the circumstances, the donor may receive a tax receipt based on the fair market value of the policy, and future premium payments may also qualify as charitable donations.

Real estate

Someone who owns a cottage or another property that has appreciated in value may also consider incorporating some of that asset into their philanthropic planning rather than simply selling or transferring it. Other than a principal residence, real estate may give rise to tax considerations.

The sale of a business

Too often, philanthropy is considered only after a business has been sold. Yet when charitable planning is considered earlier in the process, there may be opportunities to direct more of the value built over the years toward meaningful support for the causes that matter most.

Every situation is unique, and there is no single right way to give. What makes sense for one family may not be appropriate for another.

Depending on your goals, plans, assets and the causes you wish to support, different approaches may be worth considering. That is why we always take the time to look at the complete picture.

At the **Jewish Community Foundation of Montreal (JCF),** our role is to guide families, entrepreneurs and donors through that reflection—to help them better understand the options available to them and make informed choices that are consistent with their values and appropriate for their circumstances. The goal is not to make philanthropy more complicated. Quite the opposite.

Our mission is simple: **to support the generosity that already exists within our community and help those who wish to maximize its impact on the causes closest to their hearts.**

4. Can you really increase the impact of a gift without necessarily increasing its cost?

Yes. It isn't necessarily about giving more. Sometimes, it's about structuring your gift differently.

Two people can have exactly the same philanthropic intention but achieve different outcomes depending on their circumstances and the options available to them. Our role is to help donors understand those possibilities when they are relevant.

5. Can you give us a concrete example of what that can mean in practice?

Of course.

Without sharing personal details, we worked with a donor who wanted to support a Montreal summer camp that was particularly meaningful to him. Like many people, he wasn't looking for a sophisticated strategy or a complicated structure. He simply wanted to give more young people the opportunity to experience camp.

His original intention was straightforward: make a **$12,000 donation** to the camp. With registration costing approximately **$4,000 per child,** his donation would have enabled three young people to attend. Through our conversations, we took the time to look at his overall situation, his philanthropic goals and the different options available to him. That led to a simple question:

Could he achieve greater impact at a comparable philanthropic cost?

We identified another way to structure his gift that could allow his generosity to go further: a gift of shares from his holding company. His intention didn't change. His desire to help did not change **but his potential impact did.**

Through this approach, the same philanthropic effort ultimately helped **six young people instead of three. At an equivalent cost to the donor, the impact on the community was multiplied.**

That is exactly what we aim to accomplish: helping people who want to do good maximize the tangible impact of their generosity on the causes they care about.

6. Ultimately, what is the JCF's role in this kind of planning?

Our role is not to tell people where to give. Our role is to help them turn generosity into intention, intention into strategy, and strategy into lasting impact.

We are a partner in reflection, conversation and planning; helping donors understand what is possible and make choices that reflect their values, their families and the change they want to create.

Most people already know what matters to them. They know what they want to preserve, pass on or support. What they may not know is what possibilities exist, how to organize their giving, or simply where to begin. That is often where we can help.

Depending on the circumstances, that might mean simplifying administration, exploring different ways to structure a gift, or considering how philanthropic values can be passed on to the next generation. Because philanthropy is ultimately about much more than a tax receipt or a financial transaction. It is often an opportunity to reflect on what truly matters to us: **our values, our family, our community, and the impact we hope to leave behind.**

7. Rosh Hashanah invites us to reflect on our journey, our values and what we want to leave behind. What connection do you see between this time of year and philanthropy?

It is a very meaningful time. We look back on the year that has passed. We reflect on our priorities, our impact, our responsibilities and what we hope to do better. Philanthropy naturally belongs in that reflection.

Because giving is not only about money.

It is also about values, vision, identity and community.

Which causes truly matter to us?
What do we want to support?
What kind of world do we want to help build?
These are deeply human—and deeply Jewish—questions.

8. How can we ensure that our values and philanthropic intentions continue beyond our lifetime?

That is one of the most meaningful dimensions of philanthropy: passing something on. Many people begin thinking about these questions as they prepare their estate or consider their family's long-term plans. Families often ask themselves how they can continue supporting the causes they care about while passing a culture of giving on to the next generation.

At the JCF, part of our role is precisely to help families create that continuity. We help them consider how their philanthropic intentions, values and priorities can be structured and preserved for the long term. Because philanthropy is not only about what we give today.

It is also about what we choose to pass on tomorrow.

It is often about values, family, gratitude and responsibility, and about the kind of community we want to help build, today and for generations to come. As we enter this new year, each of us can ask a simple question:

What legacy do we want to leave behind?

Perhaps legacy isn't only about what we leave behind. It's about what we set in motion.

The organizations we strengthen.
The people whose lives we touch.
The values we pass to our children.
The community we help build for those who come after us.

As we enter a new year, perhaps the most meaningful question isn't how much we give, but **what our generosity can make possible.**

Shana Tova.

Please consult your personal tax advisors regarding your individual circumstances.

THE JEWISH COMMUNITY FOUNDATION OF MONTREAL

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