



Fundraising Policies and Procedures

Amended January 2023

The following policies were created to ensure that Ve'ahavta maintains a high standard of integrity in its active fundraising, the acceptance of gifts, and related activities. The organization will make every possible effort to ensure that the policies are current, relevant, and used consistently to achieve this objective.

Ve'ahavta takes pride in its integrity; integrity regarding its donors and sponsors; beneficiaries; staff; volunteers; Board Members; the public and any other stakeholders. As such, Ve'ahavta does not make misleading claims or claims that cannot be reasonably upheld. It is this integrity that allows Ve'ahavta to continue services in the greater Toronto area and strives toward achieving its mission.

Ve'ahavta is a registered charity and may accept charitable gifts based on the policies and procedures described in this document. All policies herein shall become effective upon approval by the Board of Directors

These policies set out guidelines for due diligence in acceptance, receipting, documenting, and reconciling donations received by Ve'ahavta. Adherence to this policy is paramount to ensure that the organization stands up to the scrutiny of all of its stakeholders.

Fundraising Procedures

On an annual basis, the Director of Development and the Executive Director, with the support of the Development Cabinet and Board of Directors, will review all upcoming funding needs and agree on the best ways to reach the fundraising goals of the organization. An annual fundraising plan will be developed, approved, and implemented. Quarterly reviews will be undertaken to assess the success of the fundraising work to date, to enhance and improve current and future fund development initiatives.

The Board of Directors, Development Cabinet, and all related volunteers or consultants will be provided or have access to all the policies and procedures related to fundraising activities to ensure compliance across the organization.



Board of Directors
Gary Samuel | Chair • Anthony Alberga • Amalia Berg • Amiel Blajchman • Jonathan Brookman
Eli Brown • Tom Chervinsky • Mark Fox • Tammy Glied • Philip Goldband • Ron Haber
Susan Kagan • Norman Levine • Benjamin Shinewald • Larry Zimmerman

Executive Director - Cari Kozierok

Founder - Avrum Rosensweig



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Charitable Registration
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Part 1) Donors

Ethical Guidelines

Ve'ahavta is a registered Canadian charity and therefore a trustee of charitable dollars. This policy recognizes the critical importance of ethical conduct in fundraising activities.

Ve'ahavta complies with the ethical standards set out by the Association of Fundraising Professionals. Those standards are:

PUBLIC TRUST, TRANSPARENCY & CONFLICTS OF INTEREST

- 1. does not engage in activities that harm the organizations, clients, or profession or knowingly bring the profession into disrepute.*
- 2. not engage in activities that conflict with their fiduciary, ethical, and legal obligations to the organizations, clients, or profession.*
- 3. effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.*
- 4. not exploit any relationship with a donor, prospect, volunteer, client, or employee for the benefit of the organizations.*
- 5. comply with all applicable local, provincial and federal civil and criminal laws.*
- 6. recognize their boundaries of professional competence.*
- 7. present and supply products and/or services honestly and without misrepresentation.*
- 8. establish the nature and purpose of any contractual relationship at the outset and be responsive and available to parties before, during, and after any sale of materials and/or services.*
- 9. never knowingly infringe the intellectual property rights of other parties.*
- 10. protect the confidentiality of all privileged information relating to the provider/client relationships.*
- 11. never disparage competitors untruthfully.*

SOLICITATION & STEWARDSHIP OF PHILANTHROPIC FUNDS

- 12. ensures that all solicitation and communication materials are accurate and correctly reflect their organization's mission and use of solicited funds.*
- 13. ensure that donors receive informed, accurate and ethical advice about the value and tax implications of contributions.*
- 14. ensure that contributions are used by donors' intentions.*
- 15. ensure proper stewardship of all revenue sources, including timely reports on the use and management of such funds.*
- 16. obtain explicit consent by donors before altering the conditions of financial transactions.*

TREATMENT OF CONFIDENTIAL & PROPRIETARY INFORMATION

- 17. does not disclose privileged or confidential information to unauthorized parties.*
- 18. adhere to the principle that all donor and prospect information created by, or on behalf of, an organization or a client is the property of that organization or client.*

19. *allow donors and clients to have their names removed from lists that may be shared publicly.*
20. *when stating fundraising results, use accurate and consistent accounting methods that conform to the relevant guidelines adopted by the appropriate authority.*

COMPENSATION, BONUSES & FINDER'S FEES

Ve'ahavta's staff shall:

21. *not accept compensation or enter into a contract that is based on a percentage of contributions; nor shall members accept finder's fees or contingent fees.*
22. *be permitted to accept performance-based compensation, such as bonuses, only if such bonuses are in accord with prevailing practices within the members' organizations and are not based on a percentage of contributions.*
23. *neither offer nor accept payments or special considerations to influence the selection of products or services.*
24. *not pay finder's fees, commissions, or percentage compensation based on contributions.*
25. *meet the legal requirements for the disbursement of funds if they receive funds on behalf of a donor or client.*

Other ethical considerations include:

- Ve'ahavta will not use any unethical or unlawful techniques to solicit funds or sell products and services.
- Ve'ahavta will not engage in any activities that involve discriminatory practices against any individual or group based on gender, sexual orientation, religious or political affiliation, citizenship, age, race or ethnicity, a record of offenses, disability, income, or family status.
- Donations will not be accepted if they are deemed to have originated from unethical or unlawful activities as determined by the Board of Directors.
- Ve'ahavta does not accept donations in cash or in-kind gifts from companies that create products that cause physical harm to human beings, as determined by the Board of Directors.
- Ve'ahavta does not endorse any products and/or services of donors or sponsors unless in partnership for the financial benefit of the organization.
- No consideration or other privileges will be bestowed on a donor who could have the ability to exercise, directly or indirectly, control or significant influence over the organization.
- Ve'ahavta will not engage outside professional fundraisers if fees are a significant portion of the anticipated funds raised as determined by the Board of Directors.

Donor Rights

Ve'ahavta will operate within the Donor Bill of Rights adopted by the Association of Fundraising Professionals. All donors have these rights:

1. To be informed of the organization's mission, of the way the organization intends to use donated resources, and its capacity to use donations effectively for their intended purpose.
2. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
3. To have access to the organization's most recent audited financial statement.
4. To be assured their gifts will be used for the purposes for which they were given.
5. To receive appropriate acknowledgment and recognition.
6. To be assured that information about their donations is handled with respect and confidentiality to the extent provided by law.
7. To expect that all relationships with individuals representing the organization will be professional.
8. To be informed whether those seeking donations are volunteers, employees of the organization, or hired solicitors.
9. To have the opportunity for their names to be deleted from mailing lists.
10. Feel free to ask questions when donating and to receive prompt, truthful, and forthright answers.

Additionally:

11. We will make every commercially reasonable effort to ensure the protection of your cybersecurity.
12. To be informed if a contribution goes directly to Ve'ahavta or is held by, or transferred through, a third party.
13. To have access to the organization's privacy policy.

Ve'ahavta also honours donors' and prospective donors' request to:

- limit the frequency of contact;
- not be contacted by telephone or other technology;
- receive printed or online material concerning the organization; and
- discontinue contact
- remain anonymous

Any other requests made by donors and prospective donors are seriously considered but can be rejected upon the recognition of their illegitimacy, unreasonableness, or any other negative feature or anticipated consequence.

Ve'ahavta does not rent, exchange, or otherwise share its donor list.

Ve'ahavta maintains that authorized representatives of the organization who meet with prospective and current donors must:

- verify the affiliation of the person(s) representing the organization; and,

- secure and safeguard any confidential information, including credit card information, provided by donors (by explaining how personal information is used strictly internally and credit card information is processed confidentially).
- act with fairness, integrity, and by all applicable laws;
- cease contacting a prospective donor who states that he/she does not wish to be contacted;
- disclose immediately to Ve’ahavta any actual or apparent conflict of interest or loyalty; and
- not accept donations for purposes that are inconsistent with Ve’ahavta’s mission.

Ve’ahavta will ensure all representatives who solicit gifts on behalf of the organization are provided with and access to all fundraising policies, along with all organizational policies (Code of Conduct, Conflict of Interest). These documents will be available with the board orientation manual, employee handbook, and on our website.

Part 2) Gift Acceptance

Gifts of Cash

Ve’ahavta accepts donations through the form of cash, credit card, cheques, direct deposit, money orders, and through another authorized charity or donor-advised fund. Credit card payments can be made through the donation portal on our website. Ve’ahavta can set up recurring donations on a credit card or from a bank account. For online donations, Ve’ahavta follows the best practices as set out by the Canadian Code of Practice for Consumer Protection in Electronic Commerce.

Grants and Restricted Gifts

All grant applications, donation requests, reports, or acknowledgment sent by Ve’ahavta must be sent on Ve’ahavta letterhead and be reviewed by the Director of Development or Executive Director.

A restricted gift is defined as a gift that has a specific purpose specified by the donor and agreed to by Ve’ahavta upon acceptance. Ve’ahavta may accept and solicit restricted donations designated for a current restricted fund and approved special projects already included in the annual operating budget.

All requests that stipulate restricted funding must be approved and signed by the Director of Development or Executive Director.

If the nature of the restricted gift involves a multi-year commitment, a formal agreement will be developed and signed by the donor.

Documentation and financial accounting must be maintained to ensure easy verification of the use of restricted funds.

An acknowledgement receipt will be issued to a granting foundation to confirm the receiving of funds and to confirm any restrictions of conditions associated with the grant.

In the case of restricted donations that result in the creation of new initiatives, the organization must approve the designated donation based on the following:

- Any new donor wishing to donate funds with external restrictions or for a specific purpose must outline the purpose and intent of their gift in writing.
- Such gifts may not be contradictory to Ve'ahavta's mission and goals.
- The donor's business and/or personal activities must be perceived to be socially responsible and not contrary to the mission of Ve'ahavta.
- The gift may not result in unplanned higher operational costs or financial burden to administer/liquidate the gift.
- The gift may not be restricted to the benefit of an individual or group of specific clients.

The gift must be reviewed by the Executive Director who will make a recommendation to the Board of Directors to determine whether to accept the restricted donation. If the donation is rejected, the Executive Director or Director of Development will inform the donor immediately and will maintain a file of the decision and due diligence procedures to support the decision.

Each restricted contribution will be used as designated, with the understanding that when the need for a program or project has been met, or the Board and senior management determines the program and project cannot be completed for any reason, Ve'ahavta may seek the donor's (or the donor's legal designates) permission to, and in consultation with the donor or representative, re-designate the gift to another purpose that fits within Ve'ahavta's mission and priorities.

Ve'ahavta shall use its best efforts to ensure that such a re-designated purpose is as much in keeping as possible with the donor's original intent for the funds.

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, Ve'ahavta will apply to the Courts or the appropriate regulatory body to obtain legal authorization to use the donation for other purposes.

Fundraising Events

Defined as activities that the organization plans and conducts to raise funds.

The following will be considered when planning special events:

- The cost to raise a dollar should be no more than 50% and ideally significantly lower. Rare exceptions may be given if the event is deemed to have significant public relations benefits.

- The amount of staff time invested in the event versus the overall anticipated revenue will be considered.
- All required licenses/permits will be obtained.
- Formal written agreements will be obtained if the event is run in conjunction with another organization.

Third-party events are planned and conducted by an outside organization, company, or group of individuals, and all or a portion of the funds raised are donated to Ve'ahavta. Ve'ahavta staff and volunteers may assist in planning and executing these events periodically and on occasion, at least one individual from Ve'ahavta will attend to represent the organization.

Third-party events are encouraged, and the revenue is accepted as long as the events and the donor's business and/or personal activities are perceived to be socially responsible and not contrary to the mission of Ve'ahavta.

Gifts in Kind

Defined as any gift that is not cash, including commercial products and services that represent a transfer of property and hold a financial value or non-cash currencies such as securities or cryptocurrency.

Accepted gifts in kind that can be offered in exchange for a charitable tax/business receipt must be appropriate to further the organization's mission.

Goods received by the organization and distributed to partner agencies must primarily benefit the organization and be appropriate to further its mission. These items can be exchanged for a charitable tax receipt/business receipt for the full qualified amount of the donation.

Services that do not represent a transfer of property can not be receipted. When suppliers opt to donate, they may be receipted for the full amount of that donation.

Ve'ahavta may decline acceptance of any gift-in-kind goods or services based on the following:

- The gift may result in unplanned higher operational costs or financial burden to store/liquidate.
- The gift must be used within an unreasonable period.
- The donor's business and/or personal activities are perceived to be unethical or contrary to Ve'ahavta's mission.
- Restrictions on its use prove not to be beneficial to the organization.

Gifts of a company's inventory or product may be accepted; however, such gifts are not eligible for a tax receipt. CRA considers such gifts as non-qualifying because the donor can deduct the cost of the contribution as a business expense. A business receipt can be offered for such gifts.

A business receipt is similar to a tax receipt but is applied to a business as an acknowledgement to write-off/reduce a business expense.

Other gifts in kind may be tax/business receipted only where Ve’ahavta can substantiate the value of the gift. All gifts over \$1,000 must be appraised according to the guidelines provided by the CRA.

In the case of used goods, if the fair market value of the property is less than \$1,000, a member of the registered charity, or another individual, with sufficient knowledge of the property may determine its value. The person who determines the fair market value of the item should be competent and qualified to evaluate the particular property being donated. If the fair market value is above \$1,000, the property must be professionally appraised by a third party – not associated with the charity or donor. (The name and address of the appraiser must be included with the official tax/business receipt.)

Legacy Gifts

Bequests, life insurance designations, or other gifts that take effect on or after the donor’s death are considered “Legacy Gifts”.

The organization should, to the extent possible, attempt to ensure that any planned Legacy Gift complies with the terms of this policy. If the Director of Development or Executive Director becomes aware of a planned Legacy Gift that does not comply with this policy, they should attempt to work with the donor to restructure the terms of the gift so that it does comply. If a Legacy Gift does not comply with the policy and this is not discovered or remedied until after the donor’s death, the organization shall attempt to work with the donor’s legal representatives to restructure the gift, although this may not be possible in all circumstances.

As with any other gift, Ve’ahavta may elect to accept or reject any Legacy Gift.

Unless otherwise stipulated by the donor, Legacy Gifts will be contributed to The Ve’ahavta Charitable Fund

Ve’ahavta Charitable Fund

A charitable fund is an investment fund established in which annual disbursements from the invested capital and/or income are used for ongoing operations or other specified purposes.

The Ve’ahavta Charitable Fund (The “Fund”)'s primary objective is to expand the Charity’s capacity and further its charitable mission.

If a Donor wishes to establish a charitable fund, with different objectives than those of The Fund, they will work in consultation with the organization to develop an appropriate fund.

Contribution to a charitable fund, apart from Legacy Gifts, will only be accepted with a signed agreement, the conditions of which the Donor and organization have agreed upon.

The Fund is governed by the organization’s board of directors. The organization’s finance committee, a sub-committee of the board, will report annually on the Fund and provide oversight of its financial activities.

The assets of the Fund may be merged or pooled for investment and investment management purposes, with other assets of the Charity and managed and invested per the Charity's policies and procedures but shall be entered on the books and records of the Charity as part of the Fund. Distributions in support of the Fund's purpose and reasonable fees associated with securing, raising, investing, and administering the Fund shall be charged to the Fund and administered per the policies and procedures of the Charity than in effect.

If in the opinion of the board of directors of the Charity, all or part of this gift cannot at some time in the future be usefully or practically applied to the purpose of the Fund or if the purpose cannot be achieved because of a future change in law or unforeseeable circumstances, the gift may be used for any related purpose which, in the opinion of the board of directors, will most nearly accomplish the goals of the Charity.

If the Charity faces serious financial implications that may affect its ability to advance its mission, at the approval of the board of directors, the Charity reserves the right to withdraw funds from the principal to establish financial stability. When financial stability is re-established, the Charity will attempt to replace the withdrawn principal in the Fund, provided the Charity may continue with its stated mission.

If the Charity ceases operations in its entirety or its mission fundamentally changes or becomes irrelevant, the assets of the Fund shall be transferred to another Charity identified by the board of directors that will most nearly accomplish the Donor's wishes.

Investment with the Jewish Foundation of Greater Toronto

The Ve'ahavta Charitable Fund is invested with the Jewish Foundation of Greater Toronto (JFGT) and complies with their investment policies. (Published as of September 2021)

The Investment Committee at JFGT has advisory responsibility to its Board. It advises or recommends the general investment policy for the Jewish Foundation, and is responsible for guidance, monitoring and oversight of the investment program. This program may not include certain assets that fall under the direct supervision of the staff, including State of Israel bonds, segregated funds, shares of private companies, and strip bonds.

The Committee meets at least quarterly, prior to regular Board meetings. The Chair reports to the Board. The minutes of the meetings are distributed to the Committee members and are available to the Board.

In the event a conflict of interest arises, the individual or group involved must immediately notify the Chair of the Investment Committee and may not participate in the decision-making process concerning the transaction in question.

JFGT investment policies include:

Purpose Driven Investing

The Jewish Foundation uses a Purpose Driven Portfolio strategy to establish the policy weights for each asset group. In this structure, asset allocation is a function of aggregate portfolio goals. Broad asset classes are not the primary focus. Investment allocations are based upon their ability to further the goals of the total portfolio and are evaluated in this context. With this in mind, the assets are grouped into two primary categories:

- **Growth Assets**
The goal of the strategies within this area of the portfolio is primarily to provide for capital appreciation. These strategies will be more volatile and contain greater equity market exposure than other areas of the portfolio.
- **Risk Reducers**
As the name suggests, these strategies are designed to provide portfolio stability and reduce overall portfolio risk while providing liquidity. The assets in this portfolio are there both for normal market environments as well as times of crisis.

Asset Allocation

This asset mix is designed to achieve reasonable diversification and thereby reduce the risk associated with undue concentration. This strategy may be changed from time to time on the recommendation of the Investment Committee.

The Foundation's portfolio shall have investments in securities in Israeli or Israeli-based issuers (other than government-issued debt) that, on a percentage basis of the aggregate total Foundation portfolio, totals at least three times the global market capitalization weighting of Israel in the MSCI All Country World Index.

Rebalancing Policy

The Investment Committee has the discretion to allocate assets within the ranges stated above. Staff and the Investment Consultant will monitor the portfolio allocation on a monthly basis. If the estimated portfolio mix is not in compliance with the ranges on a market value basis, Staff, with the assistance of the Investment Consultant, will notify the Chair of the Investment Committee typically by email and recommend appropriate actions. The Chair of the Investment Committee has the authority to authorize rebalancing that brings the portfolio toward long-term asset allocation targets, and at the Chair's discretion to call an interim Investment Committee meeting to discuss potential changes to the asset allocation should extraordinary market events occur or if the rebalancing recommendation moves the portfolio away from the long-term asset allocation targets.

Additionally, each calendar quarter, the Investment Committee will formally review the total portfolio for compliance with the asset mix guidelines.

The Jewish Foundation is expected to use cash flows such as contributions or distributions to bring asset class weightings back to within the ranges and toward long-term targets. The timing and frequency of any rebalance is subject to liquidity constraints of the underlying investments.

Responsible Investment Beliefs Statement

The Jewish Foundation of Greater Toronto believes that environmental, social, and governance (“ESG”) issues can have a material impact on the risks inherent in and long-term risk-adjusted returns achieved by the Foundation’s investment portfolio. We believe that adopting sound ESG practices, aligned with the mission of the Foundation, will enhance the Foundation’s partnerships with its stakeholders.

The Investment Advisory Committee will balance the maximization of long-term risk-adjusted returns with the values that define the Jewish Foundation. To this end, the Investment Advisory Committee will advance the following strategies related to ESG best practice:

- Integration of ESG factors in the evaluation of new managers and in the analysis of the Foundation’s portfolio performance on an ongoing basis;
- Active stewardship with the Foundation’s investment managers to encourage improving their ESG risk management and disclosure, both for the portfolios they manage and for their underlying portfolio companies;
- Policy exclusions of investments in companies or issuers that are outside of the values of the Foundation. Currently, investments that participate in the Boycott, Divestment, Sanctions (BDS) movement or that are headquartered in countries deemed to be state sponsors of terrorism by Government of Canada or the U.S. Department of State are excluded by policy from our portfolio;
- Proactive inclusion of investments in Israel.

Part 3) Administration of Gifts

Donor Recognition and Naming Opportunities

All donors will receive timely and appropriate recognition for their gifts. This recognition may include letters, emails, telephone calls, listing in publication, token gifts, certificates, formal recognition events, etc. The Development Department is responsible for establishing and maintaining an ongoing recognition program. All recognition will be equitable based on the amount of the gift.

When appropriate, Ve’ahavta will consider naming programs, endowments, and other funds in honour of significant financial contributions.

The ultimate authority to accept or decline any proposal to name at Ve'ahavta rests with the Board of Directors. No naming will be approved or continued that will call into question the integrity of Ve'ahavta.

The ultimate authority to discontinue or transfer the designated name rests with the Board of Directors.

The Board of Directors has the authority to delegate to staff and/or volunteers the responsibility of negotiating the terms of naming opportunities.

The duration of named recognition will be negotiated in all instances. Whether permanent or of a shorter period, the duration of named recognition remains subject to the authority of the Board of Directors. In the event of changed circumstances, (e.g., a program no longer exists) Ve'ahavta reserves the right to determine the form that alternative recognition may take.

Tax Receipts

A tax receipt is a written acknowledgement that gives a tax advantage to individuals who donate to a charity.

Ve'ahavta will issue official tax receipts fulfilling all the requirements of the CRA.

To be able to issue a donation receipt, four conditions need to be met:

- 1) There needs to be a transfer of property. This means that a cash gift or gift in kind must be transferred from a donor to Ve'ahavta.
- 2) The gift is made voluntarily. If a donation is made as part of a contract or some other obligation, like a court order, then it is not eligible for a donation receipt
- 3) You must be able to determine the fair market value of a gift. The fair market value is usually the highest price, expressed in dollars, that you can get for property in an open and unrestricted market, between a willing buyer and, a willing seller who are acting independently of each other and who are both knowledgeable and informed.
- 4) The benefit to the donor, also known as the advantage, cannot be worth more than 80% of the value of the donation. The CRA defines the advantage as the total value at the time the gift is made, of all benefits that a person is entitled to receive about the gift.

If a donation includes an advantage, the tax receipt must include all clarifying information, including the total amount received by the charity, the total value of the advantage, and the eligible amount of the donation.

There is no regulation requiring the issuance of receipts within a particular time frame, however, the organization will make every effort to ensure that receipts are issued within 30 business days of the donation. The exception to this policy will be re-occurring monthly

donations which will receive one aggregate receipt at year-end consolidating all gifts received within that calendar year.

Ve'ahavta is responsible for guarding against the unauthorized use of official receipts. Access to the donation database will be limited and password protected. Donations will be processed and receipted by the authorized staff and signed by the Executive Director.

Tax receipts are prepared and issued by the guidelines of the Canada Revenue Agency. All cash donations that are received through the online donation system receive an online receipt for any amount. Donors issuing donations through other channels, such as mail or walk-in, are e-mailed or mailed a receipt for donations of \$10 (CD) or greater.

Refund Policy

As per Revenue Canada: in most cases, a registered charity cannot return a donor's gift. At law, a gift transfers ownership of the money or other gifted property from the donor to the charity. Once the transfer is made, the charity is obliged to use the gift in carrying out its charitable purposes. On occasion, though, a charity may be obliged by law to return gifts to donors. This can happen, for instance, when a charity asks the public to contribute to a special project and later events make it impossible to carry out the project. Should a donor wish to discuss a refund of their donation they will be asked to please contact the Director of Development or Executive Director to address the request.

Independent Advice

Ve'ahavta staff and representatives are not qualified to provide legal or financial advice. Ve'ahavta encourages all potential donors to seek outside professional advice before making a pledged contribution.

Promotional Materials

All fundraising materials are marked with Ve'ahavta's contact information. Where appropriate, Ve'ahavta's charitable number is included as well.

Cost of Fundraising

The accumulative cost to revenue ratio (%) must be monitored monthly to ensure that the ratio remains within CRA Guidelines. Fundraising costs are reviewed annually by the Board of Directors.