

2026 NONPROFIT & CHARITY GUIDANCE

THE RISKS YOUR BOARD ISN'T SEEING

Until something goes wrong

REAL RISK MANAGEMENT FOR CANADIAN NONPROFITS & CHARITIES

Every nonprofit faces real risks — but the threats that derail organizations rarely appear in financial statements or annual audits. They show up in governance gaps, staff burnout, undocumented processes, cyber vulnerabilities, safeguarding failures, and incidents no one reported. Your Board reviews the strategic plan and approves the budget. But who is systematically watching the risks?

We build your Enterprise Risk Dashboard — the second governance tool every Board needs. Designed by a former Director at Imagine Canada's Insurance & Liability Resource Centre, our approach provides practical, Board-ready risk oversight for Canadian nonprofits — scaled appropriately to your organization's size.

You get proactive governance. Not more admin.

WHAT IS ENTERPRISE RISK MANAGEMENT?

We don't just list risks — we build an enterprise risk framework. Your key risks are identified, grouped across nine domains, and scored on likelihood, impact, and level of control. Everything connects to one Board-ready scorecard that your leadership team will actually use.

These risks show up in governance practices, staff experience, policies, contracts, insurance coverage, and past incidents. Our risk reviews combine leadership interviews, an anonymous risk survey, and a review of governance documents, policies, insurance, bylaws, committee terms of reference, and key agreements.

Our assessment framework aligns with Canadian nonprofit sector best practices, scaled appropriately for your organization's size and complexity.

2 DASHBOARDS = PROACTIVE GOVERNANCE

DASHBOARD 1: THE ROADMAP

Strategic Plan Dashboard
(we build this too)
Reviewed 3–4 times per year
Shows priorities, goals, and progress
Where your organization is going

DASHBOARD 2: THE GUARDRAILS

Enterprise Risk Management Scorecard
(we build this now!)
Reviewed ~2 times per year
Shows top risks, ratings, mitigation, and owners
What could derail the plan

Together: Direction + Protection = Proactive Governance

WHAT YOU RECEIVE

— A COMPLETE RISK PACKAGE

No dusty binders. No generic templates. David does the heavy lifting; you get a living enterprise risk framework and a full set of professional documents — scaled to your organization's size.

- 1. Your Board's Risk Oversight Dashboard** — your living risk framework in a simple-to-update template. Categorized risks across 9 domains, each scored on likelihood and impact, with mitigation strategies, risk owners, and progress colour coding. Designed for semi-annual Board review.
- 2. Comprehensive Risk Findings Report** — a detailed report synthesizing your anonymous survey results, interview themes, and document review findings, organized by all 9 enterprise risk domains. This is the "here's what we found" document your Executive Director reads before presenting the scorecard to the Board.
- 3. Your Monday Morning Action Plan** — a practical workplan with specific tasks, assigned owners, timelines, and priority levels. Something your Executive Director can hand to managers on Monday morning.
- 4. Board Risk Oversight Guide** — a short, plain-language guide for Board members explaining what ERM is, how to read the scorecard, what questions to ask, and their role in risk governance.
- 5. What Your Team Is Really Thinking** — standalone analysis of your anonymous staff, volunteer, and Board member survey results with domain-by-domain breakdown and key themes.
- 6. Board Introduction Session** — a virtual session introducing the ERM Scorecard to your Board, explaining how to use it, and covering risk management principles customized for nonprofit governance.

All six deliverables are included in every package — scaled appropriately to your organization's size and complexity.



OUR STREAMLINED PROCESS

WE DO THE HEAVY LIFTING — YOUR TEAM KEEPS DELIVERING ON YOUR MISSION

Step 1: Executive Director Kick-Off Call & Document Review

Step 2: Anonymous Risk Survey of staff, volunteers, and Board members — gathering confidential input across 9 enterprise risk domains

Step 3: In-Depth 1-on-1 Interviews with Board leadership and senior/core staff (number of interviews based on your package)

Step 4: Policy & Document Review (bylaws, procedures, committee terms of reference, insurance, key agreements)

Step 5: Best-Practice Mitigation Planning, heatmap scoring, and assigning risk owners

Step 6: Complete Documentation Package delivered to Executive Director for review over a Zoom call

Step 7: Board Introduction Session to introduce the Board ERM Scorecard and how to use it

Scope: Organizational and strategic risk — not individual program delivery details.

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OUR NINE ENTERPRISE RISK DOMAINS

We assess risk across nine domains that matter most to nonprofit Boards — from governance and finance to cybersecurity and reputation. Requirements are tailored to your organization’s scale.

1. Governance, Leadership & Strategy

- Board composition, roles, succession, bylaws, committee structure, oversight of strategy and major decisions
“Most boards are working harder than ever — and governing less effectively than they think.”

2. Legal & Regulatory Compliance

- Corporate obligations, employment law, privacy and data protection, accessibility, OH&S, CRA charity requirements (where applicable)
“Policies often exist on paper. Whether they are current, understood, and consistently followed is another question.”

3. Financial Sustainability & Controls

- Structural deficits, revenue concentration, cash flow, budgeting practices, internal controls, fraud exposure, insurance coverage
“One lost grant, one departed major donor, or one uninsured incident can destabilize an organization quickly.”

4. Revenue, Funding & Stakeholder Trust

- Funding models, donor stewardship, restricted fund management, transparency, fundraising activities, revenue diversification
“Trust from funders, donors, and partners takes years to build — and only one mistake to damage.”

5. People, Culture & Workforce

- Staff recruitment, retention, leadership succession, workload and burnout, HR policies, volunteer screening and supervision, safeguarding and psychological safety
“Anonymous staff feedback often reveals risks leadership teams do not fully see.”

6. Programs, Services & Community Impact

- Program-mission alignment, participant/client safety, safeguarding children and vulnerable adults, outcome measurement, complaint and incident reporting, oversight of contracted service providers
“The program that built your reputation five years ago may be your biggest vulnerability today.”

7. Operations, Facilities & Business Continuity

- Key-person dependencies, undocumented processes, operational reliability, health and safety, facilities and leases, vendor relationships, emergency preparedness
“In many organizations, the loss of one or two key people could disrupt operations within weeks.”

8. Digital Systems, Cybersecurity & Data Protection

- Donor, client, and staff data protection, cybersecurity risks (phishing, ransomware), system reliability and backups, vendor and cloud dependencies, responsible use of AI
“Boards often assume their systems are secure — without ever having reviewed them.”

9. Reputation, Partnerships & External Risks

- Relationships with funders, partners, and community stakeholders, public reputation, social media risks, crisis communications preparedness, external policy and regulatory changes
“Most organizations do not think about crisis communications until the day they need it.”

Each domain is translated into clear, Board-ready risk statements, ratings, and mitigation actions on your ERM Scorecard.



2026 RISK ASSESSMENT PACKAGES

Choose the package that fits your organization's size and complexity.
All packages include all 6 deliverables – scaled appropriately.

SURVEY ONLY – The Diagnostic

Not ready for a full assessment? Start here.

- ✓ Anonymous Risk Survey deployed to your staff, physicians, and Board
- ✓ Professional Summary Report including:
 - Response overview (rate and breakdown by role)
 - Domain-by-domain heat map – all 9 risk domains ranked and colour-coded
 - Comment theme analysis – anonymized patterns organized by domain
 - Cross-role comparison – where staff and Board see risk differently

\$1,500 Your full \$1,500 is applied as a credit if within 6 months you upgrade to any full package.

FOUNDATIONS – For Smaller Organizations

Best for: Under 15 staff

- ✓ Full anonymous Risk Survey (staff, volunteers, Board)
- ✓ Policy & document review (core documents)
- ✓ Up to 6 interviews (1-on-1, up to 45 minutes)
- ✓ All 6 deliverables – scaled for essential risks
- ✓ 45-minute Board introduction session

Assessment depth: Essential risks across all 9 domains

All virtual: \$4,500 (In-person: email for details)

STANDARD – Full Enterprise Risk Review

Best for: 15–50 staff

- ✓ Full anonymous Risk Survey (staff, volunteers, Board)
- ✓ Full policy & document review
- ✓ Up to 12 interviews (1-on-1, up to 60 minutes)
- ✓ All 6 deliverables – full assessment
- ✓ 60-minute Board introduction session

Assessment depth: Full assessment across all 9 domains

All virtual: \$6,800 (In-person: email for details)

COMPREHENSIVE – Enterprise Risk Deep Dive

Best for: 50+ staff

- ✓ Full anonymous Risk Survey (staff, volunteers, Board)
- ✓ Comprehensive policy & document review
- ✓ Up to 18 interviews (1-on-1, up to 60 minutes)
- ✓ All 6 deliverables – comprehensive depth
- ✓ 75-minute Board introduction session

Assessment depth: Full assessment + advanced analysis (multi-site, succession, union, complex governance)

All virtual: \$9,500 (In-person: email for details)

Have a year-end budget surplus? This is how smart organizations reinvest it
– protecting your mission, your people, and your reputation.



HOW ASSESSMENT DEPTH SCALES BY TIER

All organizations are assessed across the same 9 domains.
 What changes is the depth of analysis appropriate to your complexity.

EXAMPLE: GOVERNANCE, LEADERSHIP & STRATEGY

FOUNDATIONS:

Board basics — roles, bylaws, conflict of interest, ED oversight

STANDARD:

+ Committee effectiveness, succession planning, Board evaluation

COMPREHENSIVE:

+ Multi-site governance, complex stakeholder structures, strategic risk alignment

EXAMPLE: PEOPLE, CULTURE & WORKFORCE

FOUNDATIONS:

Key-person risk, basic HR practices, burnout check

STANDARD:

+ Full HR policy review, performance systems, volunteer management

COMPREHENSIVE:

+ Union considerations, multi-location workforce, leadership pipeline analysis

EXAMPLE: DIGITAL SYSTEMS, CYBERSECURITY & DATA PROTECTION

FOUNDATIONS:

Password/access basics, backup practices, data handling essentials

STANDARD:

+ Full cyber risk assessment, vendor security review, AI use policies

COMPREHENSIVE:

+ Multi-system integration risks, advanced incident response planning, third-party security audits

**Smaller organizations get genuine risk coverage — not a watered-down product.
 The bar is appropriate to your complexity.**



WHY WORK WITH DAVID HARTLEY, C.R.M.

- 5 years Director, Insurance & Liability Resource Centre for Nonprofits, Imagine Canada (2007–2012)
- Canadian Risk Management Designation (C.R.M.), University of Toronto
- Over 28,000 nonprofit leaders trained across Canada in governance and risk
- 19 years helping nonprofits and healthcare organizations manage risk (2007–2026)
- 220+ Canadian communities served — every province, the Yukon, and the Northwest Territories
- Our approach aligns with Canadian nonprofit sector best practices



WHAT CLIENTS SAY

CANADIAN MENTAL HEALTH ASSOCIATION

"[Our CMHA National risk summary] really shows a wonderful grasp of our work and the nuance of our work."

MARGARET EATON, NATIONAL CEO

BOYS AND GIRLS CLUBS OF GREATER HALIFAX

"Buckle Up! David will take you and your group through action-packed discussions on board governance, risk management and leadership, while building your team together at the same time. He encourages everyone to be courageous and gracious, and challenges individuals to think big."

JOHN BURTON, CEO

4-H CANADA — NATIONAL OFFICE

"David Hartley deservedly has earned the reputation as being one of Canada's best Risk Management consultants in the not-for-profit field. His passion for helping people and organizations is delivered in a professional manner with a personal touch."

MIKE NOWOSAD, CHIEF EXECUTIVE OFFICER

ST. JOHN AMBULANCE — NATIONAL OFFICE

"David has an exceptional ability to combine first-rate presentation skills with an intuitive understanding of an organization's governance and risk development needs, thereby delivering concrete ideas and solutions."

BRIAN COLE, NATIONAL OFFICE

VICTIM SERVICES OF NIPISSING DISTRICT

"I had heard great reviews about David's risk management training and I was not disappointed. Within days we began implementing new strategies outlined during the training."

CAROLYN COUCHIE, EXECUTIVE DIRECTOR

THE BANFF CENTRE, ALBERTA

"David is quite simply the best at what he does: consulting nonprofits and charities in Board Governance, Risk Management, and Leadership. He always brings a unique and refreshing perspective."

ERIK BUTENSCHON

KIDSABILITY FOUNDATION, WATERLOO

"David is very knowledgeable and shared useful information that helped us learn how to confidently manage risks and ask the right questions for the protection of our organization and our people."

LISA TALBOT, EXECUTIVE DIRECTOR

COMMUNITY VOLUNTEER CONNECTIONS, TRI CITIES,

"At the end of the training, we were so inspired that 10 participants signed up for a monthly working group to develop Risk Management Systems for each of our organizations."

STACY ASHTON, EXECUTIVE DIRECTOR

YWCA YELLOWKNIFE

"I was delighted that the focus in your workshop was about how to manage risk effectively, not avoid it."

LYDA FULLER, EXECUTIVE DIRECTOR

Find over 200 total testimonials on our website.



READY TO BUILD YOUR RISK MANAGEMENT DASHBOARD?

Let's start with a short, no-charge Zoom call to look at real samples of our documents and discuss which package fits your organization. A risk assessment is not another binder that sits on a shelf. It gives your Board and leadership team a clear picture of where the organization may be exposed — and a practical roadmap for reducing those risks.



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Serving nonprofits and charities across Canada. Over 220 towns so far!