ties to our community are a vital part of our culture. The company and employees work in partnership to support our community through financial support, fund raising events and as dedicated volunteers. The Canadian Tire Foundation for Families is a cornerstone of our charitable activities. We truly believe in the mandate of our Foundation - Helping families when they need it most.

ALDERSON, CATERS & HARDY: THE CREATIVE GROUP

Thorold, ON

As a young and innovative design firm with deep personal roots in Niagara, we are committed to work with our clients and team of employees to build stronger communities. We support selected charities by providing gifts-in-kind in the form of communication and design services and materials, as well as through sponsorships and our personal participation in charitable activities.

CO-OPERATORS

Guelph, ON

At the Co-operators we are proud of our hard-earned reputation as a caring, community-minded company. Our Community Investment Programs include funding to national organizations whose issues deal with social well-being, safety and health. We also work with our staff and agents in over 700 offices across the country to improve the quality of their communities. We offer financial support, gifts in-kind, sponsorships and encourage volunteerism.

Appendix 2

MORE ABOUT CORPORATE FOUNDATIONS

Many corporate leaders choose to create a corporate foundation. By choosing this giving option, a company can preserve its charitable giving during lean economic times. A corporate foundation can also be used to buffer a company's management from external requests and pressures.

Corporate foundations are usually incorporated as non-share corporations and registered as charities by the CCRA. They are typically launched with a single gift that becomes the endowment. This may be added to annually or as profits allow.

A board of directors governs the foundation and usually includes the company owners and/or key executives. Leaders from the community where corporate headquarters is located have been known to be included as well.

Corporate foundations are often operated as "flow-through" or "conduit" foundations that distribute their assets soon after they are received.

The board of directors or trustees usually makes grant-making decisions, although discretion up to a specific dollar level is usually given to the foundation president or executive director.

Further information on the pros and cons of creating a corporate foundation can be obtained from the Canadian Centre of Philanthropy (see Next Steps section).

Appendix 3

MORE ABOUT DONOR-ADVISED FUNDS

Many corporations do their giving through donor-advised funds established at their local community foundation. Your company can name a donor-advised fund and specify a broad or narrow purpose for it.

When a company establishes such a fund, it also designates an individual or group of individuals to serve as "advisors". These individuals make recommendations to the community foundation on how the income from their company's fund should be distributed in the form of grants (hence the term, "donor-advised"). While the final decision on grant distribution rests with the community foundation's board of trustees, in practice the company's grant recommendations are generally accepted.

A donor-advised fund with a community foundation can be established quickly and easily.

While the community foundation will charge a small annual fee for administering the fund, research indicates this is normally less expensive than the annual operating expenses of a private foundation (depending on asset size).

To learn more about setting up a donor-advised fund, contact your local community foundation. To find the one serving your area, visit Community Foundations of Canada's Web site at www.community-fdn.ca.

Appendix 4

EXAMPLES OF CORPORATE GIVING GUIDELINES

Casino Niagara Cares

Donation/Sponsorship Application Procedures
and Guidelines Application Procedures

Organizations requesting financial support from Casino Niagara Cares must submit a complete formal application.

Organizations may be required to enter into an event sponsorship agreement. The Casino Niagara Cares Contribution Committee reviews all requests based on individual merit.

Casino Niagara Cares has established a comprehensive screening system for selection, which provides fair and equitable consideration for all eligible applicants.

Casino Niagara Cares reserves the right to request and receive progress reports from organizations to which funding has been provided.

Casino Niagara Cares will endeavor to respond to requests in a timely manner. Please allow six to eight weeks for an answer.

Application Guidelines

Preference will be given to applications that do not fall within the categories listed below:

- Organizations that have political or denominational affiliations
- Operational funding campaigns already receiving significant United Way funding
- National Organizations whose local chapters are already receiving our support
- Sporting Teams
- Individuals

Niagara Credit Union

Donation and Sponsorship Request Guidelines

Donation Guidelines

A Niagara Credit Union Community Partnership Program Request form must accompany all requests for Community Partnership Program donations. We will consider requests for funding or in-kind donations throughout the year. Gifts-in-kind donations can consist of promotional items (i.e. door prizes) as well as promotional support via our Web site, branches, etc. Organizations can normally expect to receive a response within 30 days.

Sponsorship Guidelines

Proposals are evaluated on their capacity to support strategic priorities of Niagara Credit union and members businesses. Some examples of standard sponsorship packages include: promotional material, program advertising and signage, complimentary tickets, sponsor-mention, etc. We are always looking for creative sponsorship opportunities that present us with ways in which we can enhance the lives of the residents of our communities. Your completed Community Partnership Program Request Form should present us with clear opportunities to promote Niagara Credit Union and details about the levels of sponsorship available. Organizations can normally expect to receive a response within 30 days.

Some examples of what we support:

- Cultural events
- Family-oriented events
- Amateur sports
- Youth and senior activities
- Disadvantaged people
- Special one-time opportunities

Exclusions: We are generally receptive to any type of sponsorship opportunity, but we do not normally sponsor individuals, political activities, or any event or activity that takes place outside the Niagara Region, or where participants from outside Niagara are gathering at a Niagara location.

Alderson, Caters and Hardy

Community Investment Program Application Criteria

When considering a request for donation or sponsorship, the following criteria form the basis of our decision to participate in a particular initiative:

The initiative must be charitable or not-for-profit and must be beneficial to the Niagara community.

The initiative will receive priority consideration when proposed by one of our clients or is of personal interest to client partners.

The initiative must support an issue in which the partners of Alderson, Caters & Hardy personally believe.

Preference will be given to requests for business-related support (i.e. services or materials).

The proposal/application is initiated through personal contact, followed up with a written proposal.

For registered charities, the organization receiving support pays for service/materials and Alderson, Caters & Hardy donates back an agreed to amount (exclusive of taxes).

We look for opportunities to have support from Alderson, Caters & Hardy acknowledged in design.

Availability of staff time to implement an initiative is considered in our decision making process.

Appendix 5

SAMPLE GRANT FINAL REPORTING FORM

Submitted to: _____

Date: _____

Name of Organization: _____

Address: _____

Phone: _____

Fax: _____

Email: _____

Contact person: _____

Title: _____

Project name (if applicable): _____

Grant amount: _____

☐ General operating ☐ Project support ☐ Challenge grant ☐ Capital/Endowment

Period this report covers: ____ / ____ to ____ / ____

Please provide a complete expense report indicating how the grant award was used.

Please respond to each of the following questions using up to 3 (three) pages in total, not including the cover page. Your responses should focus specifically on the funded project or program, if applicable, or in the case of general operating grants, on your entire organization.

Referring to the goals and objectives described in your original grant request (or any revisions submitted subsequent to the grant award), please indicate the following:

- What were your major accomplishments?
- What steps or actions were used to meet your objectives and goals?
- What measures were used to determine your progress?
- What were the unexpected results or key findings you would share with funders?

Describe any setbacks encountered during the period of this grant.

- How did these setbacks impact your organization or project?
- How were these setbacks addressed?

Who else has funded this project (or your organization), and at what level? If total proposed budget amount was not raised, indicate if program goals were altered in any way.

What steps are being made to ensure the sustainability of your project or organization beyond this grant period?

If your program involved collaboration with other organizations, please comment on its effect upon the program.

ADDITIONAL ATTACHMENTS:

- _____ Promotional/dissemination materials (i.e. brochures, flyers, ad copy)
- _____ News clippings
- _____ List of current board of directors
- _____ Most recent audit, account review, or end of year financial statement

FINAL REPORTS MUST BE SUBMITTED NO LATER THAN SIXTY DAYS AFTER THE END OF THE GRANT PERIOD.



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