



**THE
MAYTREE
FOUNDATION**
2001 ANNUAL REPORT

T H E M A Y T R E E F O U N D A T I O N V I S I O N

The Maytree Foundation is a Canadian charitable foundation established in 1982. Maytree believes that there are three fundamental sets of issues that threaten political and social stability: wealth disparities between and within nations; mass migration of people because of war, oppression and environmental disasters; and the degradation of the environment. Since our resources are limited compared to the magnitude of these issues, we have chosen to focus our energy on the reduction of poverty in Canada.

We view society's toleration of poverty as a fundamental threat to stability both in the world at large and in Canada in particular. Systemic poverty is an unjustifiable burden to millions of people, and bears paralyzing costs to society. It perpetuates a vicious cycle by limiting opportunity and repressing the human spirit. The correlation between poverty and most serious social problems is a stunning indictment of society's continuing toleration of poverty.

Maytree believes that poverty can be reduced through initiatives that create opportunities for people to break the poverty cycle. We also believe that progressive social policies can play a significant role in alleviating poverty and supporting the common good. Recognizing that newcomers, and especially refugees, are among the most vulnerable groups in society and frequently face real barriers to full social participation, since 1988 Maytree

has focused significant energy and resources on serving this community.

With the increasing concentration of Canada's population in its larger cities, efforts to reduce poverty must be focused on these urban communities. Maytree therefore supports a variety of urban-based initiatives to encourage the growth of healthy and inclusive communities.

The Maytree Foundation looks for ways to maximize the impact of its work. It focuses on empowering individuals, funding innovative ideas, supporting effective leaders and finding ways to achieve change and enhance the public good.

A M E S S A G E F R O M T H E C H A I R M A N

The relationship of time and space is a principal concern of physics. At Maytree we think about time and space, and while our thoughts are not as sophisticated as those of a physicist, they help to inform us in our grant making and policy work.

First, we know that we must expand our time horizon. Any major social issue presents a formidable barrier, especially one such as poverty. Solutions and change will only come from persistence and tenacity. Funders must be there for the long haul, and thus their concept of time must be a long one. Our work with agencies serving refugees and immigrants has been a long time focus of the Foundation. We have seen success and failure, and hopefully learned from each. But it has been, and remains, our intention to continue supporting people coming to Canada as refugees and immigrants.

We do not always seek to lengthen time frames, but often to shorten them. In the case of our Making Our Voices Count (MOVC) program, we are trying to accelerate the participation of newcomers in processes of citizenship. There is in our Canadian communities a wide range of agencies, boards, and commissions through which citizens govern the work of the community. They may be library boards, school councils, or community centre boards. Being an effective member of such a board requires a set of skills, and offers an important

opportunity to make a strong contribution to the community. Often people move from this experience into the world of active politics, running for public office as a school trustee, municipal councillor, member of a provincial parliament, or member of federal parliament. Through MOVC, we give people training in being an effective member of a board in the hope that they will accelerate their participation in public processes. We want to collapse those time frames.

Our grant to the Caledon Institute of Social Policy also attempts to collapse time frames. By doing high quality research on key issues related to poverty, and proposing policy ready solutions to decision makers, Caledon has accelerated change in public policy to benefit Canadians. It is Caledon's powerful ability to connect governments to policy solutions that has sped up change, thus effectively shortening the time it takes.

Our support of a new initiative for Maytree, The Tamarack Institute, is another attempt to shorten time frames. With President Paul Born, we hope to vitalize communities across Canada through the application of community building processes. Working with local community organizations Tamarack will speed up normal community healing and building. Tamarack has attracted tremendous support in its launch.

It is Maytree's strategy to focus our activities and concentrate our grants in such a way that we can have true impact on an area. We are interested in moving quickly and dramatically, to shorten time frames for change.

So, whether it is a matter of lengthening our time frames to avoid giving up on an issue or a group of people too soon, or whether we seek to shorten time frames for change to happen more quickly, the space/time equation is something to which we pay attention at The Maytree Foundation.

Alan Broadbent, Chairman

THE MAYTREE FOUNDATION IN 2001

Strategic philanthropy is about changing the way things are through ideas, innovation, passion and hope. Our change making strategies are anchored on two poles – on the one hand, the needs of communities, and especially poor communities and on the other in the passion, creativity, imagination and courage of individuals who have a vision and the leadership to follow through their ideas. Our true and tried practice of investing in leaders and allowing them to be the best they can has served us well. The ongoing and excellent work of the Caledon Institute for Social Policy attests to this. In 2001, we welcomed Paul Born and the Tamarack Institute to Maytree and look forward to the realization of his dream of building communities that work together to reduce poverty. At the same time, our work in developing the leaders of tomorrow is a sound investment for the future. Maytree's Leaders for Change Program completed its third year in 2001. This "lab" for immigrant leaders has provided us with such encouraging results that we have committed ourselves to continuing and strengthening the program in the future.

Strategic philanthropy is also about making strategic choices. It involves taking calculated risks and focusing on finding answers to significant problems in a manner that is practical and ultimately achievable. Maytree grantees have been critical in this search for solutions. A very small grant to a community collaboration

interested in utilizing the skills of internationally trained nurses resulted in a new program design to increase the success rate of nurses sitting for the licensing exam. This initiative has recently received full funding from the Ontario government. Convention refugee students, who receive scholarships from the Foundation so that they can pursue post secondary education, have been instrumental in helping us determine the changes in legislation that are required to assure their access to public student loan programs.

Through our grants we learn the complexities of change making. We have learned that some problems are complex, solutions elusive and controversial. We are learning that it is important to take our search for solutions into the board-



Participants of the CARE for Nurses project

rooms of employers and mainstream institutions. One of our more promising grants is to a local hospital in its capacity as an employer. Our newest partnership with the Metro Credit Union will provide small loans to immigrants who have the potential to translate their previous skills and experience into meaningful employment. Our work in convening Ontario regulatory bodies over two

years has resulted in their emerging ownership of access issues for immigrants.

We have also learned that context is everything and have had our share of successes and disappointments. For example, the new context of national security after September 11th halted community efforts to make much needed changes in the Student Loans Act to ensure that the playing field is level for Convention refugees. Negative perceptions about refugees and immigrants continue to complicate our efforts to educate the public. At the same time, our population and labour market demographics have added an urgency to the search for solutions so that Canada can make better use of the skills that immigrants bring with them. Through the excellent work of Naomi Alboim, we have a clearer understanding of what these solutions are. In the coming years, we will work hard to see these solutions implemented.

And finally, in 2001 we arrived at a better understanding of capacity and our own place in building capacity. Ideally, we want to see civil society organizations and leaders invested with the ability to act, to respond to external and internal conditions of change, and to thrive under them. Immigrant service organizations face particular challenges in this field. We have come to understand an investment in capacity building is “patient money”. The results are not apparent immediately. It is a slow and incremental process. We began by testing a few ideas in 2000 and matured these ideas in 2001. Our small capacity building grants program allows agencies

to develop ideas, such as finding new ways of financing their services, or developing essential parts of their infrastructure, such as a web site. A technical assistance program allows us to buy expert advice and locate this expertise with our grantees. And finally, and possibly most significantly, in 2001 a partnership with York University's Schulich School of Business has resulted in the first ever management training program for settlement managers in the Greater Toronto Area.

All this would not be possible without the passion, hard work and commitment of an excellent staff. Sadly, in 2001 we bid farewell to Andrew Brouwer and Brian Conway, who were both instrumental in helping to lay the foundations of our work. I thank them both and all the staff.

Ratna Omidvar, Executive Director

REFUGEE AND IMMIGRANT PROGRAM ACTIVITIES

LEADERSHIP PROGRAMS

Leaders play a critical role in organizing communities for self-determination, advocating for social and economic equalities and beneficial public policies, and representing the interests of the communities and/or issues they lead and transform. Maytree's Leaders for Change community leadership program, and Making Our Voices Count, a newcomer parent civic leadership training program, are both initiatives that express the Foundation's commitment to building the capacity of emerging immigrant and refugee leaders in the Greater Toronto Area.

Participants become catalysts to improve the living conditions of newcomer and racialized communities, and are committed in the long-term to playing an integral role in formal leadership at local community and regional levels.

Community Leadership Program, Leaders for Change:

Maytree's Leaders for Change program is in its third year of operation, with an alumni of 25 graduates. The program objective is to enhance the exercise of leadership among emerging immigrant and refugee leaders. All of the leaders commit to social justice initiatives during and after their participation in the program. A sample of

these include:

- organizing support of a school board trustee candidate who is committed to the needs of newcomer children;
- developing a community school for youth to study Russian fine arts in Mississauga;
- spearheading a movement to reconcile the youth of Ethiopian and Eriterian Communities in Toronto;
- establishing a working group on race and poverty with particular attention to the settlement needs of the African Canadian community;
- and working internationally with a youth organization in Macedonia.

We are currently working with 15 new leaders who joined the program in June 2001.

Newcomer Parent Civic Leadership Program, Making Our Voices Count:

Making Our Voices Count is a joint initiative of the Maytree, Walter and Duncan Gordon and Toronto Community Foundations, and is delivered in partnership with school boards, community organizations, and People



Newcomer parents at a Making Our Voices Count session

For Education, a leading education advocacy group in the province. The objective of the program is to empower newcomer parents to become more active in the school system, and over the long-term to play a vital role in the formal governance of public education. The program has been offered in Malton, Scarborough and Etobicoke with an enrollment of 92 immigrant parents. Since the fall of 2001, 13 parents serving on local school councils. Alumni are also actively working with trustees, and community groups in Scarborough, on developing feasible and workable solutions to their local education issues.

The Maytree Foundation - Metro Credit Union Immigrant Employment Loan Program

High tuition fees and inability to access loans creates a barrier to short-term training and upgrading for many immigrants and Convention refugees. In order to address this barrier, a three-year pilot loan program is being run in partnership with the Metro Credit Union. The objective of the loan program is to develop a new and permanent stream of financial capital for immigrants and Convention refugees. Many newcomers do not possess a credit history or collateral. However, they may require short-term training and upgrading that leads to employment, or require an assessment of their previous skills, education and experience that could lead to certification.

As the program is in its infancy, we have only administered three loans, however we anticipate disbursing over 20 in 2002 as we actively promote the program.

PUBLIC DISCOURSE

Refugees in Limbo and Canada's International Obligations

In March 2001 Professor Guy Goodwin-Gill of Oxford University presented the Caledon publication *Refugees in Limbo and Canada's International Obligations* that he co-authored with Judith Kumin of the UNHCR. Professor Goodwin-Gill spoke at the Centre for Refugee Studies at York University, to the Faculty of Law at the University of Toronto. In addition, he addressed the new Parliamentary Human Rights Group, which included Members of Parliament and Senators, as well as a number of distinguished representatives from the governmental and non-governmental sectors, nationally and internationally. Professor Goodwin-Gill urged politicians and policy makers to bring Canadian legislation regarding rights for Convention refugees into compliance with the 1951 *Convention relating to the Status of Refugees*, with specific reference to the provision of identity documents, travel documents and administrative assistance.

Who Should Get In? Rethinking Immigration Priorities

In 2001, The Maytree Foundation began a forum series entitled, *Who Should Get In? Rethinking Immigration Priorities* to enhance public discourse on issues of immigration and refugee protection in Canada. That is, do we see immigration as being primarily about filling short-term labour market gaps, or long-term economic



Who Should Get In? Rethinking Immigration Priorities was held at Pier 21, Halifax, Nova Scotia

strategies? Is it about reunifying families or supplying enough young workers to the labour (and tax paying) pool to keep the health and pension benefits flowing for retiring baby boomers? Or is immigration first of all about building a vibrant, diverse, healthy society? Are we looking for only the wealthiest, best educated and most skilled, or for anyone who truly wants to adopt this country as their home and has the skills and the ability to land on their feet? Where do our humanitarian commitments fit into the scheme, and should they be subject to quotas? What are our priorities as a nation, and what role does immigration play in meeting those priorities?

In February, the first forum was held in Toronto at the Glenn Gould Studio and a second discussion followed in October at Pier 21 in Halifax, Nova Scotia.

Access Issues for Regulators

At the invitation of The Maytree Foundation, representatives from some of Ontario's occupational regulatory bodies began to meet to discuss areas of mutual interest in the assessment and recognition of international qualifications. The objective of the meetings was to create a dialogue around challenges, successes and possible strategies for access to professions and trades for international professionals.

From May to November 2001, Maytree organized a series of workshops to further this dialogue. The workshops included:

- Scanning the Horizon: Setting Sound Access Policy
- Rising Standards: The Impact on Access to Professions for the Foreign Trained
- Developing Professionally Relevant and Fair Language Testing
- Perspectives from the Outside: Immigrant Professional Experiences

Doctor Shortages and the Integration of International Physicians

On September 28th 2001, Maytree sponsored a one day forum in Toronto, hosted by Dr Carolyn Bennett MP, *Doctor Shortages and the Integration of International Physicians: Opportunities and Solutions*. The forum was convened as an opportunity to bring together key thinkers and stakeholders on the issue to develop

collaborative and constructive solutions. The forum was attended by more than 50 participants from government, regulatory and licensing bodies, academic programs, health planning bodies, the hospital sector, and related advocacy groups. Several recommendations were put forward, including a reconsideration of how provinces and communities do health human resource planning, especially in under serviced communities, alternatives for health care delivery models, and the potential of a national approach to assessing, training, and integrating international physicians.

Strengthening Newcomer Communities:

A Dialogue for Change, The Maytree Foundation 2001 Conference

On Tuesday, October 2, 2001 Maytree presented *Strengthening Newcomer Communities: A Dialogue for Change*. The objective of the conference was to connect, inform and inspire all participants in their diverse endeavors to enhance the full participation of newcomers in Canadian society. Participants included Maytree grantees, government officials, private funders and those with an interest in refugee and immigrant policy and settlement.

The conference enabled Maytree grantees to meet and connect with other funders and leaders in substantive discussions. In addition, the conference allowed the Foundation to explore as well as put forth and hear new ideas/solutions to key issues that we are addressing. Maytree plans to host a similar conference in 2003.

Immigrant Skills at Work for Canada's Economy

In 2001, Maytree embarked on a comprehensive dialogue across the country to develop practical, tangible and workable solutions, which could better enable Canada to use the skills, education and experience of immigrants. We were ably lead by Naomi Alboim in this initiative, who has been instrumental in helping us arrive at a comprehensive and integrated approach to solving the problem. In the coming year, we intend to develop our ideas so that they can inform both the public and policy makers in the most effective manner about this critical issue.

More information about these public discourse events is available at www.maytree.com

P U B L I C A T I O N S

The Maytree Foundation publishes refugee and immigration policy papers in partnership with the Caledon Institute of Social Policy. The purpose of this continuing series is to highlight the problems and policy issues that affect refugees and immigrants to Canada and to propose practical policy alternatives.

Don't Slam the Door, by Andrew Brouwer. (Ottawa: Caledon Institute of Social Policy and The Maytree Foundation, January 2001.) 2 pp.

Ottawa is reacting to the outcry over smuggled immigrants by threatening to tighten our borders. In this op-ed commentary, featured in *The Globe and Mail*, Andrew Brouwer suggests that there are better ways to combat the problem.

Social Inclusion: A New Vision of Immigrant Settlement in Canada by Ratna Omidvar (Ottawa: Caledon Institute of Social Policy, September 2001.) 8 pp.

Ratna Omidvar, was a keynote speaker at the National Settlement Conference organized by Citizenship and Immigration Canada in Kingston, Ontario on June 18, 2001. In this speech Ratna argues for a rethinking of immigrant settlement in Canada and a new focus on social inclusion.

In addition, Maytree Chairman, Alan Broadbent, authored a Caledon Institute of Social Policy commentary:

The Philanthropic Contract: Mutual Benefit for the Public Good by Alan Broadbent (Ottawa: Caledon Institute of Social Policy, June 2001.) 6 pp.

In this speech to the Private Foundations Canada Conference held in Toronto on June 1, 2001, Alan Broadbent explains Maytree's approach to philanthropic giving.

THE FOUNDATION POSTED PROCEEDINGS FROM THE FOLLOWING FORUMS:

- Strengthening Newcomer Communities: A Dialogue for Change, The Maytree Foundation 2001 Conference
- Who Should Get In? Rethinking Immigration Priorities — Toronto
- Who Should Get In? Rethinking Immigration Priorities — Halifax
- Competency Based Assessment Programs for Foreign Trained Professionals
- Access Issues for Regulators — Summary of the first three sessions

THE FOUNDATION ALSO PRODUCED:

- *Brief to the Senate Committee on Social Affairs, Science and Technology regarding Bill C-11 and a Brief to the Standing Committee on Citizenship and Immigration regarding Bill C-11, the Immigration and Refugee Protection Act (revised from August 18, 2000 brief re Bill C-31)*

All of these documents are available at www.maytree.com.

G R A N T S

The Maytree Foundation funds projects that match at least one of the following priorities of the Refugee and Immigrant Program:

- supporting employment and the promotion of fair recognition of the skills, education and experience that immigrants and refugees bring to Canada;
- accelerating the landing and settlement process for Convention refugees;
- building the voice and capacity of immigrants and refugees and the agencies that serve them.

DIRECT SERVICE GRANTS

To support development of new or improved delivery of services to immigrants and refugees.

Afghan Women's Counselling and Integration Community Support Organization and Canadian Centre for Victims of Torture, Toronto.

- \$20,183 of a total grant of \$151,872 to develop linkages between the Afghan community and existing employment and training resources in Toronto.

Arab Community Centre of Toronto, Toronto.

- \$21,817 of a total grant of \$87,268 to assist Convention refugees in limbo and facilitate their landing process.

Canadian Centre for Victims of Torture, Toronto.

- \$24,750 of a total grant of \$125,000 to develop and implement counseling strategies that facilitate the settlement and landing of Convention refugees in limbo.

Homeworkers Association, UNITE and Development Education Centre, Toronto.

- \$48,000 of a total grant of \$146,000 to implement a training and mentoring project by and for low waged immigrant women.

JobStart, Toronto.

- \$22,485 of a total grant of \$94,412 to implement a mentoring program for internationally trained professionals in the information technology industry.

Law Society of Upper Canada, and Women's Legal Education and Action Fund, Toronto.

- \$45,000 of a total grant of \$150,000 to support the Connecting Communities With Counsel program and to implement a mentoring program for internationally educated lawyers and law students.

New Canadians' Centre of the Windsor-Essex County Family YMCA, Windsor.

- \$27,813 of a total grant of \$139,275 to develop and implement a labour market access strategy for internationally trained tradespeople.

Ontario Foreign Trained Teachers Association, Local Agencies Serving Immigrants and Jewish Family Services, Ottawa.

- \$56,275 of a total grant of \$164,780 to prepare and support the placement of internationally trained teachers into the Ontario school system.

Settlement and Integration Services Organization and Hamilton Urban Core Community Health Centre, Hamilton.

- \$59,000 of a total grant of \$177,000 to support the development of a mentoring program for immigrants and refugees in Hamilton. The program will be developed in partnership with local employers and professional associations.



St. Michael's Hospital, Toronto.

- \$35,000 of a total grant of \$165,000 for the design and implementation of a mentoring project to match immigrants and refugees with mentors at the hospital.

Mentor (far left), Project Coordinator (centre) and Mentee (right) being matched at the Hospital Mentors for Foreign-Trained Professionals Project, St. Michael's Hospital

World Skills Centre and Jewish Family Services, Ottawa.

- \$52,315 of total grant of \$153,395 to build strategic links with employers and to implement a program of workshops, co-op placements, and mentoring for internationally trained information technology professionals.



Working Women Community Centre, Toronto.

- \$29,865 of a total grant of \$160,795 to develop and implement a program to improve career opportunities for young Portuguese Canadian women.

Participants of the Career Exploration Mentorship Project, Working Women Community Centre

PUBLIC EDUCATION GRANTS

To promote awareness of issues facing immigrants and refugees.

Citizens for Public Justice and Public Justice Resource Centre, Toronto.

- \$61,000 of a total grant of \$143,100 to carry out an educational program regarding the long delays experienced by many Convention refugees in obtaining permanent resident status.

PEN Canada, Toronto.

- \$8,000 to help organize "The Power of Words: Persecution, Flight and Asylum" events held in Ottawa and Toronto in September and October 2001.

CAPACITY BUILDING GRANTS

To strengthen the capacity of agencies serving immigrants and refugees.

Access Alliance Multicultural Community Health Centre, Toronto.

- \$3,760 of a total grant of \$18,800 to explore and develop appropriate employment options for internationally trained health care workers.

Advocates for Community-Based Training and Education for Women and Dixon Hall, Toronto.

- \$23,375 to explore and develop programming options to build the capacity of employment services for low income immigrant women.

Afghan Association of Ontario, Toronto.

- \$1,991 of a total grant of \$9,957 to support the agency's board development program.

African Canadian Communities Social Development Council and COSTI, Toronto.

- \$20,000 of total grant of \$84,000 to develop a communications strategy to ensure the participation of all members of the African service provider community in the development of the African Canadian Communities Social Development Council.

African Community Services of Peel, Mississauga.

- \$1,400 of a total grant of \$7,000 to enable the agency to develop and maintain a website.
- \$14,000 of a total grant of \$40,044 to develop a volunteer management and development program.

Arab Community Centre of Toronto, Toronto.

- \$1,979 of a total grant of \$9,895 to coordinate services among agencies in Toronto serving Arabic speaking immigrants and refugees.

Canadian Council for Refugees, Montréal.

- \$51,850 of a total grant of \$152,550 to enable the Council's member delegates – many of whom are refugees themselves – to become effective spokespersons.

Council of Agencies Serving South Asians and the Community and Social Planning Council of Toronto, Toronto.

- \$1,500 towards a developmental project carried out by Council of Agencies Serving South Asians to consult with colleagues working with internationally trained professionals and tradespeople in order to prepare a submission to the Federal Voluntary Sector Initiative.

Centre for Spanish Speaking Peoples, Toronto.

- \$2,000 of a total grant of \$10,000 as a contribution towards the Centre's planning study for a new facility.
- \$9,600 of a total grant of \$12,000 to support the transition work needed to relocate the Centre to northwest Toronto.

Coalition for Access to Professional Engineering and Skills for Change, Toronto.

- \$2,046 of a total grant of \$39,929 to work in collaboration with the Professional Engineers of Ontario to develop an arm's length appeals process and a new associate status for qualified newcomer engineers.

Council of Agencies Serving South Asians, South Asian Family Support Services and the Community and Social Planning Council of Toronto, Toronto.

- \$58,800 of a total grant of \$173,330 to build a community coalition of internationally trained doctors.

CultureLink, Toronto.

- \$3,000 of a total grant of \$12,000 to establish linkages with the corporate sector in order to establish corporate hosts for their HOST program participants.



2001-2002 participants of the Leaders for Change Program

Institute in Management and Community Development, Concordia University, Montréal.

- \$25,000 to provide training, facilitation and learning supports to The Maytree Foundation's Leaders for Change, a leadership development program for immigrants in the Greater Toronto Area.

INTERCEDE and Women's Counselling, Referral and Education Centre, Toronto.

- \$10,000 to design and implement a leadership training project for domestic workers.

IMPACS - Institute for Media, Policy and Civil Society, Vancouver.

- \$40,000 of a total grant of \$45,000 as a contribution to its work in engaging refugee and immigrant communities in a consultation process concerning Canadian charities and their advocacy role within the federal regulatory framework.

The Learning Enrichment Foundation, Toronto.

- \$3,130 to identify opportunities in the not-for-profit sector that will generate Canadian work experience for New Canadians.

Le Regroupement des Jeunes Filles Francophones de Toronto and Foodshare, Toronto.

- \$20,775 of a total grant of \$50,145 to develop a model for leveraging employment services at Collège des Grands Lacs for young, unemployed African Francophone women.

London Cross Cultural Learner Centre, London.

- \$2,500 of a total grant of \$10,000 to implement an organizational audit and change project involving staff, volunteers, board and community members.

Parkdale Community Legal Services, Toronto.

- \$2,000 of a total grant of \$10,000 to assist low income immigrant workers learn more about employment standards and their health and safety rights in the workplace.

PEN Canada, Toronto.

- \$15,000 of a total grant of \$25,000 to develop a national "Refugee Writers in Residence" program in school boards, libraries and universities.

MicroSkills Community Development Centre, Toronto.

- \$9,600 of a total grant of \$12,000 for the development of a scholarship fund for immigrant and refugee women attending their programs.

Romero House, Toronto.

- \$35,500 of a total grant of \$70,000 for a program to mobilize support for refugees in the local community.

St. Stephen's Community House, Toronto.

- \$9,600 of a total grant of \$12,000 to build the capacity of the agency to provide volunteer training for refugees and immigrants.

Skills for Change, Toronto.

- \$10,000 to develop an alumni program for participants of the Employment Resource Centre.
- \$ 14,250 to determine the feasibility of strengthening the capacity of employment counsellors working with immigrants through the development of a learning network.

South Asian Women's Centre and South Asian Family Support Services, Toronto.

- \$9,600 of a total grant of \$12,000 to conduct an organization development exercise that will define the objectives of the South Asian Women's Centre, evaluate the current governance structure and implement changes needed to increase effectiveness of the Centre.

Toronto Neighbourhood Centres, Toronto.

- \$13,000 of a total grant of \$15,300 to engage in a public education strategy in support of an urban agenda for a livable and sustainable Toronto.

Tides Canada Foundation, Toronto.

- \$2,500 to strengthen the capacity of the Afghan Women's Counselling and Integration Community Support Organization in working with Afghan refugee women in Toronto.

York University, International Women's Human Rights Program, and Afghan Women's Counselling and Integration Community Support Organization, Toronto.

- \$19,454 to support a one year project that will develop the capacity and leadership of Afghan refugee women in Toronto to participate in and lead initiatives to support principles of human rights internationally.

York University, Schulich School of Business, Nonprofit Management and Leadership Program, Toronto.

- \$108,100 of a total grant of \$133,000 to develop and implement a management certificate program for current and aspiring executive directors and managers of settlement, employment and neighborhood agencies working with immigrants and refugees.

OTHER GRANTS

Caledon Institute of Social Policy, Ottawa.

- \$787,500 to support Caledon's work in social policy research and analysis which seeks to inform and influence public and expert opinion, and to foster public discussion on poverty and social policy.

CODE

- \$25,000 to increase literacy among children in Ethiopia through the distribution of reading materials and training of teachers.

Junior Undiscovered Math Prodigies and Fields Institute for Research in Mathematical Sciences, Toronto.

- \$12,500 of a total grant of \$25,000 to support the development of a volunteer tutor recruiting, screening, training, tracking and evaluation program.

Roots of Empathy, Toronto.

- \$50,000 to support the expansion of a classroom-based program dedicated to building the parenting capacity and developing empathy in children across Canada and internationally.

Amounts listed reflect payments made in the fiscal year ending November 30, 2001. Amounts awarded may differ from actual payments due to the nature of multi-year agreements.

EDUCATION ACCESS PROGRAM FOR CONVENTION REFUGEE STUDENTS

In 2001 The Maytree Foundation provided scholarships totalling \$117,090 to twenty-six Convention refugee students to enable them to pursue post-secondary studies in Toronto and Ottawa. Student loans are not available to Convention refugees because of their immigration status, therefore post secondary education is often not an option. Maytree provides full tuition, money for books and transportation and a monthly stipend. The students meet in their respective cities once a month where support and direction is given to individual students as required. Most are employed in part-time jobs and contribute to the community by doing volunteer work. Ten of our students received their landing during the year, which will now allow them to access government student loans.

All of our students value education and are highly motivated to achieve good results. Three graduated from university this year and the others are continuing as full-time students in a wide variety of disciplines. They have proven to be diligent young people who will make a tremendous contribution to Canada.

The program has completed its third year and grounds our interest in Convention refugees and landing issues. Along with our students and community partners, we are actively engaged in promoting policy changes that would allow for fair access to student loans by Convention refugees.

C A L E D O N I N S T I T U T E O F S O C I A L P O L I C Y

Founded by The Maytree Foundation in 1992, the Caledon Institute of Social Policy is an expression of our faith in the role of effective public policy in a healthy and cohesive Canada.

Caledon plays an influential role in Canadian public life through its critical analyses of ongoing changes to social and tax policy and its practicable proposals for reform. With its ability to discuss complex issues in clear and accessible language, Caledon has been instrumental in stimulating both public and expert discourse. The Institute has built a reputation as one of the country's most authoritative source of information and ideas on social policy.

A central element of Caledon's mission is to build the critical capacity of the diverse group of individuals with a stake in understanding and influencing public issues – from politicians, government officials and researchers to social advocates, academics, students, business people and journalists. Its popular real leaders, community stories, crime prevention, communities and schools and refugee and immigrant series provide a national voice for community leaders and innovative community-based solutions to poverty and other tough social problems.

Caledon has worked with several communities to build their capacity to tackle complex problems, such as poverty and unemployment. The Institute's role is to support processes of community learning by carrying out

background research on the nature and extent of the issue, identifying various models for how given problems have been tackled elsewhere, and promoting policies within local, provincial and national governments that are supportive of community practice.

For example, Opportunities 2000 is a community-based initiative that mobilized a broad range of organizations around various local efforts to reduce poverty. Caledon was responsible for developing policy proposals for the different levels of government, coordinating the national learning consortium and evaluating the project. Funds have been received from the McConnell Foundation to pursue the next phase of the project in association with the newly established Tamarack Institute. The next stage will involve working with at least five communities throughout the country to help them develop similar multisectoral poverty reduction initiatives. The project will continue over the next four years.

Caledon has done important work in several key fields including child and elderly benefits, supports for persons with disabilities, employment policy, community capacity building, taxation, social spending, poverty reduction and international comparative analysis. On the basis of pioneering work on the social dimension of sustainable development, Caledon was asked to serve on the Experts Advisory Group on Sustainable Communities set up by the federal government in preparation for the World Summit on Sustainable Development in 2002.

TAMARACK — AN INSTITUTE FOR COMMUNITY ENGAGEMENT

A community's capacity to tackle social issues is affected by its citizens' sense of duty and fidelity both to each other and to the space they share. Recognizing this, Tamarack, a partnership between The Maytree Foundation and Paul Born, was formed in September 2001 to engage citizens in building community.

Tamarack's vision is to work with all sectors of the community to find and encourage committed citizens to build communities that are caring, prosperous and healthy. These citizens work together in a comprehensive manner on projects that create effective systems and structures and result in good opportunities, good government, a clean environment, creative education, and peace for all people.

Tamarack provides direct service in communities, through organizations, to develop and promote the "technology" of community building and to lead individuals and organizations to be more deliberate as they accelerate the changes necessary to achieve their visions.

To achieve its vision for communities, Tamarack will inspire a national focus of interest in the betterment of Canadian communities through leadership development, community partnerships, and projects that animate change. Three interrelated strategies have been developed to do this work. Briefly, they are:

Community Building Strategy:

Tamarack will form multi-year partnerships with communities who wish to use a comprehensive community building approach to address the issues their communities face.

Leaderful Communities Strategy:

Tamarack will form a Learning Centre to improve, create, and disseminate resources and ideas related to community building in order to inspire communities to be bolder and more deliberate in realizing their visions.

Catalyst Strategy:

Tamarack will provide a national focus of interest for the betterment of Canadian communities through the promotion of policies that enable communities to implement relevant ideas and strategies.

This work has already begun to have an impact. With the Caledon Institute of Social Policy and the J.W. McConnell Family Foundation, Tamarack has committed to a process which will assist communities in the development of comprehensive community initiatives for poverty reduction in Canada. Seven communities across the country have expressed their readiness to join this important initiative.

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