

A n n u a l R e p o r t 2 0 0 2

THE
MAYTREE
FOUNDATION



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THE MAYTREE FOUNDATION VISION

The Maytree Foundation is a Canadian charitable foundation established in 1982. Maytree believes that there are three fundamental 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.

We view society's toleration of poverty as a fundamental threat to stability in Canada and the rest of the world. Systemic poverty is an unjustifiable burden to millions of people, which results in 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 play a significant role in alleviating poverty and supporting the common good.

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.

The following principles guide our efforts:

- A strong Canada should be served by responsive and dynamic institutions and governments that act as equalizers of social inequality.
- Communities have the potential to resolve their own problems.
- Leadership is essential in effecting social change.
- A diversity of people, approaches, perspectives and experiences is essential to the strengthening of our society.

The Foundation pursues a variety of approaches to achieve its mission. We actively seek out new ways of addressing old problems and we are solution-oriented in a manner that is practical and tangible. Where necessary and strategic, we exercise leadership and/or seek out strategic collaborations. We invest in innovation, carefully weighing risk against potential benefit. In all of its work, Maytree keeps its eyes on the needs of the community.

The Foundation's work is focused on three pillars:

- A sustained commitment to the development of social policy that focuses on the reduction of poverty

through a grant to the Caledon Institute of Social Policy.

- A Strategic Partners Initiative that works with leaders who have the capacity to make change and advance the common good.
- The Refugee and Immigrant Program which invests in the capacity of leaders, students, organizations and solution-oriented ideas that accelerate the settlement of refugees and immigrants in Canada.

A MESSAGE FROM THE CHAIRMAN

The year 2002 marked the 20th anniversary of The Maytree Foundation. We discussed what we might do to mark the anniversary, and our decision was to work harder to do better. Rather than celebrate success or endurance, we decided that we wanted our work to speak for itself, and the better we made our work, the better it would speak for us.

We have been interested at Maytree in a very curious phenomenon which we have observed over the course of those 20 years: why in so many cases does what we do in society not reflect what we know?

For example, we know the critical importance of early childhood development, but we not only resist putting appropriate resources to work, we actually withdraw some. We know that providing a range of supports to refugees and immigrants accelerates the rate at which they become productive and proud citizens, but we nickel and dime an assortment of uncoordinated programs. We know that cities are the critical economic, social and cultural engines of modern societies, but we hamstring them in governance and milk them dry economically.

What is the reason for this disconnect? One of the disastrous by-products is an increasing disaffec-

tion of citizens from their governments which makes citizens feel irrelevant. Blame can be laid partially on our structure of government in Canada, which is dominated by federal-provincial tensions while ignoring municipalities, the governments closest to the people, and civil society groups where citizens do the work of the community. And it can be laid partially on a budget allocation system which resists restructuring to meet current conditions and better ideas, both on the revenue and expenditure side of the ledger. As urban planner Joe Berridge has wisely observed, "A country will pay a high price for having a political system so comprehensively irrelevant to its future challenges."

One of the roles philanthropists can play is to try to connect what we know with what we do. At the outset, our job is to help discover new knowledge and new ways of doing things, so we support research and experimentation. Then we can support the application of that new knowledge through trials and demonstration models, making sure that proper documentation and evaluation takes place. Then we can support taking good ideas and models to scale, and we can support changes in government policy to reflect new ideas and practices in government activities.

Doing these things effectively requires governments and a society open to change, and there has to be some question as to whether we have that in Canada. We have become a society which has

increasingly closed its ears to a wide range of voices, particularly citizen voices. Our public discourse is dominated by a corporate press with narrow ownership and interests. Our governments increasingly close themselves off from citizens and limit the tools of democracy to restrict access to the process of governing. Power has moved to the top of the political structure, and the average citizen is being inexorably shut out.

At The Maytree Foundation, one of our chief goals has been to empower and amplify the citizen voice. By supporting civil society organizations, particularly in the refugee and immigrant communities, we have encouraged them to speak and act in their own interest and in the interest of Canada. Over 20 years, we have heard some of those voices becoming audible, but at the same time have seen opportunities to be heard closed off.

This diminishing of our democracy in Canada is deeply troubling. Unwise political leaders have limited debate and closed avenues of discourse, all in the pursuit of easier and simpler governing. Democracy has never been easy or simple. It is clamorous, disputatious, and messy, because at its best it encourages many voices. A vibrant democracy demands exceptional leaders who can be persuasive about their vision. The power of their persuasion can build consensus and illuminate a way through the

crowded market place of ideas and discourse. The liveliness of that market provides the best test of ideas. Limiting democratic access and stifling debate is not the stuff of worthy leaders.

At Maytree we aim to facilitate discourse, to empower the voices of citizens, and to encourage brave leaders. We know this contributes to strong societies with dynamic democracy. In building a strong country, we should connect our knowledge and practice by fostering strong democratic processes and institutions.

Alan Broadbent, Chairman

T W E N T Y Y E A R S O F L E A R N I N G

After twenty years of grantmaking, Maytree has learned some lessons worth documenting. We have learned that good grantmaking is not necessarily only successful grantmaking. Taking calculated risks, and occasionally risking failure, as a route to creating new solutions is an essential role that private foundations can and must play. This year, a risk that we took many years ago started to pay dividends: the Association of International Physicians and Surgeons of Ontario, which grew from a fledgling group of a few dozen to a membership of over 1000, appropriately took its place alongside other stakeholders in crafting new policies, programs and solutions to address the physician shortage in Ontario and in Canada.

At the same time, we have also learned that it is important to aspire to success and make a long-term commitment to its realization. A few years ago Maytree dedicated itself to improving the conditions that young Convention refugees live under, and, in particular, to their exclusion from student loans for post-secondary education. Over the past four years, we worked alongside a broad range of allies, and used many different strategies and approaches to reach our objectives. In the end we were successful. We were delighted to learn that Convention refugees will be able to access student loans

just like any other Canadian or landed immigrant.

We have learned that passion is an essential ingredient in leaders. But passion alone cannot lead to change - it must be accompanied by energy and drive. We have learned that the Foundation can play an important catalyst role in releasing that passion into action. We have also learned that passion must be combined with value-based leadership, with courage and with the capacity to take risk. One example is John Mighton with his passion for disadvantaged youth and his leadership in creating the Junior Undiscovered Math Prodigies program, which makes success in mathematics an achievable dream for inner city youth. Another is Adeena Niazi, who is building and rebuilding, step by step, the Afghan communities, both in Canada and in Afghanistan. Both these individuals personify the essential ingredients of successful change-making.

We have learned that a foundation can use its unique place in society to convene broad sectors of the community to engage in problem solving. In 2002, we focused on the disturbing evidence that linked persistent poverty and racism, and its impact on the human spirit and community life. Through a convening process involving private, community and government funders, a Funders' Network on Racism and Poverty was created. In future years, we hope to create a capacity within the funding com-

munity to address this issue in creative and collaborative ways.

We have come to understand that it is important for us to learn and replicate our own successes. Our work with the Caledon Institute of Social Policy has demonstrated that we can leverage our opportunities for success when we work with those who have the capacity to translate their goals into action. In 2002, we welcomed Harry Kits of Citizens for Public Justice and Naomi Alboim to a new Strategic Partners Initiative. This initiative recognizes that solutions to complex problems are never simple, that social policy continues to be the most powerful tool for bringing about social change, and that innovation is necessary to create policy solutions. Both Harry and Naomi have contributed significantly to the development of practical and doable policy solutions to two significant problems that Maytree has committed to resolving: the impact of “limbo” on Convention refugees and the underutilization of immigrant skills. Both partners are characterized by a unique mixture of passion and pragmatism, and both engage in similar and different forms of “relentless incrementalism” (a term coined by Ken Battle) to achieve progress. In future years, we look forward to adding to our list of strategic partners.

With growing confidence, we continue to experiment in building the capacity of community organizations so that they can maximize their potential. A diverse strategy of investing in those who work

and volunteer in the sector is being crafted, even as we keep in mind that capacity building is more of an art than a science. Nowhere is this point more perfectly illustrated than with our partnership with York University's Schulich School of Business, through which current and aspiring managers in the settlement sector receive management training. In 2002, a first group of 20 participants completed the program, and while it is difficult to speak about concrete results, we are encouraged by the signs of greater confidence, improved management and the emergence of new networks and leadership. We have been emboldened by these first signs of success and have replicated this approach with George Brown College to provide training to employment counsellors and with IMPACS to provide media training to the refugee and immigrant sector. These programs, along with a new partnership with the United Way of Greater Toronto and The Ontario Trillium Foundation, will make fertile future learning ground for us and other funders.

Inherent in all our work is a belief that, if given the proper tools to work with, communities are able to solve most of their own problems. That is why Maytree is participating in a Toronto alliance that is examining solutions to strengthen Toronto and make it more liveable for all its residents. Immigration is a driving force in this city. We know that it creates wealth for the city through its diversity, its energy

and its creativity. But we also know that there are issues that we need to resolve. At the top of our list of proposals is the creation of an industry-led initiative to focus on creating new opportunities and ideas that lead to an improvement in the economic integration of immigrants. And we see enormous merit in the possibility of establishing a Greater Toronto settlement board, which would provide a local lens on settlement issues and solutions.

With the commitment and dedication of all Maytree staff, we look forward in the next year to doing better by learning more. I thank them all for their leadership, passion and dedication. Without them, our work would not be possible.

Ratna Omidvar, Executive Director

REFUGEE AND IMMIGRANT PROGRAM

Leadership Programs: Leaders for Change and Making Our Voices Count

Maytree believes that it is essential to engage newcomer communities in our democracy, as civic participation is possibly the final and most meaningful benchmark of settlement. 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 accelerate civic engagement and to amplify the voice of refugees and immigrants on issues that concern them.

Participants in the leadership and civic participation programs bring with them a wealth of leadership skills, ideas, and knowledge from other countries and cultures. By offering appropriate opportunities for the development of



2002-2003 participants of the Leaders for Change program

ideas, networks and learning, we help participants to contribute their abilities within Canada.

Leaders for Change is in its fourth year of operation and has an alumni of 38 graduates, and 20 participants enrolled in the 2002-2003 program. The objective of Maytree's Leaders for Change is to enhance the exercise of leadership among emerging refugee and immigrant leaders, all of whom commit to social justice initiatives during and after their participation in the program. Some examples of these initiatives include:

- Generating awareness around issues in the education system, such as the disproportionate number of minorities targeted by zero tolerance policies
- Developing a consultation technique that increases citizen participation within disadvantaged communities
- Founding an association for internationally-trained pharmacists
- Designing and presenting anti-racism learning workshops to groups across the GTA.

In 2002, the Leaders for Change initiative evolved into a more rigorous and comprehensive program, requiring both a greater commitment of time, energy and resources from the participants and from the Foundation. The program welcomed youth leaders for the first time. These young people,

many of whom are second-generation immigrants, have brought a new energy and fresh perspectives to the program.

Making our Voices Count seeks to empower newcomer parents so that they may become more active in the school system and, over the long term, play a formal role in the governance of public education. The program, which was offered to 110 parents, has been presented in Alexandra Park-Ryerson, Malton, Scarborough and Etobicoke. As a result, approximately 18 parents, who had no formal experience, began to participate in their neighbourhood school councils. In addition, parents in the Ryerson and Rexdale communities established their own respective parent networks that will continue to meet on local education issues in 2003. The year 2002 marked the completion of this two-year pilot, which was launched with the support of the Toronto Community Foundation and the Walter and Duncan Gordon Foundation.

The York University – Maytree Foundation Management Certificate

The Nonprofit Management and Leadership Program is a six-month certificate course, offered at York University's Schulich School of Business, that provides management training for current and aspiring executive directors and managers of settlement, employment, and neighbourhood agencies working with refugees and immigrants. This course is the product of a partnership between The Maytree Foundation and York University.

The management program instills a variety of skills designed to enhance the management and leadership abilities of participants so that they may better run their organizations and improve service deliv-



Graduates of the 2001-2002 York University-Maytree Foundation Management Certificate Program

ery to the communities they serve. Students develop a process for setting goals and monitoring personal and organizational progress. They learn about strategic management, business planning, project management, effecting systemic change, outcome evaluation, and human resource management. Each student is assigned a coach.

This year, 20 students graduated from the program; there are currently 20 students who will graduate in 2003.

The Maytree Foundation and Metro Credit Union Immigrant Employment Loan Program

Many refugees and immigrants cannot access loans to pay for tuition and training fees, and they frequently lack a credit history or collateral to obtain a loan. In order to address these obstacles, Maytree and the Metro Credit Union offer the Immigrant Employment Loan Program, which provides loans to newcomers so that they may take short-term training to upgrade their skills. A major objective of the program is to influence the lending behavior of financial institutions so that they will consider providing loans to newcomers who do not have a credit history or collateral.

At this time last year, we reported that three loans had been disbursed. In 2002, the program distributed 18 loans totaling \$61,910 to a diverse group of highly motivated newcomers. Participants have

received training in a variety of areas including accounting, food nutrition management, network administration, nursing, pharmaceutical sciences, sound engineering, and welding. We anticipate distributing a further 25 loans in 2003.

Education Access Program for Convention Refugee Students

In 2002, Maytree provided scholarships totaling \$191,955 to 38 students to enable them to pursue post-secondary studies in Toronto, Ottawa, and Hamilton. Student loans are not available to Convention refugee students because of their immigration status – which prevents most of them from attending post-secondary institutions.

Without exception, our students are diligent, hard working, and appreciative of the opportunity to study. Most are employed in part time jobs and some find the time to contribute to the community on a voluntary basis. We have four students whose goal it is to study medicine; five are in engineering; one, a talented artist, is attending the Ontario College of Art and Design. The others take courses ranging from social work to international development to accounting. Our students come from all over the world: Zimbabwe, Sudan, Rwanda, Burundi, Somalia, Afghanistan, Sri Lanka, Russia, Congo, Sierra Leone, Eritrea, Pakistan, Columbia, Bangladesh, Albania, Tibet, Estonia, Guinea, Nigeria, Tanzania and Kenya.

GRANTS

The following are new grants approved in 2002.

REFUGEE AND IMMIGRANT PROGRAM

Chinese Canadian National Council (CCNC) and the Chinese Canadian National Council – Toronto Chapter, Toronto.

- \$12,000 of a total grant of \$13,900 to better address the social planning needs of the Chinese Canadian Community in Toronto.

The Community Social Planning Council of Toronto and Council of Agencies Serving South Asians (CASSA), Toronto.

- \$10,000 of a total grant of \$12,000 for CASSA's Investing in our Future project, which will establish the organization's short and long-term strategic plans to address policy and program directions, evaluation techniques, sustainability issues, structures for sound management and accountability.

CultureLink, Toronto.

- \$2,000 of a total grant of \$12,000 to create linkages with the corporate sector and to recruit corporate volunteers to work with refugees.

CultureLink and Roma Community and Advocacy Centre, Toronto.

- \$10,000 of a total grant of \$12,000 for the development and implementation of a strategic planning process and a board development plan, which covers recruitment, orientation and training.

Davenport Perth Neighbourhood Centre and TorontoCAN (Toronto Civic Action Network), Toronto.

- \$3,200 to organize and host the People's Summit in Toronto with the objective of highlighting the need for social and community infrastructure and presenting the findings to the Toronto City Summit Alliance.

Dixon Hall and Regent Park Community Council, Toronto.

- \$45,000 of a total grant of \$60,000 towards strengthening the Regent Park Community Council to effectively represent the voice of community members.

The Dominion Institute, Toronto.

- \$15,000 of a total grant of \$17,000 to enable refugees to speak about their experiences to school children, as part of the Passages to Canada project.

George Brown College and Advocates for Community-Based Training and Education for Women (ACTEW) Toronto.

- \$5,000 to determine the feasibility of launching a certificate-based program for employment counsellors working with immigrants.

George Brown College, Toronto.

- \$36,000 of a total grant of \$159,500 for the development and implementation of the Career Development Experienced Practitioner Certificate Program for employment counsellors working with refugees and immigrants.

IMPACS (Institute for Media, Policy and Civil Society), Toronto.

- \$50,000 of a total grant of \$53,900 for the development and implementation of a media-training program. The program is tailored to staff and volunteers in community-based organizations and insti-

tutions, and to people assuming leadership positions around issues affecting the refugee and immigrant community.

Lester B. Pearson College, Victoria.

- \$10,000 of a total grant of \$20,000 to support The Gateway Project which will create stronger networks and systems to identify and prepare refugee students for their experience at the College.

Ontario Council of Agencies Serving Immigrants (OCASI), Toronto.

- \$12,000 towards the Data Integration to Increase Inclusion project that will enable OCASI to integrate its ten existing databases across all programs in order to increase outreach capacity to member agencies and stakeholders. The project will also enhance OCASI's fundraising capability and sustainability through the use of the integrated database for on-line donations.

Peel Connections and Multicultural Interagency Group of Peel (MIAG), Mississauga.

- \$9,600 of a total grant of \$11,600 for the development of a media strategy, which will provide refugee and immigrant volunteers with the necessary media-related skills and opportunities to better educate their communities about the barriers newcomers face and also the contributions they have made to Canadian society.

St. Michael's Hospital and Creating Access to Regulated Employment For Nurses (CARE), Toronto.

- \$12,000 of a total grant of \$14,613 to enable CARE for Nurses to develop a long-term sustainability plan.

TIDES Canada Foundation, Toronto.

- \$20,000 to develop a joint fundraising strategy between Sojourn House and FCJ Hamilton House in Toronto.

United Way of Greater Toronto, Toronto.

- \$50,000 of a total grant of \$300,000 for a three-year Building Agency Capacity partnership with The Maytree Foundation, The Ontario Trillium Foundation and The United Way of Greater Toronto. The pilot initiative is designed to increase the organizational capacity of a select group of non-profit agencies serving refugees and immigrants in the inner suburban communities of Toronto.

Working Skills Centre, Toronto.

- \$10,000 of a total grant of \$12,000 for the development of the Working Sisters Club. The Club will create an opportunity for past graduates and current trainees to participate in committees, develop the skills and confidence to participate at the board level, and increase their civic participation.

The following grants were approved in previous years and continue to be funded in 2002.

African Community Services of Peel, Mississauga.

- \$24,022 of a total grant of \$40,044 to create a volunteer management and development program that will help the agency recruit and train volunteers, develop a training guide, and share the guide with other agencies.

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

- \$50,756 of a total grant of \$151,872 to support the Employment Access Project for Afghan refugees in Toronto. The project aims to increase access to employment services for Afghan-Canadians through partnerships with local employment agencies.

Canadian Council for Refugees, Montreal.

- \$53,850 of a total grant of \$152,550 for a three-year capacity building program that will enable the Council to develop the capacity of its member delegates across the country – many of whom are refugees – to become effective spokespersons on issues related to refugee policies.

The Centre for Social Justice and The Homeworkers Association of Toronto, Toronto.

- \$52,800 of a total grant of \$146,000 to put in place a training and mentoring project by and for low-income immigrant women. The objective of the program is to improve their economic security.

Community MicroSkills Development Centre, Toronto.

- \$2,400 of a total grant of \$12,000 for the development of a scholarship fund for refugee and immigrant women attending MicroSkills' programs.

The Community Social Planning Council of Toronto and Council of Agencies Serving South Asians (CASSA), Toronto.

- \$29,400 of a total grant of \$117,600 to support the continued development of the Association of International Physicians and Surgeons of Ontario. The grant will support the Association's work in organizational development, research and policy analysis, and the development of partnerships with key stakeholders.

COSTI and African Canadian Social Development Council, Toronto.

- \$19,000 of a total grant of \$84,000 to develop an outreach strategy for the creation of a new African Canadian Social Development Council.

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

- \$71,000 of a total grant of \$177,000 to support the development of a mentoring program for refugees and immigrants in Hamilton. SISO will work closely with employers and professional associations with the goal of building local mentoring teams and institutions in Hamilton.

Jewish Family Services and World Skills Centre, Ottawa.

- \$20,306 of a total grant of \$153,395 to support a program of workshops, co-op placements, and mentoring for internationally-trained professionals seeking to find employment in the Ottawa-Carleton Region. The program addresses challenges faced by immigrants, including lack of Canadian experience, financial constraints, lack of recognition of qualifications, and the need for upgrading English proficiency.

Jewish Family Services and Ontario Foreign Trained Teachers Association, Ottawa.

- \$64,368 of a total grant of \$164,780 to implement a program that prepares and supports the placement of internationally-trained teachers into the Ontario school system.

JobStart, Toronto.

- \$4,720 of a total grant of \$94,412 to implement a mentoring program for internationally-trained professionals in the information technology industry.

JobStart, Toronto.

- \$2,000 of a total grant of \$10,000 to support the development of a JobStart alumni initiative. The purpose of the grant is to develop a long-term plan and build the base for a newcomer alumni association.

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

- \$67,495 of a total grant of \$139,275 to implement the Labour Market Access Program for Foreign Trained Tradespeople. A mentorship program will be designed for tradespeople with a focus on assisting internationally-trained workers to obtain knowledge of the local labour market, occupational terminology, and to access employment with local employers.

PEN Canada, Toronto.

- \$10,000 of a total grant of \$25,000 to develop a national Refugee Writers in Residence program in high schools, libraries and universities.

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

- \$6,000 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. The project addresses three issues related to the problem of legal limbo for Convention refugees: the difficulty in obtaining identity documents, restricted access to student loans, and the Federal government's security review process.

Romero House, Toronto.

- \$3,500 of a total grant of \$35,000 for the project entitled It Takes A Neighbourhood To Welcome A Refugee. The program will mobilize a base of support in the immediate neighbourhood and the broader community for the refugees of Romero House.

St. Michael's Hospital Foundation and St. Michael's Hospital, Toronto.

- \$65,000 of a total grant of \$165,000 to support St. Michael's Hospital in the design and implementation of a three-year mentoring project to match refugees and immigrants with mentors at the hospital. The project will establish St. Michael's Hospital as a mentoring institution.

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

- \$2,400 of a total grant of \$12,000 to enable South Asian Women's Centre to conduct an organizational development exercise that will lead to a definition of the Centre's objectives, an evaluation of its governance structure, and implementation of changes needed to increase its effectiveness.

Toronto Neighbourhood Centres, Toronto.

- \$2,300 of a total grant of \$15,300 to enable Toronto Neighbourhood Centres to engage in a public education strategy in support of an urban agenda for a livable and sustainable Toronto.

Vision TV and White Pine Pictures, Toronto.

- \$2,000 of a total grant of \$10,000 for the development of a teacher's guide for the third season of "A Scattering of Seeds: The Creation of Canada", a celebration of the contributions made by immigrants.

Working Women Community Centre, Toronto.

- \$59,865 of a total grant of \$149,595 to implement a mentoring program to improve career and educational opportunities for young Portuguese-Canadian women.

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

- \$143,300 to the Nonprofit Management and Leadership Program at York University's Schulich School of Business to provide a management certificate program for current and aspiring executive directors and managers of settlement, employment, and neighborhood agencies working with refugees and immigrants.

SOCIAL POLICY

- \$640,000 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.

STRATEGIC PARTNERS INITIATIVE

Public Justice Resource Centre, Toronto.

- \$50,000 of a total grant of \$94,200 to undertake an enhanced engagement with Convention refugees in limbo. The engagement will focus on the documentation and alleviation of specific impacts of limbo on Convention refugees through public awareness and education.

Roots of Empathy, Toronto.

- \$75,000 to support the expansion of a classroom-based program dedicated to teaching parenting skills and building empathy in children across Canada and internationally.

Tamarack - An Institute for Community Engagement, Waterloo.

- \$412,046 to help communities develop the capacity to solve their own problems, around issues ranging from poverty reduction to crime prevention, and by providing direction, resources and coaching. In addition, Tamarack creates opportunities for collective learning and sharing in communities across the country.

OTHER GRANTS

Central Commerce Collegiate, Toronto.

- \$5,400 of a total grant of \$11,400 to support the participation of students in the Commerce Connections program, which facilitates the entry of students into post-secondary education.

CODE, Ottawa.

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

The Fields Institute of Mathematics and Junior Undiscovered Math Prodigies (JUMP), Toronto.

- \$12,500 of a total grant of \$25,000 towards the development of a volunteer tutor recruiting and training program for volunteer math tutoring to children in inner city schools in Toronto.

Amounts listed reflect payments made in the fiscal year ending November 30, 2002. Amounts awarded may differ from actual payments due to the nature of multi-year agreements.

CALEDON INSTITUTE OF SOCIAL POLICY

Caledon develops public policy alternatives that play a role in fostering a healthy, cohesive Canada. With its ability to write about complex issues in clear and accessible language, Caledon has been instrumental in stimulating public interest in the understanding of social policy.

Caledon conducts research and analysis, and develops and promotes concrete proposals for the reform of social programs at all levels of government.

In 2002, Caledon issued two major reports on the creation of a new framework for the development of Canadian social policy: *Social Policy That Works*, a ten year plan for reform, and



Caledon staff celebrating their 10th anniversary. Ken Battle (left), Sherri Torjman (centre) and Michael Mendelson (right)

Architecture for National Child Care, a study that looked at various ways of establishing a national child care system.

Caledon also prepared a report about the role of local government in community-based poverty reduction. The study was prepared as part of its contribution to Vibrant Communities, an initiative created to devise local solutions to poverty reduction. Several municipalities have used this report to identify and remove barriers to self-sufficiency embedded in their policies and programs.

Caledon has also provided reports to local governments, including the cities of Hamilton and Ottawa, to help guide their work in developing childcare, skills training, and affordable housing. In addition, Caledon recently established several policy dialogues with government departments, informing them of the need to link community work and policy development.

STRATEGIC PARTNERS INITIATIVE

The Strategic Partners Initiative builds long term relationships with leaders who have demonstrated the capacity to make change. The initiative recognizes that solutions to complex and systemic problems do not happen overnight.

Maytree will fund leaders and organizations that share its' objectives and values. With significant funding from Maytree, such individuals/organizations will enjoy the freedom to plan ahead, to sustain their efforts over time and to achieve significant impact.

The Strategic Partners Initiative works with those individuals whose work we respect and support. Potential partners will be identified by Maytree directors, staff and advisors.

Roots of Empathy: Fostering Empathy in Children

Roots of Empathy (ROE) is a classroom-based program designed to foster empathy in children and to develop their future social and parenting skills. A baby and parent visit a classroom on a regular basis during a school year. Through observation and discussion about the baby, the children learn about emotional literacy, infant safety issues, and human development. ROE helps to reduce aggression both



Roots of Empathy class in action

inside and outside the classroom. Founded in 1995, ROE is now operating in over 400 classrooms reaching 10,000 students in seven provinces.

In 2002, ROE continued its rapid growth. New initiatives were launched in Alberta, Manitoba, and New Brunswick. A pilot program was also undertaken in Japan. ROE is also being considered for application in Aboriginal communities. Police officers in

Peel and Thunder Bay have been trained as ROE instructors.

In addition, ROE's methods were validated by various institutions. Curriculum Services Canada reviewed and recommended the ROE training manual and curriculum as a valid program. An evaluation by the University of British Columbia of ROE programs provides evidence of the program's effectiveness in reducing aggression. The University has also developed research and evaluation tools for ROE, and has become the clearinghouse for all ROE research projects. Mary Gordon is president of ROE.

Tamarack — An Institute for Community Engagement: Building Community Capacity for Poverty Reduction

The Tamarack Institute helps communities create visions for poverty reduction and develop the community building methodologies that will help them achieve these visions.

In its first year of operation, Tamarack launched "Vibrant Communities" in partnership with the J.W. McConnell Family Foundation and the Caledon Institute of Social Policy. Vibrant Communities will link 15 communities across Canada in an effort to reduce poverty; thirteen communities are currently engaged. The initiative aims to reduce poverty for at least 5,000 families and will involve the participation of 250 non-profit organizations and government agencies, 100 businesses, and 100 low-income leaders.

Tamarack also develops tools to promote community-building techniques in Canada. This year several seminars, videos, and online newsletters were launched along with



Participants at the founding meeting of Vibrant Communities

a learning website (www.tamarackcommunity.ca). In the coming year Tamarack will focus on developing a Learning Centre that will provide a host of products and services that can be applied in communities. Tamarack is also looking to build partnerships with other sectors involved in community building to share insights and develop policy that will develop the scale and effectiveness of community building in Canada. Paul Born is president and co-founder of Tamarack.

Citizens for Public Justice and the Public Justice Resource Centre: Eliminating Limbo for Convention Refugees

Citizens for Public Justice (CPJ) is an effective advocate for refugee rights and, in particular, for the rights of Convention refugees who are not able to obtain permanent landing status. CPJ is spearheading the Getting Landed Project, which demonstrates the impact of limbo on refugees and provides practical solutions to this problem. Citizens for Public Justice played a significant role in the elimination of the Right of Landing Fee (also called the Head Tax) for refugees.

In 2002, CPJ and the Public Justice Resource Centre were also involved in pressuring governments to extend loans to refugee students so they can attend colleges and universities. CPJ was also very active during the review of Bill C-11, the new Immigration and Refugee Protection Act, and the accom-

panying regulations. Through briefs, public appearances, letter writing and visits to officials during and after this legislative process, the focus was on identifying and critiquing legislative and policy barriers which create limbo. Harry Kits is the executive director of CPJ.

Fulfilling the Promise: Integrating Immigrant Skills into the Canadian Economy

Naomi Alboim's objective is to facilitate the entry of skilled immigrants into the labour market. In 2002, Naomi consulted with many stakeholders to arrive at solutions that could change the current system so that Canada is better able to use the skills, education and experience of immigrants. This consultation process resulted in a new systems approach which calls for the active participation of all stakeholders to engage in meaningful change and action. Naomi's ideas have been published by the Caledon Institute of Social Policy under the title *Fulfilling the Promise: Integrating Immigrant Skills into the Canadian Economy*. The paper has been widely distributed, and was the subject of presentations to officials in all levels of government, nationally and internationally. This process culminated in a presentation to the National Summit on Innovation and Learning in November 2002, sponsored by Human Resources Development Canada and Industry Canada. The process also resulted in the launch of the Fulfilling the Promise Database, an online resource that shares ideas and initiatives for improving labour market

access for skilled immigrants (<http://ftpd.maytree.com/>).

The response across the country has been consistently positive and is leading to exciting initiatives spearheaded by a variety of stakeholders in British Columbia, Alberta, Manitoba, and Ontario. Work will continue on this scheme so that, in the near future, the “promise” that we as Canadians implicitly make to immigrants of a better life , and the “promise” that immigrants bring with them of skills and experience that Canada needs, are both fulfilled.

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