



The Maytree Foundation
Annual Report 2003

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.

In the twenty years Maytree has been making grants, two trends have strongly affected the way Canadian grantmakers work.

The first trend is the reduction in the funding of charity and nonprofit operations by Canadian governments. While a great deal of public money continues to flow to charities and nonprofits in Canada, it is increasingly targeted to special projects or events. These organizations have been required to find funding for their core operations from other sources, and have turned to non-public funders such as private foundations, community foundations, United Ways, corporations and individuals. The problem, as the Canadian Centre of Philanthropy has illustrated, is that even with a dramatic increase of grants from these non-government sources there is not enough money to replace the reduced government funding. Even if all the capital pools of these grantors were combined, they would not make a dent in any one of our major social problems.

This move away from core funding has been a problem for Maytree, whose explicit mandate was to help new agencies find their feet so they could qualify for government funding, which would allow Maytree to withdraw and help the next group.

The inclination to project-specific funding, not only by government but by many grantmakers, has resulted in a shift in power away from the charitable organization to the source of capital. Grantmakers have been able to decide which agency activities to fund, taking some of the control of destiny away from agencies who, in the past, could decide what they wanted to do and allocate resources from their own central budget.

This reduction in government core funding, and the consequent turning of nonprofits and charities to grantmakers for replacement funding, has created the second trend: the shifting of donors from a reactive to a proactive stance. Traditionally, grantmakers received applications for funding, and granted funding on the basis of the agency mandate. The donor could, more or less explicitly, assess the degree of alignment between his/her intentions and those of the charities or nonprofits applying. There was, thus, somewhat of a balance in power between donor and applicant.

Many donors, including Maytree, reacted to the new need for core funding by becoming much more proactive. Knowing we could not fund all of the core needs of an agency, we looked for some discrete activity, usually a project or event. Some foundations went so far as to stop receiving applications, instead seeking out nonprofits or charities which would be able to meet their grantmaking intentions. In Maytree's case, we began to look at our area of interest, refugee and immigrant settlement, and assess where we thought the critical gaps were. Where existing programs to fill the gaps did not exist, or were not of a high enough quality, we began to structure our own programs, such as Maytree's Leaders For Change.

For donors, proactive grantmaking can be very satisfying. It permits a high degree of control, allows for a strong alignment of our capital and our intentions, and can add real value to the sector. The problem with it is that it depends heavily on our assessment of the needs of the community, and the means of meeting them, being right. And

even if we have very smart and dedicated people working at the Foundation, which we do, we can't see and know everything.

The fundamental test of philanthropy is whether it meets the real needs of the community. At Maytree, we try to use what we call "the lens of the community" to structure our work, for it is only by starting with the actual problems and issues of the community that we can work towards developing solutions.

The real strength of reactive funding, of receiving and responding to applications for funding from nonprofits and charities at work in the community, is that we expose ourselves to the insights, innovation, and energy that exist on our streets and in our neighbourhoods. It is the creative local forces which begin with an intimate experience or knowledge of community issues which can often trigger effective solutions. Being open to those forces is an advantage for donors.

At the same time, grantmakers can add value. Once you have been at work in a sector for a decade, being involved with many projects and organizations, you develop an idea of what works and what doesn't. You can contribute that knowledge to help charities work successfully and avoid pitfalls.

In Maytree's case, we engage in both reactive and proactive funding. We believe that one informs the other. Of course, like most grantmakers, we always have to turn down more applicants than we can satisfy because our funds are limited. We are disappointed that many good ideas must be passed by, and admire the strength of dedication and effort that strives for better communities. The power of that commitment is such a critical component in the building of a great country.

We hope that as we embark on a new governmental era in Canada, we can see governments begin to return to supporting core funding of charities and nonprofits. With a new federal government, and new governments in many provinces and cities across the country, there is an opportunity to improve what we do in many areas. As the largest funders in the country, our governments must return to the core funding of charities and nonprofits. This would be a welcome and powerful change.

Alan Broadbent, Chairman

Private foundations occupy a special place in philanthropy and in society. Underlying The Maytree Foundation's approach to making change is a strong belief that our financial resources are but one of our key assets – the other two being our knowledge capital and our capacity to convene. By using all these assets in a healthy mix, by staying true to our two pronged approach of being both a responsive and a proactive funder, and then by adding a strong dose of passion to our work, we completed an interesting and instructive 2003.

And what a year it was! Canadians were buoyed by the wave of optimism that was felt throughout our country as the landscape of governmental leadership changed; but they were also sobered by the stubbornness with which certain social problems refused to go away.

Overjoyed as we were in early 2003 to learn about the federal government's decision to include Convention refugees as eligible candidates for the Canada Student Loans program, our enthusiasm was tempered with the slow process of mirroring this change in criteria in provincial regulations, especially here in Ontario. As always, the students in the Maytree scholarship program continued to motivate us to follow through on this last and final step.

Communities continued to deal with the impact of funding erosion from all levels of government. Maytree grants were therefore focused more than ever on helping communities tap into their own strengths so that they are better positioned to face a challenging future. We stepped up sectoral capacity building efforts, focusing increasingly on strengthening agency management and developing leaders. We worked with other funding partners such as the United Way of Greater Toronto and The Ontario Trillium Foundation in bringing value added resources to small nonprofit agencies. We brought in new delivery agents, such as George Brown College, in helping us boost performance of agency staff. And we also found new and low cost ways of boosting agency performance – such as the Five Good Ideas series which brings professional management advice to community leaders.

The complexity of certain problems that Maytree has resolved to address required new and different approaches. The Foundation's interest in the urban agenda and its participation on the Toronto City Summit Alliance resulted in the creation of the Toronto Region Immigrant Employment Council. With this initiative, Maytree has thrown itself wholeheartedly into the search of sustainable solutions and uses its convening capacity, its passion and its resources to develop solutions. Whether we will be successful or not remains to be seen, but we know that the risk is worth taking and that a private foundation is possibly the best entity to take that risk.

In all our work, we are reminded that everything is based on the needs of the community. The vital link between strategic and responsive philanthropy stood us particularly well in this challenging year. It is this link with community that provides us with substance, fuels our passion and underlines our determination to deliver on change. I am sincerely appreciative of the advice that we received from many well-wishers and of the excellent work of the Maytree staff in helping us continue our learning.

Ratna Omidvar, Executive Director

Founded by Maytree in 1992 in partnership with Ken Battle, 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 important role in Canadian public life through its critical analyses of ongoing changes to social and tax policy and its practical 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.

Caledon believes that poverty reduction and social justice cannot be achieved by governments alone. Other actors also must play important roles, including the private and voluntary sectors and communities.

Building community capacity to achieve social and economic development is a major theme of Caledon's work. Caledon is engaged in a national effort called Vibrant Communities, spearheaded by the Tamarack Institute in partnership with the J.W. McConnell Family Foundation, who is providing multiyear, multimillion-dollar support to the project. Human Resources Development Canada is funding the policy component of this work, which is primarily the responsibility of Caledon.

In 2003 Caledon released a number of commentaries and reports on various aspects of community capacity building, including *Innovation and CED: What They Can Learn From Each Other*, *Seeking Sustainable Livelihoods: Constructing a Role for Community Economic Development in Technology-Cluster Growth*, and a series of papers on community-based poverty reduction initiatives in Quebec. Caledon has established several policy dialogues with several government departments to bridge the gap between community realities and public policies.

Caledon carried out interviews with policymakers and wrote a paper on the policy dimensions of respite for caregivers. Caledon's extensive work on disability issues was recognized in the federal Minister of Finance's appointment of Caledon's Vice President, Sherri Torjman, as co-chair of the Technical Advisory Committee on Tax Measures for Persons with Disabilities.

Caledon wrote a national study of minimum wages in Canada and an analysis of the 2003 federal Budget. Other publications dealt with immigrants and refugees, the Canada Social Transfer, the labour market, pension reform, crime prevention, child benefits and medicare.

GRANT SUMMARY

Caledon Institute of Social Policy, Ottawa

\$650,000 to support 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.

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

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

The Strategic Partners Initiative supports individuals whose work we respect and support. Potential partners are identified by Maytree directors, staff and advisors.

Roots of Empathy

Working in partnership with communities, [Roots of Empathy](#) delivers an innovative classroom-based parenting program that aims to teach parenting skills and to reduce aggression through the fostering of empathy. The program reaches children aged 3 to 14. The heart of the program is an infant and parent who visit the classroom once a month for the full school year. A certified instructor coaches students to observe the baby's development, celebrate milestones, and learn about infant needs and temperament. Children learn messages of social inclusion, consensus-building and how to challenge cruelty and injustice.



A special meeting in a Roots of Empathy classroom

Roots of Empathy (ROE) started in two classrooms in Toronto seven years ago. This fall, more than 20,000 children in eight Canadian provinces are developing their skills as the citizens and parents of tomorrow. The groundwork for offering the program in aboriginal communities has been prepared. A French version of the complete curriculum is now available. The ROE pilot in Japan is nearing completion and an Australian pilot is planned for next year. Two years of research in Canada have shown the program to be successful in raising levels of social and emotional competence and a longitudinal study is underway.

As one teacher describes it: “After a year of exposure to the program, I am amazed at (the children’s) collective abilities to engage in critical thinking tasks. I have absolutely no bullying in my classroom, a feat I attribute solely to the program. My students have become self-appointed “peacemakers” on the playground, often bringing in students from other grades to “solve the problem by talking it over”. The Maytree Foundation supported the development and piloting of Roots of Empathy. Mary Gordon is the President of Roots of Empathy.

— G R A N T S U M M A R Y —

Roots of Empathy, Toronto

\$20,000 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

Founded in September 2001 in Waterloo, Ontario, [Tamarack](#) is dedicated to developing practical processes and resources to make the work of community engagement easier and more effective. Tamarack defines community engagement as “people engaged in inspired action as they learn and work together on behalf of their communities to create and realize bold visions for their common future”.

In its first two years of operation, Tamarack has partnered with 14 cities across Canada in a project called Vibrant Communities to develop a learning community that uses community engagement methodologies to reduce poverty. Currently, six of those cities are developing community plans, finalizing partnerships and raising matching funds for their community engagement process. Vibrant Communities is co-sponsored by the J.W. McConnell Family Foundation and the Caledon Institute of Social Policy, and is further supported by RBC Financial and the Young Fund of the Hamilton Community Foundation.

Tamarack has also formed a learning centre that produces resources to assist groups with community engagement. Currently more than 5,000 people are visiting Tamarack’s website each month and 1,100 learn more about how to engage citizens in their communities by subscribing to the Institute’s newsletters.

Tamarack is scheduled to significantly increase its impact in the next year by expanding the organization’s capacity to help a growing number of people fulfill their hope for a “communities agenda” in Canada. Paul Born is the President of Tamarack.

— G R A N T S U M M A R Y —

Tamarack – An Institute for Community Engagement, Waterloo

\$400,000 to help communities across Canada develop the capacity to solve their own problems, around issues ranging from poverty reduction to crime prevention, and by providing direction, resources and coaching.

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. With its partner organization, the Public Justice Resource Centre, CPJ is spearheading the Getting Landed Project, which demonstrates the impact of limbo on refugees and provides practical solutions to this problem.

The achievement of access to student loans for refugees, which came with the February federal budget, was a highlight of 2003. CPJ was a leader of that campaign which saw concentrated support from many groups and individuals. This success led to a series of projects: a recounting of the campaign success, and the learnings garnered through it, published by the Caledon Institute of Social Policy; commitment to see access to provincial and territorial loans extended, and to see federal access implemented smoothly and disseminated widely. In addition, significant work was undertaken to propose a new policy for permanent residency for inland refugees called “automatic landing.” Papers on this issue and on the costs to government of keeping refugees in limbo were completed and are undergoing peer review before being published. Harry Kits is the Executive Director of CPJ. Chris Pullenayegem is the Refugee Coordinator at CPJ.

GRANT SUMMARY

Public Justice Resource Centre – CJL Foundation, Toronto

\$25,000 of a total grant of \$54,000 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.

Fulfilling the Promise

Naomi Alboim continued her work in the area of facilitating the entry of skilled immigrants into the labour market. During 2003, she built upon the positive response to her co-authored paper with Maytree entitled [*Fulfilling the Promise: Integrating Immigrant Skills into the Canadian Economy*](#) by working with a variety of governments and stakeholder groups to begin implementing some of the recommendations contained therein.

As a result, federal and provincial funds have been allocated and work has begun on a range of issues including the development of an internet information portal for immigrants, labour market language training, foreign credential recognition initiatives and, perhaps most importantly, the Toronto Region Immigrant Employment Council (the Leadership Council proposed in *Fulfilling the Promise*). Naomi played an important role in the development of the Council and currently chairs the Intergovernmental Relations Committee.

In 2003 Naomi was invited to present her ideas and to advise a variety of federal departments and provincial governments, elected officials, federal/provincial/territorial bodies, and municipalities. She proposed an alternative approach to the issue of the regionalization of immigration and presented these ideas to deputy ministers across the country, at Metropolis conferences and at meetings of the Federation of Canadian Municipalities. She worked closely with a group of colleges and universities in three provinces to develop a model for the provision of orientation, assessment and upgrading services to immigrants in their home countries before they arrive in Canada. This proposal is currently being considered for implementation as a pilot.

Naomi has written and presented papers on these and other related public policy topics. Her most recent paper [*Integrating Immigrant Skills into the Ontario Economy: A Ten Point Plan*](#) identifies ten concrete initiatives the new Ontario government should take to allow the province to benefit from the wealth of immigrant skills and experience.

The Maytree Foundation has been active in supporting the settlement of refugees and immigrants since 1987. We focus our resources on those issues where we see the potential for making the greatest impact. Maytree's [Refugee and Immigrant Program](#), therefore, rests on the following objectives:

- Releasing the human potential of refugees and immigrants through an acceleration of settlement processes;
- Improving immigration policy through the development of alternative policy options and public dialogue;
- Enabling civil society organizations to serve refugees and immigrants through grants to qualified grantees.

The Maytree Foundation Scholarship Program for Protected Persons (formally known as Convention Refugees)

[The Maytree Foundation Scholarship Program](#) was initiated with the specific objective of changing the Canada Student Loan Program's regulations so that protected persons would be eligible for student loans. Maytree wanted to demonstrate that protected persons would be successful academically if given the opportunity to attend a post secondary institution. In 2003 we provided scholarships totaling \$280,479 to 55 students who specialized in a wide variety of areas such as engineering, nursing, science, arts, architectural technology, accounting and business. The academic success rate of the students and dedication to their studies has been outstanding.

On May 20, 2003 a reception was held to honour the achievements of our students and to celebrate the combined efforts of many who made a change in legislation a reality. As of August 1, 2003 the federal portion of the student loan (60%) was made available to protected persons across Canada and subsequently most provinces have contributed their share. Unfortunately the provincial portion is not yet available in Ontario where the majority of protected persons reside. The Maytree Scholarship Program will continue in the same format until full access to student loans is available to protected persons.

The Maytree Foundation - Metro Credit Union Immigrant Employment Loan Program

For many newcomers high tuition fees and the inability to access loans create barriers to receiving short-term training and ultimately finding suitable employment that corresponds to the skills and experience they bring to Canada. In order to address these barriers [The Maytree Foundation - Metro Credit Union Immigrant Employment Loan Program](#) is being piloted. The loan program provides financial assistance to newcomers who require an assessment of their credentials and/or short-term training to acquire certification and employment in their chosen occupation. By demonstrating that newcomers are able to find employment through short-term training opportunities and are reliable borrowers, the loan program ultimately seeks to change the lending behaviour of financial institutions.

In 2003, 21 loans were disbursed, totaling \$73,281, to a diverse group of highly motivated newcomers. To date the program has 43 borrowers who have or are studying a variety of subjects such as accounting, nursing, midwifery, pharmacy, food nutrition, new media design, welding, truck driver training, quality assurance and project management. Of these 43 borrowers, 19 have successfully completed their training and have received diplomas, certificates and licenses to practice their trades and professions. Of these 19 individuals, 13 have been able to find suitable jobs as a result of their training.

For example Fatima, a Convention refugee, has over twenty years of experience in pharmacy.* With the financial assistance provided by the loan program and her hard-work and determination, she successfully completed the Ontario International Pharmacy Graduate Program at the University of Toronto. Fatima passed the Ontario pharmacy licensing exam, found work at a South-Western Ontario hospital as a licensed pharmacist, and has fully paid off her loan. Dalia is a landed immigrant with over twelve years of nursing experience. In less than 3 months since arriving in Canada, Dalia enrolled in the CARE for Nurses Project, which supports internationally educated nurses in gaining access to the nursing profession in Ontario. Dalia completed the CARE program, passed the nursing examination, and is now working in internal medicine at a local GTA hospital. Zubin has over ten years of experience as a welder. In order to become certified, Zubin successfully completed a specialized welding program at a private vocational school in less than one year since arriving to Canada. He has found employment as a combination welder. Other borrowers of the program have found employment in project management, IT administration and food nutrition supervision.

We anticipate distributing a further 25 loans in 2004.

** Please note the names in this report are fictitious to respect the privacy of the borrowers.*

Leaders for Change

Maytree's Leaders for Change community leadership program is now five years old, with an active participation of 20 current members and 45 alumni members. The objective of the program is to enhance the exercise of leadership among emerging immigrant leaders, all of whom commit to social justice work during and after their participation in the program.

Beyond the focus on strengthening community leadership, an emerging focus in the program is to train leaders for appointed and political office at the municipal level in agencies, boards and commissions across the GTA. Both alumni and current leaders are introduced to the procedures and process to successfully attain civic leadership positions. Fourteen alumni



Leaders for Change at their opening retreat in Barrie, Ontario

members participated in a four-day training series by the Canadian Centre for Political Leadership to pursue an active interest in seeking appointed or political office at the municipal level. In addition, two alumni ran for the positions of Councillor and Public School Board Trustee, respectively, in the City of Toronto.

In 2003, the program featured an in-depth community action component. Leaders worked with voluntary organizations in designing and delivering projects that had a meaningful impact on the lives of people in the community. This concrete experience provided the leaders with conflict resolution, communication, and issue analysis skills along with an appreciation of valuing diversity and social innovation. Most importantly, participants were given an opportunity to express their leadership on a range of issues facing the GTA.

SOCIAL CHANGE PROJECTS

- Bringing forth the true-to-life stories of low-income Canadians to policy analysts in an effort to bridge the gap between frontline workers and social policymakers with St. Christopher House
- Developing a comprehensive civic engagement training module targeting newcomer communities with Toronto Neighbourhood Centres
- Creating a commemorative visual arts piece to express the living journeys of newcomer women in Toronto with OCASI (Ontario Council of Agencies Serving Immigrants)
- Developing an effective outreach model for disseminating employment services in under-served diverse neighbourhoods within the GTA with ACCES (Accessible Community Counselling and Employment Services)

To learn more about the leadership experiences that the alumni gained through their community action projects read [The Journey Begins](#) at www.maytree.com.

The Toronto Region Immigrant Employment Council

In April 2002, the Toronto City Summit Alliance – a coalition of leaders representing the city’s various sectors and communities – identified a number of key issues facing the city. One of the most important issues was integrating immigrants into Toronto’s labour market. Drawing from the work of The Maytree Foundation and Naomi Alboim, the [Toronto Region Immigrant Employment Council \(TRIEC\)](#) was launched on September 11, 2003, chaired by Dominic D’Alessandro and Diane Bean of Manulife Financial. TRIEC is working to improve access to employment for immigrants in the Greater Toronto Region.

The Council secretariat, housed at Maytree, provides project management, administrative support, communications and networking capabilities, as well as research and policy expertise. Council membership represents the various stakeholders: community, credential assessment services, employers, funders, labour, occupational regulatory bodies, post-secondary institutions, and all three levels of government.

Council members are leaders in their respective communities and have the capacity to engage their communities in TRIEC’s work. As opinion and community leaders they are able to make decisions based on the broader common good. Members are also champions of labour market integration of immigrants among their own stakeholder communities and the general public.

TRIEC has formed a number of working groups and committees that are dedicated to finding solutions to the barriers that immigrants face when entering the labour market. The working groups are task oriented, each chaired by a Council member with group membership comprised of both Council members and non-members who have particular expertise critical to the task at hand. There are currently six groups:

- **Career Bridge** – an internship program providing relevant Canadian work experience.
- **Mentoring** – creating a culture of mentoring in the Toronto Region.
- **Occupation and Licensing Bridge** – developing programmatic interventions that bridge occupation and licensing gaps.
- **Employer Best Practices** – creating tools to help employers integrate skilled immigrants into their labour force.
- **Information, Public Awareness and Recognition** – enhancing access to labour market information, increasing public awareness of the issues and recognizing demonstrated excellence in labour market integration.
- **Intergovernmental Relations** – creating partnerships and strategies to facilitate the creation of a new culture of intra- and intergovernmental relations.

Collectively the ideas being developed by the working groups offer an integrated and well-rounded solution to increasing effective immigrant access to the labour market, which in turn will lead to a stronger economy and a more vibrant and vital city region.

Five Good Ideas

Building Essential Management Skills for Successful Community Organizations

The management of nonprofit organizations is a complex and unique task, made all the more challenging by the resource limitations that many of the city's agencies find themselves battling. [Five Good Ideas](#) is a series of monthly conversations focusing on essential management skills that successful agency leadership must consider and master. Each two-hour session focuses on practical and application-friendly advice by an industry or issue expert.

Each expert presents five practical yet strategic ideas and explores with the audience how these ideas can be translated into action. The "good ideas" are being published as a lasting resource tool for nonprofits. To date we have held three sessions on human resource management, government relations and fundraising. Below is a summary of Ross McGregor's Five Good Ideas about Fundraising.

The sessions are most useful for management staff and board members of small and mid-sized agencies. Agencies from the social services, arts and culture and the environmental sector have participated in the series, which has contributed to a healthy cross-sectoral exchange of ideas.

In 2004 the series will continue with conversations focusing on strategic planning, strategic communications, trends in technology and managing union relations. To learn more about Five Good Ideas visit the series' webpage at:

www.maytree.com/RefugeeImmigrantProgram/PublicDiscourse/FiveGoodIdeas.htm

Ross McGregor - "Five Good Ideas about Fundraising"

1. Prepare a clear, concise and compelling case for support

Potential funders want to know why they should support your organization as opposed to the many other, equally worthy causes seeking their help.

2. Choose the most effective fundraising vehicle(s) for your organization

There are advantages and disadvantages associated with all fundraising methodologies - special events, lotteries, direct mail, internet, telemarketing, sponsorships, personal solicitation, etc. Focus on one or two vehicles which will provide the most attractive return on your precious time, staff resources, volunteer effort, upfront cost, and other limited resources.

3. Identify your best prospects

Target prospects with the highest funding potential for your organization. Start with those who are the most familiar with your work, such as board members, service partners, close friends and current and past supporters. Research funding orga-

nizations' track records and funding history; respond to their interests and customize your pitch to their interest; be clear about why this particular funder could/should support your organization.

4. Don't forget to "make the ask"

Don't be shy about asking. Be professional, specific and persuasive. Clearly explain your case for support. What are the tangible benefits which will result...for your clients, your organization, the community-at-large, and the donors themselves? Customize your appeal to each prospect, taking into account their interests and objectives as well as your own needs.

5. Build relationships

The cornerstone of fundraising. Recognize and thank your donors and volunteers-personally and frequently. Share your success stories. Talk about your plans for the future. Ask their advice. Ongoing "friend raising" and stewardship pave the way for strong public relations and continuing financial support.

Sectoral Capacity Building: Investing in Immigrant and Refugee-Serving Agencies

The Maytree Foundation strongly believes in supporting improvements in the effectiveness of immigrant and refugee-serving agencies through our capacity building grants stream. The objectives of this granting stream are to:

- build on the strengths of communities by improving community leadership and engagement;
- strengthen agency and board leadership;
- increase the efficiency and effectiveness of internal management systems;
- further the participation of refugees and immigrants in Canadian society.

[The York University Management Certificate Program](#), the [IMPACS Media Training Program](#) and the new [George Brown College Career Development Experienced Practitioner Certificate Program](#) are examples of sectoral capacity building initiatives that were offered in 2003. Staff of the following agencies benefited from participation in these programs:

Accessible Community Counselling and Employment Services (ACCES) Across Boundaries Aga Khan Council for Canada Alternative Youth Centre for Employment Asian Community AIDS Services Association of International Physicians & Surgeons of Ontario (AIPSO) Midaynta Association of Somali Service Agencies Bloor Information and Life Skills Centre Brampton Mississauga & District Labour Action Centre (LAC) Canadian Arab Federation Canadian Centre for Victims of Torture Canadian Red Cross Society, Toronto Region Catholic Community Services of York Region Catholic Cross-Cultural Services Catholic Cross-Cultural Services, Peel Region Centre for Information and Community Services (CICS) Chinese Canadian National Council, Toronto Chapter Christie Ossington Neighbourhood Centre Cliffcrest Community Centre Community MicroSkills Development Centre Community Social Planning Council of Toronto (CSPC-T) Dixie Bloor Neighbourhood Centre Ethno Racial People with Disabilities Coalition in Ontario Family Services Association of Toronto Frontenac Community Mental Health Services Good Shepherd Centre Highfield Community Enrichment Project India Rainbow Community Services of Peel JVS Toronto Le Centre Des Jeunes Francophones LinkUp Employment Services for Persons with Disabilities	Malton Community Information Service Muslim Community Services New Canadians Centre, Peterborough North York Community House North York Women's Centre Northwood Neighbourhood Services On-Track Pre-Employment Program Operation Springboard Parkdale Community Health Centre Policy Roundtable Mobilizing Professions and Trades (PROMPT) Re Cubed Consulting Regent Park Resident Council Scarborough Women's Centre Settlement and Integration Services Organization (SISO) Skills for Change Somali Youth Association of Toronto South Asian Women's Centre South Etobicoke Community Legal Service St. Christopher House St. Joseph Immigrant Women's Centre St. Stephen's Community House Stonegate Community Health Centre The Centre for Skills Development & Training Thorncliffe Neighbourhood Office Toronto Community Housing Corporation (TCHC) United Caribbean AIDS Education Network (UCAN) Willowridge Information and Recreation Centre Woodgreen Community Centre of Toronto Woodgreen Red Door Family Shelter Working Women Community Centre YMCA of Greater Toronto, Employment Services Information Warehouse YMCA of Greater Toronto, Newcomer Information Centre YMCA Settlement and Integration Services, Cambridge
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GRANTS

The following are new grants approved in 2003.

The Canadian Red Cross Society, Toronto

\$20,000 of a total grant of \$25,000 to strengthen the capacity of the Red Cross to better address the immediate needs of young refugee claimants who do not have a support network.

The Church of the Holy Trinity, Toronto

\$15,500 towards fostering a more inclusive Toronto and to strengthen the city's social infrastructure by initiating meetings, presentations, and creating appropriate educational materials with the objective of hosting a People's Summit in 2003.

The Community Social Planning Council of Toronto (CSPC-T), Toronto

\$60,000 of a total grant of \$62,905 to strengthen the capacity of internationally trained physicians and surgeons as legitimate stakeholders in the medical field.

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

\$40,000 of a total grant of \$55,490 to deliver an advanced media training program to leaders in Toronto's immigrant and refugee-serving sector in order to strengthen their communications capacities.

Junior Undiscovered Math Prodigies (JUMP), Toronto

\$30,000 of a total grant of \$36,600 to enhance JUMP's volunteer recruitment and training program in Parkdale and Regent Park.

Ontario Council of Agencies Serving Immigrants (OCASI), Toronto

\$2,650 towards the cost of developing a 3-year strategic direction plan and a 1-year business plan.

Parkdale Community Legal Services, Toronto

\$35,000 of a total grant of \$50,000 to strengthen the capacity of marginalized contingent workers to address their employment issues.

St. Michael's Hospital, Toronto

\$2,613 of a total grant of \$14,613 to develop a long-term sustainability plan.

TIDES Canada Foundation, Toronto

\$60,000 of a total grant of \$200,000 to support the fundraising capacity building program at FCJ Hamilton House and Sojourn House in Toronto.

Toronto Community Foundation, Toronto

\$25,000 of a total grant of \$75,000 over three years to launch a community leadership initiative that will position the foundation as a leading center for community philanthropy.

United Way of Greater Toronto, Toronto

\$100,000 of a total grant of \$300,000 to the 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 the following agencies serving refugees and immigrants in the inner suburban communities of Toronto.

Organizations funded by the Building Agency Capacity Partnership:

- Arab Community Centre
- Cliffcrest Community Centre
- The Ethiopian Association
- Scarborough Women's Centre
- South Asian Women's Centre

The following grants were approved in previous years and continued to be funded in 2003.

African Community Services of Peel, Mississauga

\$2,022 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.

COSTI-IIAS Immigrant Services, Toronto

\$41,600 of a total grant of \$84,000 to develop an outreach strategy for the creation of a new African Canadian Social Development Council.

Canadian Centre for Victims of Torture, Toronto

\$50,656 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.

The Centre for Social Justice, Toronto

\$2,000 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.

The Community Social Planning Council of Toronto (CSPC-T), Toronto

\$2,000 of a total grant of \$12,000 for The Council of Agencies Serving South Asians' project, *Investing in our Future*, which will establish short and long-term strategic plans to address policy and program directions, evaluation techniques, sustainability issues, structures for sound management and accountability for the South Asian community.

CultureLink, Toronto

\$7,000 of a total grant of \$12,000 to create linkages with the corporate sector and to recruit corporate volunteers to work with refugees.

CultureLink, Toronto

\$2,000 of a total grant of \$12,000 for the development of a strategic planning process and a board development plan, which covers recruitment, orientation and training for the Roma community.

Dixon Hall, Toronto

\$60,000 of a total grant of \$120,000 towards strengthening the Regent Park Community Resident Council to effectively represent the voice of community members.

The Dominion Institute, Toronto

\$2,000 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 of Applied Arts and Technology, Toronto

\$50,000 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.

Hamilton Urban Core Community Health Centre, Hamilton

\$10,000 of a total grant of \$177,000 to support the development of a mentoring program for refugees and immigrants in Hamilton.

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

\$3,900 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 institutions, and to people assuming leadership positions around issues affecting the refugee and immigrant community.

Institute for Media, Policy and Civil Society (IMPACS), Vancouver

\$4,498 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.

Jewish Family Services, Ottawa

\$30,459 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, Ottawa

\$17,115 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.

Lester B. Pearson College of the Pacific, 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.

Windsor-Essex County Family YMCA, New Canadians' Centre, Windsor

\$2,143 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.

**Peel Community Connections,
Mississauga**

\$2,000 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.

St. Michael's Hospital, Toronto

\$10,000 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.

**St. Stephen's Community House,
Toronto**

\$2,400 of a total grant of \$12,000 to build the capacity of the agency to provide volunteer training for refugees and immigrants.

**Thorncliffe Neighbourhood Office,
Toronto**

\$1,970 of a total grant of \$9,850 to support the Volunteer Task Force Project. The purpose of this project is to recruit a core group of volunteers from immigrant communities who will receive intensive training in volunteer recruitment, development and management. The project will be carried out in conjunction with representatives of the Aga Khan Social Welfare Board.

**Working Women Community
Centre, Toronto**

\$4,865 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**

\$18,050 of a total grant of \$124,500 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.

Funders' Network on Racism and Poverty

In 2003, Maytree convened a number of grantmakers, including private and public foundations, community foundations, the United Way and government funders to determine whether there was common ground in working on the emerging and disturbing correlation between racism and poverty, particularly in large urban centers of Canada. From these discussions, a new grantmakers' network was formed. [The Funders' Network on Racism and Poverty](#), with a membership of 19 funders, provides grantmakers with opportunities to learn about the issue and about better and effective grantmaking in this field. It also provides members with an opportunity to collaborate in different ways. In 2003, collaboration between 4 members resulted in grants totalling \$183,725 to address the situation of marginalized contingent workers in Toronto.

The Maytree Foundation is the convener of the network for its first two years.

Current members:

- The Atkinson Charitable Foundation
- Canadian Race Relations Foundation
- Canadian Women's Foundation
- Citizenship and Immigration Canada
- City of Toronto (Community Resources)
- City of Toronto (Diversity Management and Community Engagement)
- Community Foundations of Canada
- Go Kids Go! The Leafs Fund
- Hudson's Bay Company Foundation
- KAIROS, Canadian Ecumenical Justice Initiatives
- Laidlaw Foundation
- Law Foundation of Ontario
- The Maytree Foundation
- The Ontario Trillium Foundation
- TIDES Canada Foundation
- Toronto Community Foundation
- UJA Federation of Greater Toronto
- United Way of Greater Toronto
- The Silver Tree Foundation

Publications

In 2003 The Maytree Foundation continued to publish papers analyzing Canada's refugee and immigration policies. The following papers were produced during 2003, all of which are available at www.maytree.com.

How to Make Immigration Work Better: Countering the Defeatists, by Alan Broadbent. (Ottawa: Caledon Institute of Social Policy, February 2003) 7 pp.

Alan Broadbent challenges Daniel Stoffman's view that immigration should be curbed. Instead, Broadbent puts forward suggestions for improving the settlement and integration of newcomers.

Nation Building Through Cities: A New Deal for Immigrant Settlement in Canada, by Elizabeth McIsaac. (Ottawa: Caledon Institute of Social Policy, February 2003) 13 pp.

Elizabeth McIsaac offers a critique of the federal government's proposed 'dispersion' initiative, which would tie certain immigrants to a particular location for up to five years before being granted permanent resident status.

Integrating Immigrant Skills into the Ontario Economy: A Ten Point Plan, By Naomi Alboim and The Maytree Foundation. (Toronto, Ideas that Matter, October 2003) 12 pp.

The plan identifies ten concrete initiatives the new Ontario government should take to allow the province to benefit from the wealth of immigrant skills and experience.

Student Loans for Refugees: A Success Story in Policy Change, by Louise Slobodian and Harry J. Kits (Ottawa: Caledon Institute of Social Policy, December 2003) 11 pp.

How does policy change happen? This paper documents the achievement of one reform, access to student loans for refugees, which took five years and was championed by many. Louise Slobodian and Harry Kits lay out strategies and principles for taking other issues forward.

The Values of the Canada-US Safe Third Country Agreement, by Audrey Macklin, (Ottawa: Caledon Institute of Social Policy, December 2003) 26 pp.

The Canadian government has used 9/11 and the consequential focus on security as a cover for negotiating an agreement with the United States which would deflect Canada-bound asylum seekers who pass through the US. Is this agreement really about Canadian security? If not, what is the agreement about? Audrey Macklin uses the preamble to the Canada-US Safe Third Country Agreement as well as this text to compare the stated objectives of the Agreement with its likely impact on security - for Canada, the US and asylum seekers.

Along with these policy papers Maytree started a new story series highlighting the work of our grantees. The *Every Grant is a Story* series describes the issues and problems that communities face, the solutions they create, and the role of grantmakers in effecting social change. The following stories can be downloaded at www.maytree.com:

- Association of International Physicians and Surgeons of Ontario
- Impact! The York University-Maytree Foundation Management Certificate Program
- JUMP: Junior Undiscovered Math Prodigies
- Maytree's Capacity Building Program: Small Investments - Good Results
- Microskills: The Women's Technology Institute
- Romero House
- St. Stephen's Community Connections Program

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