



**RELATIONSHIP AGREEMENT BETWEEN
UNITED WAY OF REGINA
AND
(AGENCY)**

A. Preamble

The mission of United Way of Regina is to “improve lives and build community by engaging individuals and mobilizing collective action”.

To achieve this mission, United Way of Regina maintains relationships with a broad spectrum of community partners and will provide funding to certain community based organizations to achieve this mission. These partners share a common vision and goal of a community where all individuals are provided with access to the supports and opportunities that will enable them to build upon their individual strengths and achieve their potential.

This Agreement, together with the Funding Agreement, sets out the expectations and responsibilities of United Way of Regina and (AGENCY) as partners engaged in mutual work, as well as the conditions that apply to the allocation of funds to (AGENCY).

B. Definitions

1. Community Fund. Funds allocated by United Way of Regina to support a stable network of service providers.
2. Allocation. An approved amount of money provided to a funded partner from United Way of Regina.
3. Capital Campaigns. A campaign to solicit funds for:
 - the acquisition of real estate;
 - the construction of, or major repairs to, buildings or related facilities;
 - the acquisition of, or major repairs to, significant items of equipment or furnishings.
4. Community Priority Areas. The areas identified by the community and adopted by United Way of Regina as the focus of its investments. See Addenda A for a description of current community priority areas.
5. Donor Designation. A contribution made by donors to United Way of Regina who have specifically designated a funded partner as the recipient of their contribution.

6. **Funded Partner** – An agency whose mission and objectives are aligned with United Way of Regina and to which United Way of Regina provides financial support. United Way of Regina and the funded partner may also collaborate on initiatives designed to address the community priority areas.
7. **Membership Campaign.** A membership campaign is the solicitation of the general public to purchase regular memberships or sustaining memberships (where the fee is an amount beyond the cost of providing service to members) and the primary objective of the membership drive is to encourage interest in the agency.
8. **Outcomes.** The benefits or changes for individuals or populations during or after participating in program activities. Outcomes may be short- to long-term and may include changes in knowledge, skills, attitudes or values, behaviour, or status.
9. **Provisional Status.** Where organizational management or governance concerns have been identified, a funded partner will be required to address those concerns within an agreed upon time frame.

C. Guiding Principles

United Way of Regina will hold itself and the agencies it funds accountable to these principles. We commit to adhere to the standards set by these principles and we will work collaboratively to ensure that all initiatives meet these standards. Together, we will measure the work we do and evaluate our success on the basis of the following principles.

The principles are not listed in order of priority, but rather, constitute a holistic framework.

Results-Based

United Way of Regina and all funded partners will be accountable for achieving results, will continually measure the impact of work undertaken in order to improve, and will endeavour to meet all defined outcomes. United Way of Regina and all funded partners are committed to demonstrating the impact of our investments and services through specific, measurable indicators of success and outcomes for our community, and especially related to the community priority areas.

Stewardship

United Way of Regina and its funded partners recognize that the community has entrusted us to spend its money wisely. United Way of Regina and all funded partners demonstrate effective governance and management practices so that we are able to fulfill our stewardship accountabilities to our donors.

Collaboration

In recognition of our shared responsibility to promote collaborative involvement in addressing community needs and future challenges, United Way of Regina and all funded partners are committed to a multi-sectoral approach to community building. By working together we strengthen our capacity to address long-term challenges and take advantage of opportunities.

Leadership and Learning

Our shared work supports a process of dynamic change and growth that maximizes our relevance, efficiency and effectiveness. United Way of Regina and all funded partners will be innovative, demonstrating responsible risk-taking and leadership. We recognize that good leadership must be grounded in an understanding of current theory and supported by sound evidence. In recognition of this, United Way of Regina and all funded partners will pursue leadership, decision-making and planning that reflect best practices and support life-long learning.

Community Capacity Building

All communities have strengths and assets among their individual members and collectively as a community. United Way of Regina and all funded partners agree to contribute, each in their own way, to building capacity in our community. Each is committed to values that support capacity building at individual, family and community levels and to actions that achieve measurable and meaningful results. Community development principles are at the core of mutual efforts to build capacity, with the most effective community development being community-based, community-paced, and community-directed.

D. (AGENCY) agrees to:

1. Ensure its Board of Directors has a working knowledge of the Relationship and Funding Agreements and assures the agency's compliance.
2. Strive to meet the eight key governance goals from the Panel on Accountability and Governance. (Appendix 1)
3. Adopt the "Ethical Fundraising and Financial Accountability Code" developed by the Canadian Centre for Philanthropy (now Imagine Canada). (Appendix 2)
4. Adopt the "Canadian Code for Volunteer Involvement" developed by Volunteer Canada. (Appendix 3)
5. Adhere to the Guidelines for Fundraising (Section F).
6. Adhere to the Guidelines for Recognition of United Way of Regina (Section G). In addition to visual acknowledgement of United Way of Regina support, funded partners are expected to portray United Way of Regina positively in all its communications with the community.

7. Provide program reports, annual reports, evaluation materials, annual audited statements and other materials as requested by United Way of Regina.
8. Advise United Way of Regina immediately of any organizational changes (services, programs, governance, staffing or funding) which significantly affect the organization.
9. Operate programs, activities and operations lawfully and in full compliance with applicable laws and regulations and ensure that funds provided under this Agreement are not utilized directly or indirectly in contravention of any such law and regulations.
10. Maintain responsible management guided by a volunteer Board of Directors that is representative of the diversity among the citizens of Regina and of the needs of the community served by the funded partner, and who are neither paid for services nor employees of the funded partner, with the exception of the Chief Executive Officer.
11. All financial statements accompanying funding applications must be prepared in accordance with the accounting standards published by the Canadian Institute of Chartered Accountants. It is expected that funded partner's auditors will use these accounting principles in the formation of a professional opinion on the audited financial statements.
12. Indemnify and hold harmless United Way of Regina from any and all third party claims, demands, or actions for which the funded partner is legally responsible, including those arising out of negligence, willful harm, or crimes by the funded partner or the funded partner's staff or agents.
13. Maintain compliance with United Way of Regina's funding eligibility criteria (see Community Fund Guidelines).
14. Conduct an internal campaign for donations in support of United Way of Regina's annual campaign.
15. Support United Way of Regina's resource development efforts by making available volunteers and/or staff for public speaking; providing case stories and outcome reports, and providing current information about the funded partner as requested.
16. Participate in United Way of Regina efforts and initiatives to advance strategies related to the community priority areas.
17. Measurably demonstrate the results its programs and services have on the community priority areas.
18. Participate in regular meetings of funded partners.

E. The United Way of Regina agrees to:

1. Conduct an annual fundraising campaign in the city of Regina.
2. Identify (AGENCY) as a United Way of Regina funded partner and interpret to the public the broad range of services provided by all funded partners.
3. Provide guidance and support when possible to the funded partner to assist in the effective planning and overall management of the agency.

4. Provide regular allocation payments for the amount and term specified in the Funding Agreement.
5. Maintain responsible management guided by a volunteer Board of Directors that is representative of the diversity among the citizens of Regina and of the needs of the community served by United Way of Regina, and who are neither paid for services nor employees of United Way of Regina, with the exception of the Chief Executive Officer.
6. Make available to the funded partner its annual report, including its audited financial statements.
7. Provide promotional items to enable the funded partner to comply with Section G that may include: electronic and camera-ready logos; door / window decals; posters; and other materials as available and requested.
8. Ensure regular and timely communications with funded partners on any matters that affect the relationship or the terms of the Funding and Relationship Agreements.
9. Facilitate regular meetings of funded partners.
10. Maintain as policy the “Ethical Fundraising and Financial Accountability Code” developed by the Canadian Centre for Philanthropy (now Imagine Canada).
11. Maintain as policy the “Canadian Code for Volunteer Involvement” developed by Volunteer Canada.
12. Strive to meet the eight key governance goals from the Panel on Accountability and Governance.
13. Facilitate efforts and initiatives to advance strategies related to the community priority areas.
14. Measurably demonstrate the results of strategies implemented to address the community priority areas.

F. Guidelines for Fundraising

Based on the philosophy of working in partnership with funded partners, this policy seeks to provide a basis for conduct of fundraising by funded partners within the framework of United Way of Regina’s fundraising objectives. As a means of expanding the base support for human services in our community, a more flexible policy in fundraising is aimed at ensuring that all potential support is achieved through a coordinated, not competitive, effort.

The basic principles underlying this policy:

1. The funded partners and United Way of Regina are committed to working together to meet community needs and wish to work together cooperatively.
2. Fundraising by funded partners is an accepted means of maintaining and ensuring an agency’s financial viability where deemed necessary by that agency and its Board of Directors.
3. United Way of Regina donors should be protected from additional requests for general donations. In particular, this policy protects employee groups and

- individuals from area-wide requests at their place of work, and at home, as well as protecting corporations and businesses that are contributors to United Way of Regina.
4. Funded partners have a strong commitment to protect and enhance the community image of, and their association with United Way of Regina. Therefore, fundraising activities should be designed to support and complement both organizations and United Way of Regina's annual campaign.
 5. Funded partners have the right to develop independent fundraising strategies designed to raise funds, develop new sources of income, and to establish a broader constituency within guidelines.
 6. With a mutual objective of maximizing the funds available to provide needed services to individuals and families, United Way of Regina and funded partners have a responsibility to coordinate and cooperate to the greatest extent possible in all fundraising activities, including the United Way of Regina campaign, agency operating fund campaigns and capital campaigns.
 7. Fundraising activities by United Way of Regina and funded partners must adhere to federal, provincial and municipal regulations, and funded partners will adopt and adhere to Imagine Canada's "Ethical Fundraising and Financial Accountability Code".
 8. United Way of Regina has a responsibility to respect the autonomy of funded partners. As such, United Way of Regina shall treat as confidential, unless authorized, all information received from a funded partner.

Restricted Time

Funded partners are restricted from conducting fundraising activities September 15 to November 1 inclusive. During that time funded partners will participate wholeheartedly in the United Way of Regina campaign, giving all assistance possible.

Fundraising Guidelines

The list of fundraising activities in this document is not meant to be complete. Funded partners are encouraged to contact United Way of Regina if clarification about proposed activities is required.

1. Suggestions for revenue producing activities, which may be done at any time, are as follows:
 - seek government grants;
 - seek gifts from churches, service clubs, and fraternal organizations;
 - planned giving activity, such as wills, endowments, similar deferred gifts;
 - seek gifts from foundations (other than those which administer corporate or business donation budgets, or similar foundations);
 - provide product for fee (i.e. activities in which goods or services are sold for a price related to their value and receipts are not issued) as a part of the regular agency business;

- receive fees for service;
 - conduct renewal membership campaigns;
 - earn interest on investments;
 - work bingo's and casinos;
 - use posters to promote a fundraising activity in business premises.
2. These fundraising activities cannot be done at anytime by the funded partner, or by the provincial or national body of the funded partner:
- solicitation for general donations from corporations, business and corporate foundations that are United Way of Regina supporters and have requested that funded partners not approach them;
 - workplace solicitation for general donations of individuals, employee groups, and employee trust funds;
 - general area-wide solicitation of households or businesses by mail, by door-to-door canvassing or by telemarketing.
3. These fundraising activities may not be done during the restricted period of September 15 – November 1 but may be done at other times of the year:
- campaigns for capital projects (both initial and follow-up solicitation);
 - solicitations of gifts-in-kind;
 - solicitation of corporate and business sponsorship funds for program activities;
 - area-wide membership campaigns;
 - lotteries;
 - special events including holding, advertising, promoting, approaching sponsors, selling tickets, etc.

Timely advance notice of planned capital campaigns should be forwarded to United Way of Regina.

4. The funded partner and United Way of Regina may agree to occasional exceptions to this policy if an unusual or rare opportunity is presented to the funded partner. A description in writing of the event will be submitted to United Way of Regina.

Nationally or Provincially Affiliated Organizations

It is recognized that local chapters do not always have the authority to direct the activities of affiliated organizations. However, each funded partner should endeavour to encourage its affiliated organizations, including provincial and national affiliates, to conduct fundraising activities in accordance with this policy. It would be expected that funded partners would opt out, if possible, of any fundraising activities conducted by affiliated organizations which are clearly in contravention to this policy. If it is not possible to opt out of participation, as soon as possible the funded partner will inform United Way of Regina.

G. Guidelines for Recognition of United Way of Regina

The funded partner agrees to make effective use of United Way of Regina promotional materials by:

- including the United Way of Regina logo and/or acknowledgment on letterhead, internal and external publications and other print/media material;
- placing United Way of Regina decals on doors and windows with high public visibility;
- placing United Way of Regina posters inside the agency with high public visibility; and,
- placing United Way of Regina posters and/or visual acknowledgment at agency display booths when in the community.

H. Financial Reserves Policy

United Way of Regina wants to encourage responsible financial management. This means that some level of financial reserve will be encouraged, not discouraged. Defining the reasonableness of such an amount is difficult because funded partners vary considerably in their programming, nature of expenditures, expenditure cycle, predictability of revenue and expenses, and many other aspects. This means that every situation must be judged on its own merits, taking into account an organization's unique circumstances.

United Way of Regina believes that financial reserves representing the equivalent of between three –(3) and six –(6) months operating expenses would be reasonable for most organizations. For the purpose of this calculation:

- operating expenses include total operating expenses excluding non-cash expenses such as depreciation expense and funds disbursed directly to other agencies;
- financial reserves include Unrestricted Net Assets plus Internally Restricted Net Assets in the deferral method of accounting (this does not include Net Assets Invested in Capital Assets or Net Assets Externally Restricted), and in the restricted fund method of accounting include Unrestricted Fund Balances plus Internally Restricted Fund Balances (this does not include Capital Fund Balances or Externally Restricted Fund Balances).

I. Multi-Year Funding

The Community Fund Allocations Sub-Committee may recommend to the Community Investments Committee multi-year Funding Agreements for some funded partners.

Recommendations will be based upon annual allocation reviews and the following criteria. The funded partner will:

- have demonstrated long-term stability through sound management and governance practices;
- have a good working relationship with United Way of Regina; and,
- have demonstrated the effectiveness of their services through ongoing evaluation including outcome measurement.

Agencies must be a United Way funded partner for a minimum of three years to be eligible for consideration for multi-year funding.

J. Provisional Status

United Way of Regina is committed to ensuring accountability to its donors for the investment of funds in effectively managed and governed organizations. United Way of Regina will provide support to funded partners wherever possible to assist them in achieving and maintaining good governance and management practices.

A funded partner may be recommended for provisional status when one or more of the following conditions have been identified by the Community Fund Allocations Sub-Committee:

- the terms and conditions of the Funding and/or Relationship Agreements are not being adhered to;
- the funded partner is experiencing prolonged management problems; and,
- the funded partner is unable or unwilling to demonstrate outcomes related to one or more of the three community priority areas.

Some examples of management problems are, but are not limited to, an agency's lack of:

- annual financial and program performance information;
- proper management of funds;
- reasonable unit cost;
- legal and ethical accountability;
- an ability and willingness to address United Way of Regina recommendations;
- board leadership and involvement;
- responsiveness to community demographics and emerging issues; and,
- long range strategic planning.

A funded partner on provisional status will not be eligible for an increase in its allocation amount, nor will it be eligible for a multi-year Funding Agreement.

Process

A funded partner is recommended for provisional status based on concerns identified during the Community Fund allocations review.

Within 10 days of approval of provisional status by the United Way of Regina Board of Directors, the funded partner will be notified in writing.

Within 30 days of approval of provisional status United Way of Regina staff will meet with the funded partner's Executive Director and Board Chair to outline concerns and determine required steps and timelines to address the issues.

While on provisional status, United Way of Regina staff will meet with the funded partner quarterly to offer assistance and to monitor progress in addressing issues. Every effort is made to assist the funded partner to remove the provisional status.

The funded partner will be required to meet with the Community Fund Allocations Sub-Committee in the following year as part of the Community Fund allocations review interview schedule.

If upon completion of the provisional status term, remedial conditions are not met or addressed to the satisfaction of United Way of Regina, the funded partner may be recommended for Discontinuance of the Relationship Agreement as outlined in Section L of this agreement.

K. Funding Reductions

The recommendation for a funding reduction may be based on one or more of the following:

- non-compliance with terms and conditions contained within the Funding and/or Relationship Agreements;
- failure to comply with provisional status conditions; and,
- lack of alignment with community priority areas.

The process and timelines for implementation of a funding reduction will be determined based upon the circumstances recommending the funding reduction.

L. Discontinuance of Relationship Agreement

Based upon the annual allocations review process, a Discontinuance of the Relationship Agreement may be recommended for a funded partner. The recommendation may be based on one or more of the following:

- the funded partner failed to submit a funding application within published deadlines;
- failure to abide by the terms and conditions of the Funding and / or Relationship Agreements;
- failure to comply with provisional status conditions;
- lack of alignment with community priority areas; and,
- termination of the Funding Agreement.

Discontinuance of the Relationship Agreement will result in the discontinuance of funding, and may occur either immediately or over a defined time period.

The process and timelines for implementation of the Discontinuance of the Relationship Agreement will be determined by United Way of Regina in consultation with the funded partner.

M. (AGENCY) and United Way of Regina agree that:

1. This Agreement may be terminated upon United Way of Regina becoming aware that the funded partner is or has been in breach of any of the terms or conditions of the Relationship and / or Funding Agreement.
2. Either party may terminate this Agreement provided 90 days written notice of the termination is forwarded to the other party.
3. United Way of Regina will review its community investment policies and the agencies it funds to ensure accountability to its donors and alignment of investment strategies with community priority areas.
4. United Way of Regina or the funded partner is welcome to request a meeting with the other at any time.

By entering into this Agreement (AGENCY) and United Way of Regina agree to adhere to the Guiding Principles that characterize the relationship and to the specific policies, procedures and guidelines contained herein.

For the Funded Partner

Signed at Regina, Saskatchewan this _____ day of _____, 20____

Chair Signature

Print Name

Executive Director Signature

Print Name

For the United Way of Regina

Signed at Regina, Saskatchewan this _____ day of _____, 20____

Chair Signature

Print Name

Chief Executive Officer Signature

Print Name

United Way of Regina
Relationship Agreement
Appendix 1

THE ETHICAL CODE

ETHICAL FUNDRAISING AND FINANCIAL ACCOUNTABILITY CODE

The registered charity undertakes to adhere to the standards set out in the Imagine Canada Ethical Fundraising and Financial Accountability Code in its treatment of donors and the public, its fundraising practices and its financial transparency, and to be accountable through its Board of Directors for doing so.

A Donor policies and public representations

1. The charity prepares and issues official Income Tax receipts for monetary gifts and for gifts-in-kind pursuant to any policy established and published on minimum amounts to be receipted and in compliance with all regulatory requirements. The charity will acknowledge in writing contributions not entitled to be officially receipted, subject to any policy established and published on minimum amounts to be acknowledged.
2. All fundraising solicitations by or on behalf of the charity disclose the charity's name and the purpose for which funds are requested. Printed and on-line solicitations (however transmitted) will include its address or other contact information.
3. The charity provides the following information promptly upon request:
 - the charity's most recent annual report and financial statements as approved by the governing board;
 - the charity's registration number (BN) as assigned by the Canada Revenue Agency (CRA);
 - any information contained in the public portion of the charity's most recent Charity Information Return (form T3010A) as submitted to CRA;
 - a copy of the Charity's Investment Policy relating to its investable assets, if applicable (see C8);
 - a list of the names of the members of the charity's governing board; and
 - a copy of this Ethical Fundraising and Financial Accountability Code.
4. The charity or those fundraising on its behalf will disclose, upon request, whether an individual or entity soliciting contributions is a volunteer, an employee or a contracted third party.
5. The charity will encourage donors to seek independent advice if the proposed gift is a Planned Gift and/or the charity 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.

6. The charity will 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.

[Guidance: In some circumstances, when the source or size of a donation may be perceived as affecting the independence of the charity, the organization may negotiate the terms of public disclosure.]

7. The privacy of donors will be respected. Any donor records that are maintained by the charity will be kept confidential to the greatest extent possible. Donors have the right to see their own donor record, and to challenge its accuracy.
8. If the charity exchanges, rents, or otherwise shares its fundraising lists with other organizations, a donor's request to be excluded from the list will be honoured.
9. Solicitations by or on behalf of the charity will treat donors and prospective donors with respect. Every effort will be made to honour their requests to:
 - limit the frequency of solicitations;
 - not be solicited by telephone or other technology;
 - receive printed material concerning the charity;
 - discontinue solicitations where it is indicated they are unwanted or a nuisance.
10. Recognition mechanisms created due to a gift will 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 should 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.

[Guidance: The charity's Donor Recognition/Gift Acceptance Policy may be referred to in a gift agreement and may define recognition time limits and/or establish procedures if maintaining the original form of recognition becomes impractical or undesirable.]

11. The charity will respond promptly to a complaint by a donor or prospective donor about any matter that is addressed in this *Donor, Fundraising & Financial Practice Code*.

B Fundraising Practices

1. Fundraising solicitations on behalf of the charity will:
 - be truthful; and
 - accurately describe the charity's activities and the intended use of donated funds.
2. The charity will not make claims that cannot be upheld. It will refrain from using marketing materials or making representations that could be misleading. The charity will not exploit its beneficiaries. It will be sensitive in describing those it serves (whether using graphics, images or text) and fairly represent their needs and how these needs will be addressed.
3. When the charity conducts online solicitations its practices will be consistent with or exceed the provisions of the Canadian Code of Practice for Consumer Protection in Electronic Commerce, which is downloadable at: [http://www.cmcweb.ca/epic/site/cmc-cmc.nsf/vwapj/EcommPrinciples2003_e.pdf/\\$FILE/EcommPrinciples2003_e.pdf](http://www.cmcweb.ca/epic/site/cmc-cmc.nsf/vwapj/EcommPrinciples2003_e.pdf/$FILE/EcommPrinciples2003_e.pdf)
4. When the charity conducts face-to-face solicitations, including but not limited to door-to-door campaigns or street-side fundraising, its 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.
5. Volunteers, employees and third party consultants/solicitors who solicit or receive funds on behalf of the charity shall:
 - adhere to the provisions of this 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 the charity any actual or apparent conflict of interest or loyalty; and
 - not accept donations for purposes that are inconsistent with the charity's objects or mission.
6. The charity will provide, upon request, its 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) it undertakes.

7. Paid staff or consultants will be compensated by a salary, retainer or fee, and will not be paid finders' fees, commissions or other payments based on either the number of philanthropic contributions received or the value of funds raised.

[Guidance: Compensation policies for staff, including fundraisers, providing for performance-based compensation practices (such as salary increases or bonuses) will be consistent with the charity's policies and practices that apply to non-fundraising personnel.]

[Guidance: Permissible percentage-based payments:

- (i) This provision does not apply to commercial fees, such as commissions or percentage payments or similar administrative payments for credit card transactions.*
- (ii) This provision does not apply to administrative fees charged by registered charities subject to regulation by the Canada Revenue Agency who collect money on behalf of other charities (such as Community Foundations and United Ways).*
- (iii) This provision does not apply to cause-related marketing where a percentage of sales are promised to the charity or to lotteries.]*

8. Charities that undertake cause-related marketing in collaboration with a third party should disclose how the charity benefits from the sale of products or services and the minimum or maximum amounts payable under the arrangement. If no minimum amount is specified, the charity should disclose this.
9. The charity will not sell its donor list. If applicable, any rental, exchange or other sharing of the charity's donor list will exclude the names of donors who have so requested (as provided in section A8, above). If a list of the charity's donors is exchanged, rented or otherwise shared with another organization, such sharing will 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.
10. The charity's governing board will be informed at least annually of the number, type and disposition of complaints received from donors or prospective donors about matters that are addressed in this *Donor, Fundraising & Financial Practice Code*.

C Financial practice and transparency

1. The charity's financial affairs will be conducted in a responsible manner, consistent with the ethical obligations of stewardship and all applicable law.
2. All donations will be used to support the charity's objects, as registered with CRA.
3. All restricted or designated donations will be used for the purposes for which they were given unless the charity 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.

4. Annual financial reports are necessary to achieve transparency and accountability to donors and the public. All charities issuing receipts should produce them and make them easily accessible. They should:
 - be factual and accurate in all material respects;
 - disclose the gross amount of fundraising revenues (received and non-receipted);
 - disclose the total amount of fundraising expenses (including salaries and overhead costs);
 - disclose all donations that are receipted for income tax purposes;
 - disclose the total amount of expenditures on charitable activities (including gifts to other charities);
 - segregate undesignated and designated funds (for aggregate amounts over \$100,000);
 - identify government grants and contributions separately from other donations (for aggregate amounts over \$100,000); and
 - Financial Statements should be prepared in accordance with generally accepted accounting principles and standards established by the Canadian Institute of Chartered Accountants, in all material respects (or disclose a discrepancy between the practice and GAAP).
5. The cost-effectiveness of the charity's fundraising programs will 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. The charity will disclose its process for evaluating its spending.
6. The charity will, upon request, disclose the revenue and expense assumptions for its fundraising activity as approved by its Board in its annual budget.
7. If the charity has annual revenue in excess of \$250,000, the financial statements are audited by an independent public accountant.
8. If the charity's investable assets surpass \$1,000,000, an Investment Policy will be established setting out asset allocation, procedures for investment decisions, and asset protection issues.
9. If the charity receives, or anticipates receiving, gifts-in-kind of \$100,000 or more in a year and has annual revenue in excess of \$500,000, it will establish a Gift Acceptance Policy (including valuation issues) for the receipt of gifts-in-kind.

United Way of Regina
Relationship Agreement
Appendix 2

THE ETHICAL FUNDRAISING AND FINANCIAL ACCOUNTABILITY CODE

Introduction

This *Ethical Fundraising & Financial Accountability Code* has been developed by Imagine Canada (formerly the Canadian Centre for Philanthropy), in consultation with charity leaders throughout Canada. Its primary purpose is to assure donors of the integrity and accountability of charities that solicit and receive their financial support.

Charities that adopt this *Ethical Fundraising & Financial Accountability Code* commit to fundraising practices that respect donors' rights to truthful information and to privacy. They also commit to manage responsibly the funds that donors entrust to them, and to report their financial affairs accurately and completely.

Donors or prospective donors who have questions or concerns about fundraising activities should contact the charity on whose behalf the funds are being solicited.

Charities that adopt the *Ethical Fundraising & Financial Accountability Code* are committed to deal with such queries promptly and fairly. The Charities Division of the Canada Revenue Agency (CRA) also provides information and receives complaints about registered charities at 1-800-267-2384 (English) or 1-888-892-5667 (bilingual).

This *Ethical Fundraising & Financial Accountability Code* complements the professional codes of ethics and standards of practice to which many fundraisers individually adhere (such as those of the Association of Fundraising Professionals, the Association for Healthcare Philanthropy, the Canadian Association of Gift Planners, and other national, provincial or sectoral organizations).

N.B.: There are some forms of revenue-raising for which official receipts are not issued for income tax purposes (for example, charitable gaming transactions, proceeds from product sales, affinity card or product fees, and fair market value charges for charitable benefits, tournaments, banquets, events or activities). These activities may be governed by specific legal requirements and/or involve additional ethical considerations that are not addressed in this *Ethical Fundraising & Financial Accountability Code*.

In order to be recognized by Imagine Canada as having adopted this *Ethical Fundraising & Financial Accountability Code*, a charity's governing board must pass the following motion as a formal resolution:

"[**Name of charity**] hereby adopts Imagine Canada's *Ethical Fundraising and Financial Accountability Code* as its policy. In so doing, members of the governing 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 the best of their ability that the organization adheres to the provisions of the *Code*. It is hereby confirmed that each member of the governing board has received a copy of the *Ethical Fundraising & Financial Accountability Code* and that a copy will also be provided to each person who is subsequently elected to the governing board."

Charities that adopt the Code may be added to the list on Imagine Canada's website by completing the registration form at <http://www.imaginecanada.ca/adherentregform.asp> or by contacting:

Imagine Canada
425 University Avenue, Suite 900
Toronto, Ontario M5G 1T6
Fax: (416) 597-2294
E-mail: code@imaginecanada.ca

A. Donor's Rights

1. All donors (individuals, corporations, and foundations) are entitled to receive an official receipt for income tax purposes for the amount of the donation. Donors of non-monetary eligible gifts (or gifts-in-kind) are entitled to receive an official receipt that reflects the fair market value of the gift. (Note: The term 'Eligible gifts' is comprehensively defined by CRA. A full definition can be found in CRA's Interpretation Bulletin dealing with gifts and official donation receipts.¹ Some common gifts, such as donations of volunteer time, services, etc. are not eligible to receive official tax receipts.) The charity's governing board may establish a minimum amount for the automatic issuance of receipts, in which case smaller donations will be receipted only upon request.
2. All fundraising solicitations by or on behalf of the charity will disclose the charity's name and the purpose for which funds are requested. Printed solicitations (however transmitted) will also include its address or other contact information.
3. Donors and prospective donors are entitled to the following, promptly upon request:
 - the charity's most recent annual report and financial statements as approved by the governing board;
 - the charity's registration number (BN) as assigned by CRA;
 - any information contained in the public portion of the charity's most recent Charity Information Return (form T3010) as submitted to CRA;
 - a list of the names of the members of the charity's governing board; and

- a copy of this *Ethical Fundraising & Financial Accountability Code*.
4. Donors and prospective donors are entitled to know, upon request, whether an individual soliciting funds on behalf of the charity is a volunteer, an employee, or a hired solicitor.
 5. Donors will be encouraged to seek independent advice if the charity has any reason to believe that a proposed gift might significantly affect the donor's financial position, taxable income, or relationship with other family members.
 6. Donors' requests to remain anonymous will be respected.
 7. The privacy of donors will be respected. Any donor records that are maintained by the charity will be kept confidential to the greatest extent possible. Donors have the right to see their own donor record, and to challenge its accuracy.
 8. If the charity exchanges, rents, or otherwise shares its fundraising list with other organizations, a donor's request to be excluded from the list will be honoured.
 9. Donors and prospective donors will be treated with respect. Every effort will be made to honour their requests to:
 - limit the frequency of solicitations;
 - not be solicited by telephone or other technology;
 - receive printed material concerning the charity.
 10. The charity will respond promptly to a complaint by a donor or prospective donor about any matter that is addressed in this *Ethical Fundraising & Financial Accountability Code*. A designated staff member or volunteer will attempt to satisfy the complainant's concerns in the first instance. A complainant who remains dissatisfied will be informed that he/she may appeal in writing to the charity's governing board or its designate, and will be advised in writing of the disposition of the appeal. A complainant who is still dissatisfied will be informed that he/she may notify Imagine Canada in writing.

B. Fundraising Practices

1. Fundraising solicitations on behalf of the charity will:
 - be truthful;
 - accurately describe the charity's activities and the intended use of donated funds; and
 - respect the dignity and privacy of those who benefit from the charity's activities.

2. Volunteers, employees and hired solicitors who solicit or receive funds on behalf of the charity shall:
 - adhere to the provisions of this *Ethical Fundraising & 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;
 - disclose immediately to the charity any actual or apparent conflict of interest; and
 - not accept donations for purposes that are inconsistent with the charity's objects or mission.
3. Paid fundraisers, whether staff or consultants, will be compensated by a salary, retainer or fee, and will not be paid finders' fees, commissions or other payments based on either the number of gifts received or the value of funds raised. Compensation policies for fundraisers, including performance-based compensation practices (such as salary increases or bonuses) will be consistent with the charity's policies and practices that apply to non-fundraising personnel.
4. The charity will not sell its donor list. If applicable, any rental, exchange or other sharing of the charity's donor list will exclude the names of donors who have so requested (as provided in section A8, above). If a list of the charity's donors is exchanged, rented or otherwise shared with another organization, such sharing will be for a specified period of time and a specified purpose.
5. The charity's governing board will be informed at least annually of the number, type and disposition of complaints received from donors or prospective donors about matters that are addressed in this *Ethical Fundraising & Financial Accountability Code*.

C. Financial Accountability

1. The charity's financial affairs will be conducted in a responsible manner, consistent with the ethical obligations of stewardship and the legal requirements of provincial and federal regulators.
2. All donations will be used to support the charity's objects, as registered with CRA.
3. All restricted or designated donations will be used for the purposes for which they are given. If necessary due to program or organizational changes, 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.

4. Annual financial reports will:
 - be factual and accurate in all material respects;
 - disclose the total amount of fundraising revenues (receipted and non-receipted)²;
 - disclose the total amount of fundraising expenses (including salaries and overhead costs)³;
 - disclose the total amount of donations that are receipted for income tax purposes (excluding bequests, endowed donations that cannot be expended for at least 10 years, and gifts from other charities)⁴;
 - disclose the total amount of expenditures on charitable activities (including gifts to other charities)⁵;
 - identify government grants and contributions separately from other donations; and
 - be prepared in accordance with generally accepted accounting principles and standards established by the Canadian Institute of Chartered Accountants, in all material respects.
5. No more will be spent on administration and fundraising than is required to ensure effective management and resource development. In any event, the charity will meet or exceed CRA's requirement for expenditures on charitable activities. (The *Income Tax Act* sets out a requirement that all registered charities spend 80% of their receipted donations from the previous taxation year -- excluding bequests, endowed donations that cannot be expended for at least 10 years, and gifts from other charities -- on charitable activities; in addition, charitable foundations are required to expend 4.5% of their assets in support of charitable programs⁶)
6. The cost-effectiveness of the charity's fundraising program will be reviewed regularly by the governing board.

Footnotes:

¹ Currently, 'Eligible Gifts' are defined in IT110R3 Gifts and Official Donation Receipts.

² Total of amounts from lines 100, 102 and 113 of T3010 (CRA's Registered Charity Information Return, 2001)

³ Amount from line 123 of T3010 (2001)

⁴ Amount from line 906 of T3010 (2001)

⁵ Total of amounts from lines 120 and 121 of T3010 (2001)

⁶ See Section 149.1 of the Income Tax Act

United Way of Regina
Relationship Agreement
Appendix 3

The Canadian Code for Volunteer Involvement

Acknowledgments

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Canada

For further information on this subject or others relating to volunteering and volunteer management, please visit www.volunteer.ca/resource.

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1. Background

Volunteerism and the Voluntary Sector in Canada

Every day, thousands of people voluntarily give their time and talent to thousands of organizations across Canada. They give their time freely and with no expectation of monetary reward. Their hours of service ensure that many activities are accomplished and many people are helped. They build houses for the homeless, care for the elderly, and provide counseling and support services. They are youth group leaders, program coordinators, coaches and fundraisers. They represent every walk of life – professional, homemaker, student, retiree – as well as every age and cultural group.

Canadians volunteer for over 161,000 voluntary organizations in the areas as diverse as health care, social services, sport and recreation, faith communities, arts and culture, and education. Some of these voluntary organizations are large, structured organizations with staff and volunteers who work collaboratively. Some are smaller grassroots organizations or community groups that are run solely by volunteers or with very limited paid staff support.

Volunteer Canada

Volunteer Canada is a national organization engaged in the promotion of volunteerism across Canada. As a national leader, Volunteer Canada strives to ensure that volunteer efforts are promoted, recognized, supported and safeguarded. Volunteer Canada works in partnership with:

- a network of close to 100 Volunteer Centres in communities across Canada, as well as a federation of approximately 110 Volunteer Centres in Quebec;
- a network of National Volunteer Involving Organizations that brings together volunteer development professionals working at the

national level of Canadian charities, public institutions and non-profit organizations;

- thirteen Local Networks and Host Organizations involved in the Canada Volunteerism Initiative and representing all provinces and territories across the country;
- a membership base that represents the full spectrum of the voluntary, public and private sectors, including managers of volunteers, Volunteer Centres, non-profit agencies, community groups, government departments, corporations and individuals who are interested in volunteerism.

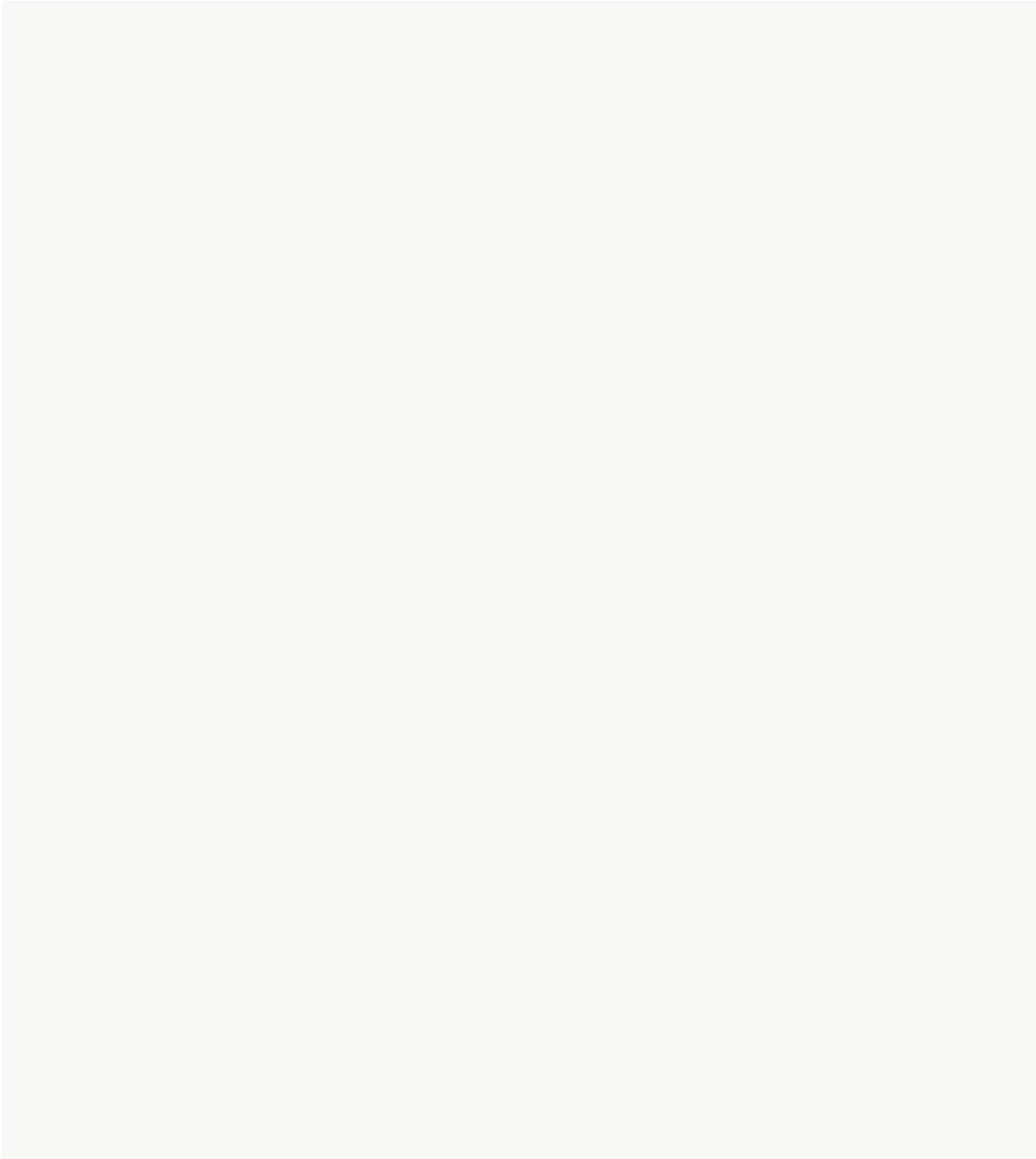
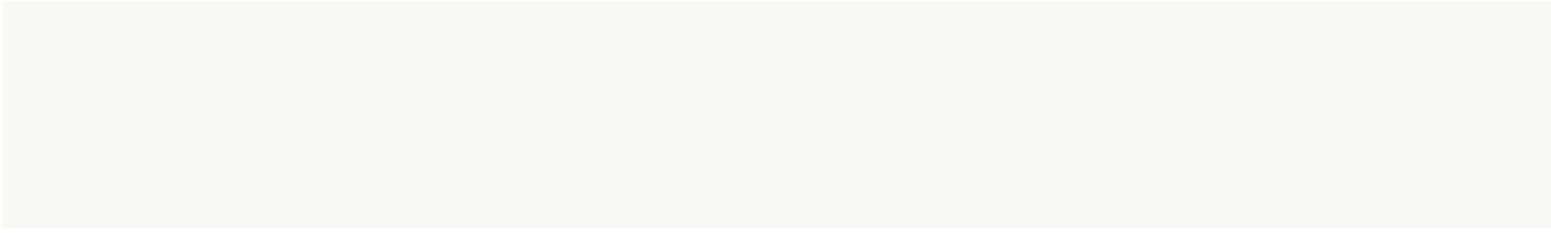
By developing resources and national initiatives, Volunteer Canada actively engages in research, training and promotional campaigns to increase community participation and provide leadership on issues and trends in the Canadian volunteer movement.

Canadian Administrators of Volunteer Resources

Canadian Administrators of Volunteer Resources (CAVR) is a national organization that promotes the professional administration of volunteer resources through established standards of practice, a code of ethics and certification of membership. CAVR collaborates with provincial, national and international organizations to support and enhance volunteer resource management in Canada.

The Partnership

Volunteer Canada and CAVR provide leadership in promoting and enhancing volunteerism in Canada. They have collaborated on a number of projects and initiatives in the past. In January of 2005, Volunteer Canada and CAVR embarked on a new partnership to consolidate the Canadian Code for



5. Additional Resources

Universal Declaration on Volunteering: International Association for Volunteer Effort

The International Association for Volunteer Effort (IAVE) adopted a *Universal Declaration on Volunteering* for all voluntary organizations. The declaration provides broad standards for volunteering that can be used by all organizations.

International Association for Volunteer Effort:
www.iave.org

Universal Declaration on Volunteering:
www.iave.org/resources_udecl.cfm

Federal and Provincial Human Rights Codes

Volunteer programs are governed by the Canadian Human Rights Code and provincial human rights codes. Voluntary organizations should be aware of the content of these codes and ensure that their programs comply with the regulations identified in them.

Volunteer Canada's Safe Steps to Screening

Volunteer Canada has developed a variety of resources designed to assist organizations in assessing and managing risk in their volunteer programs. These resources can be accessed at www.volunteer.ca/screening and can be ordered online.

Volunteer Canada's Volunteer Resource Centre

Volunteer Canada has a number of resources that can be accessed and ordered online through www.volunteer.ca/resource

Canada Survey of Giving, Volunteering and Participating
www.givingandvolunteering.ca

National Survey of Non-Profit and Voluntary Organizations
www.nonprofitscan.ca

Volunteer Canada

330 Gilmour Street
Ottawa, Ontario CANADA
K2P 2P6
www.volunteer.ca

Canadian Administrators of Volunteer Resources

www.cavr.org

Volunteer Involvement (Volunteer Canada, 2000) and the CAVR Standards of Practice (CAVR, 2002).

The result is a revised Canadian Code for Volunteer Involvement that integrates elements of the original Code with the Standards of Practice of the CAVR. Volunteer Canada and CAVR are proud to present this revised edition of the Canadian Code for Volunteer Involvement to the voluntary sector.

The Canadian Code for Volunteer Involvement: History, Importance and Purpose

History of the Canadian Code for Volunteer Involvement

The original Canadian Code for Volunteer Involvement was launched in December 2000 as a kickoff to the International Year of Volunteers (2001). The Code was targeted at boards of directors of voluntary organizations and intended to promote discussion about the role volunteers play in their organizations. Across Canada, many organizations worked to adopt and implement the Code into their work with volunteers, and in doing so, created a solid base for involving volunteers in their organizations. Building on this success, Volunteer Canada and CAVR recognize the importance of being at the forefront of information delivery and providing continual leadership to voluntary organizations. This revised Canadian Code for Volunteer Involvement enables organizations to enhance their existing practices and continue to ensure that solid foundations are in place for involving volunteers in their organizations.

Importance of the Canadian Code for Volunteer Involvement

Volunteers and the voluntary sector continue to play a vital role in Canadian society. Volunteers across Canada are engaged in delivering services and programs that improve and enhance the life of the community. The original Code assisted organizations in:

- communicating the values and benefits received from volunteer involvement;
- providing a framework for decision making, taking into account organizational values and guiding principles; and
- developing standards for involving volunteers in meaningful ways to ensure successful integration of volunteers for both the organization and its volunteers.

The revised Canadian Code for Volunteer Involvement will continue to support organizations in the same ways.

Purpose of the Canadian Code for Volunteer Involvement

The Canadian Code for Volunteer Involvement is a road map for voluntary organizations, large or small, that proposes strategies to effectively involve volunteers. In many organizations, support of volunteers through volunteer programs exists only at the periphery of the organization. Volunteers are viewed as a “nice to have” but not as critical components of the organization’s work or success. The Code proposes ways to integrate volunteer involvement strategically into the organization, and helps leaders in the organization understand the value and role of volunteers.

The Canadian Code for Volunteer Involvement is designed to set the stage for organizations to discuss how their volunteers are engaged and supported. It is structured to initiate thought and discussion about the role volunteers can play in helping the voluntary organization achieve its purpose or mission. This resource provides a starting point for this kind of thinking and discussion.

2. The Canadian Code for Volunteer Involvement

Overview: Elements of the Code

The Canadian Code for Volunteer Involvement consists of three important elements:

- **Values for Volunteer Involvement**

Core statement on the importance and value of volunteer involvement in voluntary organizations and Canadian society

- **Guiding Principles for Volunteer Involvement**

Principles that detail the exchange between voluntary organizations and volunteers.

- **Organizational Standards for Volunteer Involvement**

Standards that organizations should consider in developing or reviewing how volunteers are involved in their organizations.¹

Values for Volunteer Involvement

Volunteer involvement is vital to a just and democratic society.

- It fosters civic responsibility, participation and interaction.

Volunteer involvement strengthens communities.

- It promotes change and development by identifying and responding to community needs.

Volunteer involvement mutually benefits both the volunteer and the organization.

- It increases the capacity of organizations to accomplish their goals, and provides volunteers with opportunities to develop and contribute.

Volunteer involvement is based on relationships.

- It creates opportunities for voluntary organizations to accomplish its goals by engaging and involving volunteers, and it allows volunteers an opportunity to grow and give back to the community in meaningful ways through voluntary organizations.

Guiding Principles for Volunteer Involvement

Volunteers have rights. Voluntary organizations recognize that volunteers are a vital human resource and will commit to the appropriate infrastructure to support volunteers.

- The organization's practices ensure effective volunteer involvement.
- The organization commits to providing a safe and supportive environment for volunteers.

Volunteers have responsibilities. Volunteers make a commitment and are accountable to the organization.

- Volunteers will act with respect for beneficiaries and community.
- Volunteers will act responsibly and with integrity.

¹ These standards have consolidated the standards published in the original Code (2000) and the standards adopted by CAVR (2002)

Staff

Individuals who work on behalf of an organization and who receive financial compensation.

Voluntary Organizations

Organizations whose work depends on: serving a public benefit; on volunteers for at least its governance; on some financial support from individuals and on limited direct influence by governments, other than in relation to any tax benefits accruing the organization. A voluntary organization can be a large, structured organization or a small, community or grassroots organization.

Volunteerism

Refers to the contribution of time, resources, energy and/or without monetary compensation.

Volunteering

The most fundamental act of citizenship and philanthropy in our society. It is the offering of time, energy and skills of one's own free will.

Volunteer

Any person who gives freely of their time, energy and skills to contribute to the goals of a voluntary organization.

Volunteer Resources Management

The practice and profession of leading teams of individuals (volunteers) to support and enhance core programs and services of an organization. This practice is also a component of human resource management of the organization and should be closely aligned.

4. Glossary of Terms

Board

Those persons whose responsibility it is to provide leadership and direction to the organization and govern the affairs of the organization on behalf of its members. For the purposes of this document, the term “board” is used to refer to a board of directors, members of the executive, board of governors or a board of trustees, administrators, clergy, leaders, coaches, coordinators, officials, parents, participants or anyone else involved in the governance or decision making of the organization.

Capacity

The human and financial resources, technology, skills, knowledge and understanding required for organizations to do their work and fulfill what is expected of them by stakeholders.

Executive Director (ED)

The most senior staff position in the organization. The ED is responsible for the entire organization and reports directly to the board. The ED’s role is to support the governance of the board while ensuring that programs and operations of the organization are delivered.

Leadership Volunteers

Individuals who are mainly responsible for supporting the governance of the board while ensuring that programs and operations of the organization are delivered (in the absence of paid staff).

Manager of Volunteers

An administrator of volunteer resources is a professional who applies the best practices in volunteer management in compliance with nationally accepted standards to identify, strengthen and effectively maximize voluntary involvement for the purpose of improving the quality of life of individuals and of communities. The term “administrator” is used in a generic way to represent all other titles used in the voluntary sector (director, coordinator, manager, leader, etc). In some organizations, the title of the person responsible for managing volunteers may not even reflect this role. Throughout the Code, the term “Manager of Volunteers” is used. (CAVR definition)

Mission

The mandate for why an organization exists. The overall goal of the organization, this is often referred to as the “raison d’être” of an organization.

Organizational Standards

Standards that organizations should consider in developing or reviewing how volunteers are involved in their organizations. This is a basic set of standards to which all organizations should aspire.

Policies

Specific statements of belief, principle or action that tell us what to do.

Procedures

A series of steps to assist in implementing policy. The steps indicate who will do the work and how it will be done.

Organizational Standards for Volunteer Involvement

Standard 1: Mission-based Approach

The board of directors, leadership volunteers and staff acknowledge and support the vital role of volunteers in achieving the organization's purpose and mission.

Standard 2: Human Resources

Volunteers are welcomed and treated as valued and integral members of the organization's human resources team. The organization has a planned approach for volunteer involvement that includes linking volunteers to the achievement of the mission, providing the appropriate human and financial resources to support the volunteer program, and establishing policies for effective management.

Standard 3: Program Planning and Policies

Policies and procedures are adopted by the organization to provide a framework that defines and supports the involvement of volunteers.

Standard 4: Program Administration

The organization has a clearly designated individual with appropriate qualifications responsible for the volunteer program.

Standard 5: Volunteer Assignments

Volunteer assignments address the mission or purpose of the organization and involve volunteers in meaningful ways that reflect the abilities, needs and backgrounds of the volunteer and the organization.

Standard 6: Recruitment

Volunteer recruitment incorporates internal and external strategies to reach out and involve a diverse volunteer base.

Standard 7: Screening

A clearly communicated screening process is adopted and consistently applied by the organization.

Standard 8: Orientation and Training

Each volunteer is provided with an orientation to the organization, its policies and practices, including the rights and responsibilities of volunteers. Each volunteer receives training customized to the volunteer assignment and the individual needs of the volunteer.

Standard 9: Supervision

Volunteers receive a level of supervision appropriate to the task and are provided with regular opportunities to give and receive feedback.

Standard 10: Recognition

The contributions of volunteers are consistently acknowledged with formal and informal methods of recognition.

Standard 11: Record Management

Standardized documentation and records management practices are followed and in line with relevant legislation.

Standard 12: Evaluation

The impact and contribution of volunteers and the volunteer program are continually evaluated to ensure the needs of the organization are being met in fulfilling its mandate.

3. Involving Volunteers: Adopting and Implementing the Code

Step 1: Why Do Voluntary Organizations Exist?

Strong organizations deliver programs and services that influence and impact the community. In turn, the community also influences voluntary organizations through demographics, trends and needs. It is important to understand how trends in the community and the voluntary sector can impact voluntary organizations. By understanding the influence of trends in the voluntary sector, volunteers can be more effectively involved. Surveys such as the Canada Survey of Giving, Volunteering and Participating (www.givingandvolunteering.ca) and the National Survey of Non-Profit and Voluntary Organizations (www.nonprofitscan.ca) are useful resources for the identification and analysis of trends.

Whether formal or informal, voluntary organizations are made up of individuals who work together to achieve the purpose or mission of a cause that is important to them. The mission of an organization tells us why the organization exists and the nature of its overall mandate or goal. The mission should answer the question “Why are we here?” Further, it is important to ask:

- How does our organization achieve its mission?
- What are the programs and services that contribute to fulfilling the mission?

By adopting the Canadian Code for Volunteer Involvement, voluntary organizations make a commitment to not only strengthen their volunteer programs, but to strengthen the capacity of the organization to meet both its mandate and the needs of the community.

The right track to involving volunteers...

- Trends that are happening in the voluntary sector at a local and a national level are understood by the organization.
- The demographic makeup of current volunteers within the organization can be articulated.
- A core client base has been defined by the organization and the demographics of the community are known.
- The organization understands and responds to the needs of the community.
- Organizational standards for volunteer involvement adopted by the voluntary organization have taken into consideration voluntary sector trends and trends occurring within the local community (including current legislations and best practices).
- Values and guiding principles from the Canadian Code for Volunteer Involvement are reviewed during the strategic and annual planning process.
- Values and guiding principles from the Canadian Code for Volunteer Involvement are incorporated within the governance policy of the organization.
- Values and guiding principles are incorporated into the organization’s values, vision and mission statement.
- The organization has a philosophical statement or policy about volunteer involvement.

Standard 12: Evaluation

Volunteer involvement should be evaluated regularly to ensure that involvement of volunteers is contributing to the organizations mandate. An evaluation of volunteer involvement should include: reviewing goals and objectives, identifying results achieved, obtaining feedback from current volunteers and clients, collecting and reviewing both quantitative and qualitative data about volunteer involvement.

The impact and contribution of involving volunteers and of the volunteer program are continually evaluated to ensure the needs of the organization are being met in fulfilling its mandate.

- Performance goals are established annually for the volunteer program.
- Achievement of performance goals is assessed on an annual basis.
- Volunteer involvement goals are evaluated regularly by the board of directors.
- Opportunities exist for volunteers to give feedback to the organization about their involvement.

Standard 9: Supervision

Prior to the placement of volunteers, the supervision level of the assignment should be determined based on the complexity and risk of the assignment. Each volunteer should know who their supervisor is. Supervision increases the motivation of volunteers, helps ensure the organization's mandate is met and gives volunteers a sense of belonging within the organization.

Volunteers receive a level of supervision appropriate to the task and are given regular opportunities to offer and receive feedback.

- The complexity and risk of each assignment determines the level of supervision.
- Volunteers are assigned and introduced to their supervisors at the start of their assignment.
- The performance of volunteers is evaluated on a regular basis.
- Random spot checks with volunteers (and clients) are used to verify volunteer performance.
- Volunteers are given and encouraged to use mechanisms for providing input to the organization.
- Situations requiring reprimand and dismissal follow policies and procedures fairly and consistently, while respecting the safety and dignity of all concerned.

Standard 10: Recognition

An effective volunteer program acknowledges volunteers throughout the year by knowing volunteers as individuals and providing recognition that is meaningful on an ongoing basis. In addition, it is essential that those responsible acknowledge internally and publicly (where appropriate) the importance of volunteer involvement to the organization.

The contributions of volunteers are consistently acknowledged with formal and informal methods of recognition.

- Senior management acknowledges the efforts of volunteers.
- Formal methods of recognition are delivered consistently.
- Informal methods of recognition are delivered in a timely and appropriate manner.

Standard 11: Records Management

Records should be maintained on every volunteer involved with the organization, using a confidential, secure system. Records should include application forms, records of interviews, assignment descriptions, letters of reference, performance appraisals and current contact information. Records are also useful in evaluating the impact of the volunteer program through the contribution and time donated by volunteers.

Standardized documentation and records management practices are followed and in line with relevant legislation.

- Records are kept for each volunteer using a confidential, secure system respecting the privacy of personal information.
- Statistical information about the volunteer program is regularly shared with staff and volunteers in the organization.
- With appropriate agreement, testimonials about volunteer involvement are shared within the organization to promote volunteer involvement.
- The organization keeps informed of new legislation, Human Rights Codes and other relevant guidelines for record management, privacy and confidentiality practices.

Step 2: Who Does What in Voluntary Organizations to Involve Volunteers

Voluntary organizations accomplish their goals through their human resources. Individuals come together to make positive change in their communities, and are a critical resource to the voluntary sector. They are engaged in organizations in a number of different ways. Each individual contributes to the organization to help achieve its purpose or mission and has a role to play in ensuring the successful involvement of volunteers. The following overview of the different roles that individuals assume in an organization can provide an understanding of how they can contribute to involving volunteers.

Manager of Volunteer Resources²

Volunteer programs do not exist in isolation within an organization. For volunteer involvement to be effective, there must be acceptance and support from people within the organization. Many voluntary organizations have a dedicated staff person responsible for managing the volunteer program. This person is often called the Manager of Volunteer Resources. In other smaller organizations, the Manager of Volunteer Resources may be a volunteer. Regardless of whether the managers of volunteer resources are paid staff or volunteers, their main responsibility is to ensure that volunteers are recruited and engaged effectively, and that volunteer involvement standards are consistently applied within the organization. Increasingly, management of volunteer resources is viewed as a function of human resource management.

What can Managers of Volunteer Resources do to assist the implementation of the Code?

1. Review and understand the Canadian Code for Volunteer Involvement.
2. Discuss the role and expectations of volunteers in the organization.
3. Review the Organizational Standards Checklist

and identify strengths and gaps in your volunteer resources program.

4. Ensure that Organizational Standards for volunteer involvement are consistently applied within the organization.
5. Manage and lead volunteers within a supportive environment and culture for volunteer involvement excellence.
6. Identify potential strategies for increasing the effective involvement of volunteers.
7. Manage the volunteer resources to ensure effective integration into the organization.

Board of Directors

Voluntary organizations are governed or led by a voluntary board of directors. The role of a board can vary from organization to organization, but in general, boards are responsible for providing leadership and strategic direction to the organization based on its mission/mandate, and for governing the affairs of the organization on behalf of its members. Some boards provide input, helping out with the day-to-day operations of the organization, while other boards operate from a governance position with a focus on the direction and growth of an organization in partnership with staff. It is the board that establishes the purpose or mission, values and governing policies of your organization.

It is important to understand how a board operates when adopting and implementing the Canadian Code for Volunteer Involvement. Some boards may need to approve the policies associated with each organizational standard for volunteer involvement. Other boards may just approve the values and guiding principles associated with involving volunteers, while policy development and implementation is left to senior staff in the organization.

Board members are volunteers. As such, they have an essential role to play in demonstrating the value of volunteer involvement through their actions.

² It is recognized that titles vary from one organization or group to another. In this text, reference made to “managers of volunteer resources” should be considered to represent any individual who has been assigned the administration and management duties relating to volunteer involvement.

What can the Board of Directors do to assist in the implementation of the Code?

1. Review the Canadian Code for Volunteer Involvement.
2. Discuss whether the values are consistent with the board's vision for volunteer involvement in your organization.
3. Review the Organizational Standards Checklist (provided in Step 3). Discuss whether the organization currently fulfills these standards and/or identify any gaps.
4. Make a commitment to adopt the Code.
5. Communicate to all staff and volunteers the organization's commitment to making effective volunteer involvement an integral part of achieving the organization's mission.

Executive Director or Leadership Volunteers

Executive Directors are present in many voluntary organizations. Their role is to support the governance of the board while ensuring that programs and operations of the organization are delivered. They also have a role to play in ensuring volunteers are integrated into the work of the organization and that volunteer involvement standards are supported and adopted.

In many grassroots or community based voluntary organizations, this may be a role that is also part of the board and performed by leadership volunteers within the organization.

What can Executive Directors or Leadership Volunteers do to assist in the implementation of the Code?

1. Review the Canadian Code for Volunteer Involvement.
2. Discuss the role and expectations of volunteers in the organization.
3. Review the vision, mission and values of your organization and discuss how they align with the values and guiding principles of the Code.
4. Review the Organizational Standards Checklist (provided in Step 3). Discuss whether the

organization currently fulfills these standards and/or identify any gaps.

5. Create and lead a supportive environment and culture for volunteer involvement excellence.
6. Communicate to all staff and volunteers the organization's commitment to making effective volunteer involvement an integral part of achieving the organization's mission.
7. Identify potential strategies for increasing the effective involvement of volunteers. Strategies may be directed at either staff or volunteers.
8. Identify and obtain resources (financial and/or human) required to effectively involve and support volunteers.

Volunteers

Regardless of the size or structure of voluntary organizations, volunteers are individuals who give freely of their time to help the organization fulfill its mandate. Volunteers are an important human resource for any voluntary organization. They bring a passion for the cause and a commitment to the purpose, and are highly motivated by their choice of involvement. It is important that voluntary organizations understand what attracts volunteers to their organization and how they can best maximize this vital human resource.

What can Volunteers do to assist in the implementation of the Code?

1. Understand how volunteer work links to the organization's mission.
2. Recognize that volunteers have both rights and responsibilities as these relate to their involvement in the voluntary organization.
3. Operate within the Organizational Standards for volunteer involvement adopted by the organization.

Standard 6: Recruitment

Effective recruitment messages are realistic and clear. They leave an accurate impression of the organization and its needs. Genuine effort should be made to recruit and select volunteers from a broad range of backgrounds. A healthy organization has a mix of age, gender, ethnicity, and abilities in its volunteer group.

Volunteer recruitment incorporates internal and external strategies to reach out and involve a diverse volunteer base.

- Recruitment messages are realistic and clear about the volunteer assignments and expectations.
- Various techniques are used to recruit volunteers.
- Recruitment messages indicate that screening procedures are followed in the organization.
- Genuine effort is made to recruit and select volunteers from a broad range of backgrounds and experiences to represent the community served by the organization.
- Selection of volunteers is based on actual requirements and pre-determined screening measures.

Standard 7: Screening

Screening is an essential process that lasts for the duration of a volunteer's involvement with the organization. Screening procedures are delivered consistently with no exceptions made for certain individuals. Screening protocols are assigned to positions because of inherent risk; individuals do not determine screening. Screening should be viewed as evidence that the organization cares about its programs and its people.

A clearly communicated screening process is adopted and consistently applied by the organization.

- Screening is considered to be an essential process that continues throughout the volunteer's

involvement with the organization.

- Policies relating to screening practices are developed, adopted and clearly communicated to staff and volunteers.
- All volunteer assignments are assessed for level of risk.
- Appropriate screening tools are used according to the level of risk of the assignment.
- Once defined, screening practices are delivered consistently with no exceptions made for certain individuals.

Standard 8: Orientation and Training

An orientation clarifies the relationship between volunteers and the organization. It familiarizes volunteers with the organization by providing information on the policies and procedures that influence work and involvement with others. Volunteers need adequate training to perform tasks without putting themselves or others at risk. Training prepares volunteers to do the work required by the position and to meet the expectations of their volunteer assignments.

Each volunteer is provided with an orientation to the organization, its policies and practices (including the rights and responsibilities of volunteers) and receives training customized to the volunteer assignment and individual needs of the volunteer.

- Volunteers receive information on the history, mission and structure of the organization.
- Volunteers receive information on the policies and procedures specific to their volunteer assignment.
- Volunteers are given adequate training for performing their assignment without putting themselves or others at risk.
- Volunteers are informed of the boundaries and limits of their assignments.
- Volunteers have ongoing training opportunities to upgrade their skills and adapt to changes in the organization.

Policies and procedures are adopted by the organization to provide a framework that defines and supports the involvement of volunteers.

- The organization's planning process incorporates volunteer involvement.
- The board has approved the overall goals for volunteer involvement.
- Governance and operational policies are in place, are reviewed regularly, and incorporate volunteer involvement practices.
- Policies and procedures are communicated to all staff and volunteers.
- Policies and procedures are followed consistently and equitably.
- Policies and procedures are consistent with national and provincial/territorial Human Rights Codes, The Freedom of Information and Protection of Privacy Act, and provincial/territorial employment standards legislation.

Standard 4: Program Administration

Managing volunteers is both an art and a science. The job demands a wide range of skills with a high level of complexity. Regardless of whether they are staff members or volunteers, managers of volunteers should have the necessary skills, experience and support to do the job well.

The organization has a clearly designated individual with appropriate qualifications responsible for the volunteer program.

- The designated person has an appropriate level of education and experience to manage the volunteer program.
- A written job description for the designated person is developed and reviewed regularly.
- The designated person is a member of the management or administrative team or key leadership volunteer.
- The designated person works collaboratively with staff, the local Volunteer Centre and other

organizations to encourage the effectiveness of the volunteer program.

- Professional development opportunities are provided on a regular basis.
- The performance of the designated person is reviewed regularly and includes feedback from both staff and volunteers.

Standard 5: Volunteer Assignments

Assignments should be developed to address the needs of the organization and the volunteer. Volunteer assignments should be linked to the organization's mission. Individual needs vary considerably, so successful volunteer programs adapt volunteer assignments to fit these needs when possible. It is necessary to periodically review volunteer assignments to ensure their relevance and value.

Volunteer assignments address the mission or purpose of the organization and involve volunteers in meaningful ways that reflect the abilities, needs and backgrounds of the volunteer and the organization.

- Volunteers and staff (including bargaining units of unions where applicable) are consulted when developing new assignments.
- Volunteer assignments have written descriptions that include duties, responsibilities, skills needed, time required and benefits.
- Volunteer assignments are developed to reflect the needs of the organization and the needs of volunteers.
- Volunteer assignments are reviewed periodically with staff, volunteers (and bargaining units of unions where applicable) to ensure relevance and value.
- Volunteers with special requirements or challenges can become involved with the organization.
- The level of risk is assessed and minimized for all volunteer assignments.

Everyone in a voluntary organization has a role to play in ensuring successful volunteer involvement. Too often, the management or oversight of volunteers is left as the responsibility of a single individual or department within the organization. Effective volunteer involvement is everyone's responsibility.

The right track to involving volunteers...

- Volunteer involvement is included in the annual operating plans with allocated resources.
- The board is aware of the Canadian Code for Volunteer Involvement and understands how the organization plans to use it.
- A dedicated individual works with volunteers and has the appropriate skills and knowledge to manage volunteer resources.
- A current organizational chart outlines the roles and responsibilities of staff and volunteers in the organization.
- Staff and volunteers are empowered to take action on responsibilities and tasks.
- The board and senior management demonstrate a strong commitment and understanding of volunteer involvement and management.

Table 1 *Understanding Who Does What in the Organization* (see next page) shows the key roles, responsibilities and accountabilities within a voluntary organization. It can be adapted for any organization. For large, complex organizations, a column identifying the roles, responsibilities and accountability of staff working directly with volunteers might be incorporated. For grassroots organizations, some of the columns might merge, as individuals working for smaller organizations often play multiple roles. It is important to recognize that each organization is unique; this table provides a frame of reference for organizations to define who is responsible for what and who is accountable for ensuring that volunteers are effectively involved and able to contribute to the mission and programs of the organization.

Table 1: Understanding Who Does What in the Organization

	Board Members	Executive Directors or Leadership Volunteers	Managers of Volunteer Resources (paid or volunteers)	Volunteers
Specific Roles in Organization	Create, lead and ensure a supportive environment and culture for volunteer involvement <i>(Policy Focus)</i>	Create and lead a supportive environment and culture for volunteer involvement <i>(Policy and Delivery Focus)</i>	Manage and lead volunteers within a supportive environment and culture for volunteer involvement <i>(Policy and Delivery Focus)</i>	Individually contribute to support an environment and culture for volunteer involvement. <i>(Delivery Focus)</i>
Vision, Mission, Values and Strategic Plan	<ul style="list-style-type: none"> Define and review vision, mission and values around volunteer involvement Develop a strategic plan that considers integrating volunteer involvement as a core function and resource to support achievement of the mission 	<ul style="list-style-type: none"> Review vision, mission and values Assist with strategic plan development Develop and manage operational strategies and goals and the annual plan 	<ul style="list-style-type: none"> Link operational work to vision, mission and values Manage annual operating goals and strategies 	<ul style="list-style-type: none"> Understand how volunteer work links to vision, mission and values Undertake volunteer work to achieve operational goals and strategies
Governance Policy	<ul style="list-style-type: none"> Identify and develop governance policies 	<ul style="list-style-type: none"> Manage to support governance policies 	<ul style="list-style-type: none"> Manage to support governance policies 	<ul style="list-style-type: none"> Follow policies
Programs and Operations	<ul style="list-style-type: none"> Develop policies for program and operations 	<ul style="list-style-type: none"> Identify and obtain the resources (human and financial) required for programs and operations to be delivered 	<ul style="list-style-type: none"> Manage the volunteer resources so that programs and operations are supported 	<ul style="list-style-type: none"> Provide volunteer service and leadership for effective program delivery
Human Resources Management (Volunteer Involvement)	<ul style="list-style-type: none"> Develop a policy approach to human resource management and incorporate the volunteer involvement standards 	<ul style="list-style-type: none"> Ensure effective management of human resource strategies in the organization Lead the involvement of volunteers and the integration of volunteer involvement standards and practices 	<ul style="list-style-type: none"> Transfer human resource management strategies to the volunteer program Ensure that volunteer involvement standards are consistently applied within the organization 	<ul style="list-style-type: none"> Operate within and support the volunteer involvement standards for delivery of quality programs and/or services.

Step 3: Involving Volunteers in Voluntary Organizations - Organizational Standards Checklist

By adopting the standards outlined in this resource, the organization demonstrates a commitment to understanding and involving volunteers in the work it does to achieve its mandate. By adopting and implementing the detailed practices outlined for each standard, organizations send a strong message to volunteers, staff, funders and the community that involvement of volunteers is vital and an integral part of the strategic plan.

The organizational standards provide a basic set of standards to which all organizations should aspire.

Standard 1: Mission-based Approach

Volunteers help the organization achieve its mission and objectives. Volunteer involvement must be aligned with the organization's goals and resource allocation. The board and senior management should understand and approve of the direction of the volunteer program.

The board of directors, leadership volunteers and staff acknowledge and support the vital role of volunteers in achieving the organization's purpose and mission.

- The board of directors adopts a statement declaring the vital role of volunteers in achieving the organization's mission.
- The organization's planning process incorporates volunteer involvement.
- The board has approved the overall strategy for volunteer involvement.
- A budget is allocated for volunteer involvement.
- Adequate space and equipment are allocated for volunteers to perform their assignments.
- Appropriate insurance is acquired to minimize volunteer liability.
- Volunteer involvement goals are evaluated regularly by the board of directors.

Standard 2: Human Resources

A healthy organization encourages volunteers to grow. Volunteers are supported and encouraged to become involved and to contribute in new ways beyond initial assignments. Volunteers need to be included as equal members of the team. The definition of team should not be limited to those who are paid within the organization. Involved and informed volunteers who feel part of the team are far more likely to continue contributing their valuable time and skills.

Volunteers are welcomed and treated as valued and integral members of the organization's human resources team. The organization has a planned approach for volunteer involvement that includes linking volunteers to the achievement of the mission, providing the appropriate human and financial resources to support the volunteer program, and establishing policies for effective management.

- Staff is given training and recognition to work effectively with volunteers.
- Input from volunteers is welcomed and solicited for the organization's planning and evaluation.
- Volunteers are encouraged to grow within the organization.
- Volunteers are included as equal members of the team.

Standard 3: Program Planning and Policies

Policies and procedures help clarify responsibilities and ensure consistency. They should be developed and documented on a broad spectrum, from volunteer assignments and screening, to grounds for dismissal. The organization's board of directors needs to ensure volunteer policies are congruent with other policies within the organization. The manager of volunteer resources is responsible for identifying the specific policies and procedures required.

