
WILD ROSE FOUNDATION – VITALIZE 2007

**DIRECTOR'S AND OFFICER'S LIABILITY:
THE ESSENTIALS AND BEYOND
FOR NON-PROFITS**

Calgary – June 8, 2007

**Due Diligence in Avoiding Liability for
Directors and Officers of Charities and
Not-For-Profits (Alberta)**

By Terrance S. Carter, B.A., LL.B.
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Offices / Bureaux
Ottawa (613) 235-4774
Mississauga (416) 675-3766
Orangeville (519) 942-0001
Toll Free: 1-877-942-0001

By Appointment / Par rendez-vous
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Part II
Due Diligence in Avoiding Liability for Directors
and Officers of Charities and Not-for-Profit
(Alberta)

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A. OVERVIEW OF TOPICS

- Due diligence through good governance
- Due diligence in the choice of charitable structures
- Due diligence in relying upon statutory protection
- Due diligence in operations
- Due diligence in indemnification and insurance
- Other means of due diligence in reducing risk

Note: For a more detailed discussion, see attached Summary “B” entitled “Due Diligence in Avoiding Risks for Directors of Charities and Not-for-Profits”. See also Chapter 6 Risk Protection by Terrance S. Carter in “Primer for Directors of Not-for-Profit Corporations” at <http://www.carters.ca/pub/book/2002/dirprimch6.pdf>

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B. DUE DILIGENCE THROUGH GOOD GOVERNANCE

- Developing a mission and strategic plan
 - Ensure that the mission statement is consistent with corporate objects
 - Do periodic reviews of both
- Ensure transparency and communication
 - communicate to members, donors and the public
 - Focus on ensuring accountability
- Maintain organizational structure
 - Be knowledgeable of corporate structure

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- Letters Patent (Memorandum of Association)
- By-laws (Articles of Association)
- Special Resolutions
- Policies
- Be prepared to change corporate structure as necessary to better reflect programs undertaken
- Understand the role of the board
 - Continually educate board members
 - Develop conflict of interest and code of conduct policies
 - Prepare a board manual

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- Exercise fiscal responsibility
 - Establish and maintain a budget
 - Monitor all fiscal expenditures and/or commitments
 - Monitor human resources
 - Review and approve all fundraising and initiatives and donation receipts
- Plan for the diversity and succession of the board
 - Determine specific needs of the board and recruit in accordance with those needs
 - Plan for an orderly succession of directors

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- C. DUE DILIGENCE IN THE CHOICE OF CHARITABLE STRUCTURES**
- Charities as unincorporated associations
 - Use of unincorporated association is simpler, faster and less expensive
 - But exposes members and leaders to personal liability
 - Charities as Charitable Trusts
 - A trust is a relationship between trustees and beneficiaries involving the separation of legal and beneficial ownership of property
 - Trustees are exposed to liability

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- **Charities as Corporations**
 - Separate legal entity protects members from personal liability
 - Directors may still be exposed to personal liability from fiduciary and management responsibilities
- **Using a multiple charitable corporation structure**
 - Multiple charitable corporations can help to protect charitable assets in one charity and contain liabilities in another charity

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- Need integrated corporate structure and trade-mark licensing to avoid loss of control
- Multiple charitable corporations can include parallel foundations and associated operating charities
- Parallel foundations have become more common in protecting long term gifts and endowment funds as a result of recent case law

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- **Multi-tiered provincial or national charities**
 - Single corporate structure provides ease of administration, but results in greater risk of liability exposure for total assets of a single corporate entity
 - Multiple corporate structure reduces risk of liability, but top tier organization may still be exposed to liability where too much control is imposed or employer/employee relationship exists
- **Need to avoid overlapping board of directors to reduce the chance of crossover liability**

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D. DUE DILIGENCE IN RELYING UPON STATUTORY PROTECTION

- **Due diligence defence**
 - The proposed *Canada Not-for-Profit Corporation Act* would provide a due diligence defence, although its enactment is in doubt
 - Will be available where a director exercises the care, diligence and skill of a reasonably prudent person
- **Protection from third party contractual liability**
 - Protection available for corporations under the current *Canada Corporations Act* but *Companies Act* (Alberta) and *Societies Act* (Alberta) are silent on this matter
 - Protects directors and officers against contracts entered into within the scope of authority of directors or officers

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- **Protection from conflict of interest**
 - Both CCA and ACA permit directors to remain on the board of directors where a director declares a conflict of interest
 - Common law rule, at least in Ontario, though, does not permit directors of a charity to remain on the board even if conflict of interest declared

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E. DUE DILIGENCE IN OPERATIONS

1. The Rights and Powers of a Director in Exercising Due Diligence

- **Corporate authority**
 - Directors need to know governing documents of the charity
 - Directors must not authorize *ultra vires* activities
 - Membership approval may be required for certain activities
 - Amendments to governing documents may be necessary

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- **Management access and control over the affairs of the corporation**
 - Directors are responsible for all aspects of operations of the charity
 - Directors must be proactive in management and not be limited to setting policy only
- **Proactive protection of charitable assets**
 - Directors have a fiduciary duty to protect charitable property

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- When trustees, directors need to invest in accordance with prudent investment under the *Trustee Act* (Alberta)
- Need to take an inventory of charitable assets
 - Review annual financial statements
 - Review bank statement and records
 - Review past and current restricted funds
 - Review property deeds
 - Comply with statutory requirements where applicable

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- Protecting and managing intellectual property
 - Registering trade-marks and copyright
 - Securing internet domain names
 - Proper marking of trade-marks and copyrights
 - Licensing of trade-marks and copyrights
- Fundraising
 - Monitor fundraising costs compared to 80/20 disbursement quota for receipted gifts

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- Due diligence enquiries of donors to determine correct amount for “eligible gift” in receipt by determining the FMV of a gift and the amount of any advantage received by the donor
- Ensure gifts are used for charitable purposes
- Review and enforce terms of restricted and endowed gifts
- Comply with *Charitable Fund-Raising Act* (Alberta)
- Notice/attendance at meetings/minutes
 - Right to notice of board meetings
 - Right to attend board meetings

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- Right to vote
 - Equal voting rights
 - Must declare conflict of interest
 - Need to record contrary vote
- Appropriate delegation
 - Can delegate day to day operations, including officer duties
 - But directors must retain control and require accountability
 - Establish an audit committee for finances and legal liability

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- 2. Policies and Procedures in Achieving Due Diligence**
- Establishing and following policy statements and procedures
 - Develop policies and procedures for staff, volunteers and board members
 - i.e. Policy statements on sexual abuse, sexual harassment, work place safety, counseling and third party use of facilities of the charity

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- **Screening procedure**
 - An appropriate screening process is an important protection against increase in abuse claims
 - Screening involves utilizing appropriate questions, interviews, reference of employees and volunteers, together with police checks when individuals are dealing with children
- **Training/education**
 - Directors should maintain their skills and knowledge in the area of the charity’s current operation
 - Directors need to educate themselves about changes in the law affecting directors’ duties

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- Directors need to ensure that senior management are also kept adequately informed on current legal issues
- **Utilizing due diligence checklists**
 - Legal risk management checklist
 - Sexual abuse checklist
 - Fundraising compliance due diligence checklist
 - Anti-terrorism due diligence checklist
 - Insurance checklist

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- **Utilizing outside professionals**
 - Relying on professional advisors like accountants and lawyers provides evidence of due diligence
 - Reduces exposure to liability
- **Delegation of investment decision making to investment manager requires directors to act prudently in delegating authority and monitoring performance under *Trustee Act* (Alberta)**

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F. DUE DILIGENCE IN INDEMNIFICATION AND INSURANCE

1. Statutory Basis for Directors and Officers Insurance and Corporate Indemnity

- Federal and some Provincial corporate statutes (such as Ontario) permit corporate indemnification and director and officer insurance
- In Ontario, corporations must consider the following under the *Charities Accounting Act*:
 - What is the degree of risk?
 - Are there alternatives to insurance?
 - What is the cost of insurance in relation to the risk?

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- What is the cost of insurance in relation to revenue?
- Does indemnity or insurance further the management of charitable property?

2. Corporate Indemnification

- Corporate indemnification provides compensation for the following:
 - Legal fees
 - Fines that were paid under a statute
 - A financial settlement that results from a lawsuit
 - Any other obligation that a director was required to fulfill

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- Corporate indemnification should always be implemented but may be of limited benefit
- Indemnification is only as good as the financial state of the charity

3. Insurance Considerations

- Insurance policies to consider obtaining would include
 - General liability insurance
 - Directors' and officers' insurance
 - Sexual abuse and/or harassment
 - Insurance for particular risks, i.e. counseling, non-owned auto, third-party use of property, etc.

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- **Additional factors to consider**
 - How much coverage does the policy provide for?
 - Who are the named insured?
 - Does insurance cover all past and present directors, officers and committee members?
 - Are there exclusionary clauses that limit the protection offered by the policy, such as sexual abuse?
 - Is coverage on a “claims made basis” or on an “occurrence basis”?

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- Are there geographical limits to the coverage?
- Insurance will likely not provide coverage for actions by public authorities for breach of trust, improper investments, or violations of the *Anti-terrorism Act* (Canada), Bill C-45 amendments to the *Criminal Code* (Westray Mines) or other similar strict liability legislation
- Advise agent in writing each year of all activities of the charity and all known risks

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- Ask agent/insurance company to respond in writing to the following:
 - What risks are covered?
 - Who is covered under the policy?
 - What is the amount of the coverage?
 - What risks are not covered under the policy?
 - What additional insurance should be obtained by the charity?

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G. OTHER MEANS OF DUE DILIGENCE IN REDUCING RISK

1. Legal Risk Management Committees

- Legal risk management committee needs to be formed to conduct review and identify risks
- Need to conduct ongoing review of assets and risks utilize legal risk management checklist

2. Independent Legal Advice

- Independent legal advice needed for directors in high risk situations

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- Directors may need to seek independent legal advice before resigning from the board of directors

3. Size of the Board

- Reducing size of board reduces risk
- Smaller board may also allow for more effective control

4. Committees and Advisory Boards

- Committees and advisory boards can be an effective means of attracting volunteers without the risk of being directors

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- But board of directors must always remain in control

5. Transfer of Assets

- Directors will always be somewhat exposed to liability risks
- Therefore directors should consider transferring personal assets to spouse
- However any transfer of assets must be done before becoming a director so as not to defeat claims of creditors

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DUE DILIGENCE IN AVOIDING RISKS FOR DIRECTORS OF CHARITIES AND NOT-FOR-PROFITS (ALBERTA)

By Terrance S. Carter, B.A., LL.B.

A. INTRODUCTION

Liability risks for directors of charitable corporations can arise at common law and under statute law. A director can be held personally liable for his or her own actions or inactions, as well as jointly and severally with the other members of the board of directors. An overview of director's liability is included in a separate summary entitled "Legal Duties of Directors of Charities and Not-For-Profits". This summary outline discusses several ways in which directors of charitable and not-for-profit corporations can help limit his or her exposure to liability through due diligence.

B. DUE DILIGENCE IN THE CHOICE OF CHARITABLE STRUCTURES

The choice of charitable structures for a charity determines the relationship between directors and the charity itself, as well as impacting the exposure of directors to liability.

1. Using Existing Charities as an Alternative to a New Charity

- ◆ it may not be necessary to create a new charity if the new charity's purposes can be accomplished through an existing charity
- ◆ an existing charity may already be accomplishing the same or similar goals
- ◆ however, expanding the charitable activities of an existing charity will increase liability to the existing charity and its board of directors

2. Charities as Unincorporated Associations

- ◆ an unincorporated association is simple, fast and inexpensive to establish
- ◆ however, an unincorporated association is not a separate legal entity and has no legal status apart from its members
- ◆ an unincorporated association exposes its members, as well as its directors and officers to personal liability

3. Charities as Corporations

- ◆ incorporating a charity makes it a separate legal entity in its own right
- ◆ as a separate entity the charitable corporation can bear liability for its own actions
- ◆ members of a corporation are protected from personal liability
- ◆ directors of a corporate charity must still meet a high fiduciary standard of care and may also be found liable for negligence

4. Using a Multiple Charitable Corporate Structure

- ◆ directors have a duty to protect charitable assets, which may include utilizing multiple charitable corporations
- ◆ utilizing multiple charitable corporations can help to contain high risk liability activity of a charity in separate legal corporate entities
- ◆ multiple charitable corporations are appropriate for charities with high risk operations and/or considerable assets that need protection
- ◆ multiple charitable corporations can include parallel foundations to protect existing assets or future fundraising and/or can include incorporated operating divisions to contain liability
- ◆ multiple corporations can reduce liability exposure to the charity, but the control of the charity over the charitable activities of the new corporation will be lost unless appropriate corporate control mechanisms are put in place, as well as licensing agreements for use of the name and trademarks
- ◆ multiple charitable corporations involve having non-overlapping boards of directors, thereby increasing the number of directors required who are exposed to liability

5. Multi Tiered Provincial or National Charities

- ◆ multi-tiered provincial or national charities can be structured through either a single corporation with chapter divisions or multiple corporations for chapters and regional divisions
- ◆ a single corporate entity provides simplicity in administration and organization, but involves a greater risk of liability to the charity and to its board of directors
- ◆ utilizing a multiple corporate structure reduces the risk of cross over liability to member organizations but may not protect from liability the top tier level of organization

The choice of structure of a charity can assist in reducing directors' liability but will not eliminate exposure of directors to personal liability. Directors will also need to rely upon statutory protection, due diligence, indemnification, insurance and other risk management approaches, in addition to considering choice of structure.

C. DUE DILIGENCE IN RELYING UPON STATUTORY PROTECTION

1. Protection from Third Party Contractual Liability

- ◆ applies to charities incorporated under the *Canada Corporations Act* (CCA)
- ◆ the combination of s. 21(3) and s. 157(1) provides protection to directors and officers from contractual liability
- ◆ a director or officer entering into a contract, agreement, or engagement with a third party within the apparent scope of his or her authority as the agent or servant of the corporation will not be subject to personal liability to any third parties
- ◆ however, this statutory protection does not protect against knowingly inducing breach of contract
- ◆ the director must still exercise due diligence to ensure that the corporation fulfils the terms of the contract
- ◆ the *Companies Act* (Alberta) or the *Societies Act* (Alberta) do not have similar provisions

2. Protection from Conflict of Interest

- ◆ Federal corporations - sections 98 and 157(1) of the CCA
- ◆ Alberta corporations - sections 92 of the *Companies Act* (Alberta)
- ◆ all of these provisions afford some protection from the more stringent requirements under common law regarding conflict of interest
- ◆ common law prohibits directors being in any way in conflict of interest or other breach of their fiduciary duties
- ◆ the statutory provisions state that if a conflict exists, the director must declare the conflict of interest at the meeting of the board of directors and not participate in any discussion or vote, but otherwise may stay on the board of directors
- ◆ however, directors of a charity in Ontario cannot stay on the board if a conflict of interest continues even though there had been compliance with the statutory provisions to declare a conflict of interest

D. DUE DILIGENCE IN OPERATIONS

Exercising due diligence is the most effective way for directors to protect themselves from liability. Due diligence includes utilizing the rights and powers of the director and seeking professional advice when necessary. However, it will not provide a defence for all statutory violations, i.e. failure to comply with the anti-terrorism legislation.

1. The Rights and Powers of a Director in Exercising Due Diligence

a) Corporate Authority

- corporate authority is vested in the directors so that they can fulfil their duty to manage the operations of the charity
- directors should know the governing documents of the charity
- certain actions may require special authority from the membership, or may require approval of governing authorities, i.e. CRA
- may need to amend memorandum of association, letters patent and/or bylaws to ensure that there is the appropriate corporate power

b) Management Access and Control Over the Affairs of the Corporation

- directors are responsible for all aspects of the operations of the charity and therefore must not limit their involvement to policy review only
- directors have the right to access the property of the corporation to inspect and copy the books, corporate records, and any other documents in order to fulfil their duties
- directors have the right to inspect the physical property owned and/or used by the corporation
- directors have control over the charitable property and the assets of the corporation, including intellectual property
- directors need to utilize the corporate power and rights afforded to them in order to exercise due diligence

c) Pro-active protection of Charitable Assets

- directors have various powers, as well as duties over charitable property and finances, that may include the power to:
 - ♦ purchase or acquire assets to carry out the purposes of the corporation
 - ♦ purchase, lease, acquire, sell or otherwise deal with real or personal property, and the power to invest and deal with the monies of the corporation
 - ♦ invest the assets of the charity (if property is a restricted gift directors may be required to do so in accordance with the prudent investment standard under the *Trustee Act* (Alberta))

- ♦ borrow money on behalf of the corporation if the corporation has passed a bylaw authorizing them to do so
 - directors must maintain an active role in protecting the assets of a charity
 - directors need to take an inventory of charitable assets and keep it up-to-date on an annual basis
 - inventory should also include the intangible assets of the corporation, such as intellectual property, name and goodwill of the organization, etc.
 - directors can protect the intangible assets of the charity through means such as trademark protection, licenses, business name registration, domain name protection
 - review the charity's insurance policies (discussed below) and contracts to ensure that the charity's assets are adequately protected not defined
 - consider using multiple corporations to protect assets of the charity
- d) Fundraising
- see article "Looking a Gift Horse in the Mouth" at www.charitylaw.ca
 - review the fund-raising strategy and sponsorship arrangements of a charity to eliminate major risks (i.e. agency relationship, void for public policy, anti-terrorist legislation, compliance with statutory requirements – fundraising acts like *Charitable Fund-Raising Act* (Alberta) and *Income Tax Act* (Canada), *Competition Act* (Canada), *Privacy Act* (Canada))
 - directors need to ensure the fundraising costs are reasonable and that the charitable property received is used for intended purposes
 - review the terms of any gifts, especially endowments, testamentary provisions, and other restricted gifts, and ensure that such restrictions are complied with and recorded as such in financial statements of the charity
 - directors need to take a productive role in monitoring employed fundraising staff and/or third party fundraising companies comply with the standards of practice enabled under the *Charitable Fund-Raising Act* (Alberta)
- e) Notice/Attendance at Meetings/Minutes
- attendance at meetings of the board of directors is the primary means for the directors to exercise their power to manage and administer the affairs of the corporation
 - each director has a right to receive proper advance notice of all board meetings
 - a minimum of 14 days' notice is recommended
 - each director has the right, even the duty, to attend board meetings
 - a director should review the minutes and any financial statements presented in any meeting(s) he or she is unable to attend and voice their objection to any information contained in them
 - the right to participate in meetings is limited only by the over riding common law duty for directors to avoid a conflict of interest

f) Right to Vote

- directors have the right to vote at meetings of the board of directors
- all voting rights must be equal
- the right to vote is a basic entitlement, but is subject to directors' fiduciary duty to avoid any conflict of interest in a contract or proposed contract
- an opposing vote by a director should be recorded in the minutes of the board meeting to provide evidence of directors' position in the event of future litigation against directors

g) Appropriate Delegation

- day-to-day operations can be delegated to management
- certain decisions can be delegated to committees
- however the directors must exercise supervision and control over delegated activities given to committees or management
- establish an audit committee for finances and legal liability

2. Policies and Procedures in Achieving Due Diligence

a) Establishing and Following Policy Statements and Procedures

- directors should be actively involved in hiring senior management and in developing policies and procedures for staff, volunteers and board members
- directors should ensure that policies are being followed consistently, otherwise a policy on paper but not in practice can be more dangerous than no policy at all
- policies and procedures may provide some protection from risks in the areas of sexual harassment, workplace safety, sexual abuse, lifestyle issues for religious charities, third party property use, counselling, bullying, etc.

b) Screening Procedure

- along with adopting policies to avoid abuse, an appropriate screening process is an important protection against the increase in abuse claims
- screening involves utilizing appropriate questions, interviews, reference of employees and volunteers together with police checks when individuals will be dealing with children

c) Training/Education

- directors should maintain their skills and knowledge in the area of the charity's current operation
- directors need to educate themselves about changes in legislation and case law affecting directors' duties
- directors need to ensure that senior management are also kept adequately informed on current legal issues

d) Utilizing Due Diligence Checklists

- general liability checklist (see Legal Risk Management Checklist for Charities at www.charitylaw.ca)
- sexual abuse checklist
- fundraising compliance due diligence checklist
- anti-terrorism due diligence checklist

3. Reliance on Professional Advice in Achieving Due Diligence

In certain circumstances, it will be necessary for the directors to obtain advice from qualified professionals, which can assist in insulating directors from liability.

a) Management

- the day-to-day operations of a charity usually require employees with particular expertise in the area of the charity's operations
- directors are entitled to rely on assistance and advice from management to the extent that it would be prudent for them to do so
- directors must remain responsible for activities delegated to management
- it is essential that the board of directors receive and review reports from management at each meeting

b) Outside Professionals

- special instances where professional advice may be necessary are situations requiring legal, accounting or financial expertise
- directors of charities are now permitted to seek the advice of investment professionals in investing charitable property, provided it is prudent to do so
- delegation of investments decision making requires directors to act prudently in delegating authority and monitoring performance under *Trustees Act* (Alberta)

E. DUE DILIGENCE IN INDEMNIFICATION AND INSURANCE

Indemnification and insurance can help cover the financial implications for a director in a situation where he or she actually faces liability. Yet the ability of a corporation to indemnify its directors and officers or permit the purchase of directors' and officers' insurance is not always straight forward. For example, until 2001, a charitable corporation in Ontario was not permitted to indemnify its directors or officers without seeking

prior approval from the courts. This has now changed as a result of amendments to the *Charities Accounting Act* (Ontario). The *Companies Act* (Alberta) and the *Societies Act* (Alberta) are silent on this issue.

1. Statutory basis for Directors and Officers Insurance and Indemnity

- ◆ under section 93 of the CCA a not-for-profit corporation may adopt a bylaw to provide indemnity or insurance for its directors
- ◆ reg. 4.01 under the *Charities Accounting Act* (Ontario) extends the right to obtain indemnity and purchase insurance to Ontario charities if they comply with certain requirements (see Charity Law Bulletin No. 4 at www.charitylaw.ca)
- ◆ in Ontario before purchasing director and officer liability insurance or authorizing an indemnity, directors must consider the following questions:
 - what is the degree of risk to which a director is exposed?
 - can the risk be reduced other than by insurance?
 - what is the cost of insurance in relation to the risk?
 - what is the cost of insurance in relation to the revenue available?
 - does the indemnity or the purchase of insurance advance the administration and management of charitable property?

2. Corporate Indemnification

- ◆ corporate indemnification provides compensation for the following:
 - legal fees
 - fines that were paid under a statute
 - a financial settlement that result from a lawsuit
 - any other obligation that a director was required to fulfil
- ◆ corporate indemnification provisions may be of limited assistance
- ◆ indemnities are limited to the costs, charges, and expenses that a director might incur from any action, suit, or proceeding brought against him or her for any act deed
- ◆ indemnities are only as good as the financial stability of the charity

3. Insurance Consideration

- ◆ Policies that a charity should consider obtaining include:
 - general liability insurance
 - directors' and officers' insurance
 - sexual abuse and/or harassment
 - insurance for particular risks, i.e. counselling, non-owned auto, third-party use of property, etc.

- ◆ The board must consider numerous factors to ensure that insurance is adequate to protect the charity and its directors by asking the following:
 - how much coverage does the policy provide for?
 - does insurance cover all past and present directors, officers, and committee members?
 - is coverage on a “claims made basis” or on an “occurrence basis”?
 - are there exclusionary clauses that limit the protection offered by the policy, such as sexual abuse?
 - are there geographical limits to the coverage?
 - will insurance provide coverage for actions by public authorities for breach of trust, improper investments, or violations of the *Anti-terrorism Act* (Canada), *Criminal Code* (Bill C-45) or other similar strict liability legislation?
 - is there broadcasting coverage?
- ◆ To ensure adequacy of insurance coverage, the insurance agent and/or the insurance should be advised in writing of all activities and risks of the charity on an annual basis, and then asked to respond in writing to the following questions:
 - what risks that have been identified are covered?
 - who is covered under the policy?
 - what is the amount of the coverage?
 - what risks are not covered?
 - what additional insurance should be obtained by the charity?

F. DUE DILIGENCE IN OTHER MEANS OF REDUCING RISKS

1. Legal Risk Management Committees

- ◆ directors should establish legal risk management committees to conduct the reviews mentioned above and identify risk areas
- ◆ these committees should conduct a comprehensive audit of the charity’s assets, structure, legal relationships (contractual and non-contractual), and particularly activity-related risks
- ◆ committee should advise the board on implementing due diligence and risk management procedures

2. Independent Legal Advice

- ◆ directors should obtain independent legal advice in situations where they may be facing a high degree of exposure to personal liability
- ◆ before considering resigning from the board, a director should obtain independent legal advice

3. Size of the Board

- ♦ reducing the number of directors will help to reduce the number of individuals who will be exposed to liability
- ♦ a smaller board gives the directors more effective control over the management of the corporation's affairs

4. Committees and Advisory Boards

- ♦ utilize committees to do the legal work, but without exposure to the board
- ♦ utilize advisory board to seek input but without directors liability
- ♦ both committees and advisory boards must report and be accountable to the board of directors

5. Transfer of Assets

- ♦ no pro-active or due diligence steps can completely shield a director from all potential liability
- ♦ transferring directors' personal assets to their spouses in advance of joining the board can help shield the assets in the event of a finding of liability

For more information and resource materials see:

www.carters.ca
www.charitylaw.ca
www.churchlaw.ca
www.antiterrorismlaw.ca