

大成 DENTONS

Compliance excellence for the charitable sector

Grow | Protect | Operate | Finance

Is your organization meeting regulatory compliance and risk expectations to support the growth of your program(s) and expansion of your operations?

Establishing and sustaining regulatory compliance has never been more important for Canadian charities and foreign-based charities with Canadian operations.

Regulatory compliance and risk mitigation is increasingly complex as the charitable landscape in Canada evolves at an accelerated rate.

We can help you remain compliant while expanding your programs and operations.

Are you confident that:

- Your team can identify and respond to new or evolving risk(s) that your organization may experience?
- You have a robust and resilient compliance culture, aligned with your organization's risk appetite and are ready for change?
- Your compliance policies and processes are effective, adaptable, forward-looking and able to anticipate and address regulatory change?

Today's complex and evolving compliance environment

We live and work in an era of unparalleled disruption and change, driven by rapidly evolving global, national and regional political, economic and social dynamics, including intensified focus on sustainability, social justice, ethics and conduct. Compounding the complexity of this constantly shifting context, we are navigating the effects of the global pandemic, which has disrupted traditional processes, impacted the frequency and quality of communication and often hampered transparency and collaboration.

This complex environment can create a material impact on your organization's ability to quickly identify and mitigate legal risk, monitor and manage legal and regulatory developments and implement necessary changes to ensure compliance aligned with your organization's regulatory risk appetite.

Compliance excellence assessment

Regarding concerns you may have, we can:

- Discuss how to collaborate with the Regulator.
- Help you better understand the rules around charitable programs and operations in Canada.

In regard to compliance, we can:

- Prepare you for an audit by the Canada Revenue Agency (CRA) charities auditors.
- Assist you following the outcomes of an audit.

To support the advancement of your programs and expansion of operations, we can:

- Review your strategic plans.
- Consult on how to best advance in order to remain compliant.
- Help you navigate cross-border and multi-national scale-up of your activities and operations.

This type of review engagement is typically carried out by the Big Four or other strategic consultancies, but without the benefit of the protection of solicitor-client privilege where it may be available.

What you can expect

Our assessment exercise involves case study reviews that look at all aspects of the regulatory life cycle of your organization through examination and assessment of relevant documents including, for example, your enterprise compliance framework and process documents, regulatory and audit reports, findings and Board reports and interviews of appropriate individuals within your organization.

These holistic and peer-to-peer evaluations are conducted by Dentons subject matter experts, including:

- Former Director General of the Charities Directorate of the CRA, now working with the Dentons team.
- Legal and compliance practitioners.

At the end of our review, you will be provided with a report protected by solicitor-client privilege on your organization's ability to meet regulatory requirements, which will include:

- A gap analysis.
- A high-level overview of your organization's strengths and areas for improvement.
- A summary of your regulatory readiness to pursue growth and new business opportunities.



Compliance excellence assessment



Plan

Case studies determined by organization's framework and critical point-in-time issues.

- Define scope of project.
- Determine case studies to be assessed and issues of focus.
- Establish project charter and framework.
- Exchange foundational documents.
- Define success measures and confirm deliverables.

We limit our document requests to what we need to understand and verify each case study compliance story.

Questions focus on technical and substantive policies and processes, as well as organizational culture.



Assemble

- Develop review questions to assess your organization's ability to anticipate, identify and mitigate risk.
- Discovery period including interviews and further requests for documentation.

This discovery period includes peer-to-peer focused interviews of your subject matter experts by ours in a way that minimizes business disruption.



Execute

- Carry out contextual analysis relying on subject matter expertise and calibrated to your organization's risk appetite.
- Preparation of case study reports and overall assessment report.

Case study reports are delivered in a consistent format, comment on the agreed issues of focus and are, in many cases, protected by solicitor-client privilege.



Deliver

- Deliver final reports.
- Provide Board and Audit Committee - "ready" presentation of findings.

Our report includes a gap analysis which highlights strengths as well as areas for improvement, summarizing your organization's ability to anticipate, identify and mitigate risk.



Regulatory compliance and enforcement risk mitigation is increasingly complex. Expectations are increasing at an accelerated rate.

We can help you stay ahead of the curve.

Key contacts



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