



**The Counselling  
Foundation of Canada**

**2018**

**ACTIVITY REPORT**

# Contents

<b>Letter from the Board Chair and President</b> .....	1
Donald Lawson C.M., Foundation Chair Emeritus, Appointed to the Order of Canada .....	2
<b>Foundation House Highlights</b> .....	2
<b>Grantee Voices: Strengthening Collaboration by Listening to Our Grant Recipients</b> .....	2
<b>CERIC</b> .....	3
<b>Spotlights on Impact</b> .....	4
Hospitality Workers Training Centre .....	4
Windmill Microlending.....	5
<b>Grantmaking in 2018</b> .....	6
Grants Approved & Renewed in 2018 .....	6
Grant Amounts Disbursed in 2018.....	9
Sector-Based Supports & Memberships.....	10
Honouraria .....	10
Foundation Valuation .....	10
Future Grant Commitments .....	10
<b>Funding Criteria &amp; Guidelines</b> .....	11
<b>Foundation Board and Staff</b> .....	12
2018 Board of Directors .....	12
Foundation Staff.....	12
Shared Foundation House Staff .....	12
<b>In Memoriam</b> .....	12
Jean Ross Hamm (1923–2018) .....	12
Barbara McFarlane Hays (1925–2018).....	12

## Letter from the Board Chair and President

By late 2017/early 2018, The Counselling Foundation of Canada had made some very significant multi-year commitments, which meant we were effectively fully granted for the next two years. Thus, in 2018, we decided to pause. With 2019 representing the 60<sup>th</sup> anniversary of the Foundation and with our strategic plan needing an update, we stepped back to reflect and think about our next steps.

While our work continued to support our existing grant recipients, as well as to support some emerging new initiatives, we wanted to make sure we took the time to reach out and engage with our network to better understand how we could improve our practices and where we might best focus our efforts in the years to come.

One of the most significant actions we took in this regard was to work with our Foundation House partners, the Laidlaw and Lawson foundations, to gather feedback from current and past grant recipients. To that end, we collectively engaged GrantBook, a Foundation House resident, to conduct an anonymous survey of grant recipients. This project culminated in a report called [Grantee Voices](#), which continues to be a source of insight for us as we look to build on our strengths and address some areas for improvement. Our work to implement some of what we heard from our grant recipients will continue in 2019 as we move forward with our strategic plan review.

The Foundation also continued its commitment to supporting the empowerment of Indigenous Peoples and Reconciliation through two significant projects. One of these was to support the Inuit Tapiriit Kanatami to continue its work to develop a unified written language. The second project supports a partnership between the Ontario Federation of Indigenous Friendship Centres and WoodGreen to begin implementing the Urban Indigenous Homeward Bound model to support Indigenous women to access employment in a number of communities across Ontario.

In addition to our granting, Ben Liadsky, our Program Officer, was fortunate to participate in an Art of Hosting Active Reconciliation event organized by The Circle on Philanthropy and Aboriginal Peoples in Canada. This event provided the opportunity to learn about different theories, designs, and methodologies to developing conversations based on collaboration and dialogue on issues that matter to all involved.

It's also worth noting that 2018 also represented a personal year of reflection for the Foundation's President, Bruce Lawson, who took a six-month sabbatical to travel, learn 'un poquito espanol' and cycle. In his absence, the Foundation was fortunate to have Sandra Cruickshanks serve as Interim President to ensure that the work of the Foundation moved forward on projects that would inform the new strategic plan. We are grateful to Sandra for her efforts during this time.

From a family perspective, 2018 also saw some highs and lows for our family Elders. On the positive side, Donald Lawson was named a Member of the Order of Canada in December for his many volunteer and philanthropic contributions in Canada. On sadder notes, Jean Hamm and Barbara Hays, daughters of the Foundation's original benefactor, Frank Lawson

(and sisters to Donald), both died in 2018. Jean had been very active in the Foundation since the death of their father Frank in 1984 — initially as Vice Chair, and subsequently as an Honourary Director of the Foundation after she stepped down from the Board. Barbara Hays was an Honourary Member of the Foundation; because she moved to the United States in the 1950s and never returned to live in Canada, Barbara had not actively participated in the Foundation’s activities. In 2015 Barbara made a generous gift to the Foundation in memory of her parents.

Both Jean and Barbara played important roles in the development of the extended Lawson/Hamm/Hays family and the legacy of their influence will continue to be felt for generations to come — both within the family and through the work of the Foundation.

As we look to 2019, we look forward to sharing how we have taken our reflections from this past year and turned them into actions as we develop a new strategic plan, and rolling out some new initiatives to be able to better support our grant recipients in the important work that they do.

Yours sincerely,

*Douglas F. Lawson*

Douglas F. Lawson  
Chair of the Board

*Bruce G. Lawson*

Bruce G. Lawson  
President

### Donald Lawson C.M., Foundation Chair Emeritus, Appointed to the Order of Canada



In 2018, Donald Lawson was appointed as a Member of the Order of Canada. The official citation for his appointment read: “For his contributions to educational initiatives and career development supporting Canada’s underserved populations.”

## Foundation House Highlights

[Foundation House](#), the Toronto home to the Counselling, Laidlaw and Lawson Foundations, as well as CERIC and seven other organizations, celebrated its third year in 2018.

In 2018, [The Philanthropist](#), a free online journal for practitioners, academics, supporters, and others engaged in the nonprofit sector in Canada, joined Foundation House. The Philanthropist publishes articles and useful information about the sector's important contributions to our communities, our country, and our world and aims to spark and facilitate debate among readers.

As a shared work space, one of the opportunities of Foundation House is for people from different organizations to share their expertise, collaborate, and learn from one another. To that end, GrantBook helped to organize five knowledge sharing sessions over the spring/summer on topics such as: digital strategy and grants management; monitoring and evaluation; communications and marketing; policy and systems change; and Hootsuite and social listening.

## Grantee Voices: Strengthening Collaboration by Listening to Our Grant Recipients

In 2018, The Counselling Foundation of Canada in collaboration with the Lawson Foundation, and the Laidlaw Foundation undertook a project to gather feedback from our grant recipients. GrantBook was hired to collect and synthesize the confidential feedback about grant recipients' experiences of working with us. Grant recipients are indispensable partners in achieving our mission. Open dialogue and honest feedback are central to effective partnership, and while we strive to be responsive and open, we also know that it isn't always easy to tell a funder that there is room for improvement. This survey represents a first step in our journey to better understand how we can support our grant recipients. This work affirmed for us that our grant recipients value accessible and open communication with us and the flexibility to make adjustments as things change. The survey also highlighted a few areas for improvement including prompting us to think more about how we can further support grant recipients beyond grant dollars and how we can do more to better understand the conditions and complexities in which they work. These are areas we will continue to work on in the months to come and will also help to inform our strategic planning process. [The full report can be read here.](#)

## CERIC

The Foundation launched CERIC in 2004 to support and advance education and research in career counselling and career development in Canada and ever since has engaged an expansive network of career professionals across Canada. CERIC is an integral part of the Foundation's commitment to these professionals.

Here is a snapshot of the success and achievements CERIC had in 2018. We would like to acknowledge the dedication of CERIC's Board, Committee Members, volunteers, and staff.



In 2018, CERIC also made the noteworthy leap into the next generation of providing content and learning with the launch of the new CareerWise and OrientAction websites. The new sites ([careerwise.ceric.ca](http://careerwise.ceric.ca) and [orientaction.ceric.ca](http://orientaction.ceric.ca)) bring together a curated selection of relevant and thought-provoking articles on education, skills, counselling, employment and the workforce from a variety of publications. Plus, you'll find original perspectives and timely analysis from recognized experts and community voices in the new Podium section, as well as round-ups of resources and events called In the Know. The CareerWise digital platform builds on the popularity of our weekly CareerWise content curation newsletter, which now has a refreshed look and is named CareerWise Weekly.

## Spotlights on Impact



### Hospitality Workers Training Centre

In 2018, the Foundation approved a one-year grant to the [Hospitality Workers Training Centre \(HWTC\)](#) to support the development a post-employment assessment tool. This project connects HWTC with another Foundation grant recipient, Futureworx, which developed the [Employability Skills Assessment Tool \(ESAT\)](#).

The Foundation has supported HWTC for a number of years to “build a vocational training program to prepare and gainfully connect vulnerable job seekers to in-demand positions within Toronto’s hospitality and food service sector.” Currently, approximately 70% of program graduates gain employment at program exit, while more than 70% of those remain employed at the one-year milestone.

However, HWTC recognized that there was room for improvement in these numbers and noted that there was a gap in the ability of organizations like HWTC to objectively identify and support retention interventions for highly vulnerable workers.

For this reason, HWTC decided to work with Futureworx to develop a Retention Skills and Assessment Tool (RSAT) to help identify effective retention supports and needs to help raise the number of graduates who maintain employment post-graduation.

This is a multi-year project that is also supported by Ontario Ministry of Advanced Education and Skills. It is currently in the development phase and over the next several months, HWTC will be conducting outreach to employers to gather evidence and identify where such a tool might be most effective.



## Windmill Microlending

In 2017, the Foundation approved a three-year grant to [Windmill Microlending](#) (formerly “Immigrant Access Fund”) to help them build their organizational capacity. Windmill’s head office is in Calgary and offers microloans of up to \$10,000 “to help skilled immigrants and refugees continue their careers in Canada.” 2018 was a

big year for Windmill that featured their rebranding, expanding operations to every province & territory (except Quebec), and further growth in the number of clients served.

In anticipation of this growth, the Foundation’s grant aims to support Windmill in four ways:

1. To develop organizational strategy including a cohesive HR plan, performance management, leadership development and professional development supports.
2. To train staff on loan delivery and management, and best practices in microlending and quality assurance strengthened.
3. To fully engage staff in implementing the board’s vision and strategic plan.
4. The Foundation also maintains a loan guarantee to support the loans Windmill issues to individuals.

In 2018, Windmill completed a fully anonymous Organizational Effectiveness Survey (OES), which allowed them to create a benchmark for further evaluation to determine areas of improvement. In addition, they also implemented a Results Management Program (RMP) to provide training around strategy, organization alignment, managing for results, and continuous results. The organization also reviewed its organizational staff structure. Overall, Windmill’s ongoing work to strengthen and develop its learning culture is framed within its goals of tripling the number of clients it serves and being more responsive to both client and staff needs.

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## Grantmaking in 2018

### Grants Approved & Renewed in 2018

Fusion Jeunesse/Youth Fusion (Renewal)	\$100,000 for 1 year
Hospitality Workers Training Centre (Renewal)	\$50,000 for 1 year
New Circles Community Services (Renewal)	\$120,000 over 2 years
Ontario Federation of Indigenous Friendship Centres (OFIFC) & WoodGreen	\$400,000 over 3 years
Ottawa Network for Education (Renewal)	\$80,000 over 2 years
Powered By Data	\$20,000 for 1 year

- Total Funding Awarded: \$770,000
- Number of New Grants Awarded: 6
- Number of Active Grants 2018: 32

### Grant Project Descriptions



Montreal, QC  
\$100,000 for 1 year

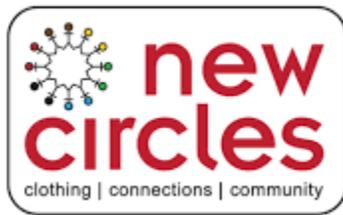
This grant will help Fusion Jeunesse/Youth Fusion to implement an Alumni Program to enhance its existing programming. Doing so is expected to allow it to track how the program has impacted youth participants as well as project coordinators (university students or recent graduates) while better positioning the agency for its eventual expansion outside of Quebec.



Toronto, ON  
\$50,000 for 1 year

This grant builds upon The Counselling Foundation of Canada's investment in Hospitality Workers Training Centre's (HWTC) successful vocational training programs and Futureworx' Employability Skills Assessment Tool (ESAT) tool, which engages job seekers in an individualized assessment of job readiness and supports the creation of individualized coaching and mentoring interventions to improve job readiness. This grant will focus on the new R-SAT initiative, which will test a framework for retention

supports and complimentary adaptive assessment tools called Retention Skills Assessment Tool (RSAT).



Toronto, ON  
\$120,000 over 2 years

Retail and Customer Service Foundations is a 12-week certificate-based employment training program that will be offered twice a year in spring and fall. It is a part-time program that integrates experiential and classroom learning, along with job search and employment counselling. Students also receive individualized feedback on core soft skills (attitude, confidence, motivation, time management) through the use of the ESAT (Employability Skills Assessment Tool), a Foundation-funded project. Graduates can also write the exam for their Retail Associate certification through the Retail Council of Canada and will also receive a certificate of completion for Centennial College course modules.

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Toronto, ON  
\$400,000 over 3 years

Funding will allow the Ontario Federation of Indigenous Friendship Centres (OFIFC) and WoodGreen to implement the Urban Indigenous Homeward Bound with seven friendship centres in Ontario, and to create materials to support the friendship centres and a community of practice so that they can come together to share wise practices and learnings.

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Ottawa, ON  
\$80,000 over 2 years

Funding will allow ONFE to expand its reach particularly around engaging more employers through networking events, workshops, and particular sector-focused or grade-focused initiatives (e.g., coding workshops for Specialist High Skills Major students) as well as increased professional development for teachers. ONFE also intends to increase its focus on the design and delivery of learning activities for at-risk youth including those in poverty, which was a key insight based on the requests received from school boards. Lastly, ONFE will explore a pilot project with Ottawa-based care and/or treatment agencies that offer high school education programs for students whose circumstances or needs are such that they are unable to attend their community school.

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Montreal, QC  
\$20,000 for 1 year

This project will build on work Powered by Data has been doing over the past year through an Ontario Trillium Foundation grant. Governments and agencies collect administrative data (not personal information) that, if proper linkages were established and able to be shared, could help agencies make better evidence-informed decisions and be used to better determine the impacts and outcomes of various programs. Over the next year, Powered By Data will convene its data policy coalition to examine potential use cases and develop a set of principles for ethical data use.

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## Grant Amounts Disbursed in 2018

Academos cybermentorat	Montreal, QC	\$78,000
Breakfast Clubs of Canada	Boucherville, QC	\$15,200
Canadian Arab Institute	Toronto, ON	\$64,000
Carleton University	Ottawa, ON	\$32,000
CERIC		
• Operating grant	Toronto, ON	\$841,305
• Partnership grants		\$143,450
• Canadian Journal of Career Development (in partnership with Memorial University of Newfoundland)	St John's, NL	\$56,400
• OrientAction (in partnership with société GRICS)	Montreal, QC	\$76,100
Classroom Connections Learning Foundation	Wetaskiwin, AB	\$15,000
EcoEquitable Inc.	Ottawa, ON	\$27,000
Epilepsy Toronto	Toronto, ON	\$50,000
Everdale Farms	Hillsburgh, ON	\$34,000
For Youth Initiative	Toronto, ON	\$110,804
Hospitality Workers Training Centre	Toronto, ON	\$100,000
Imagine Canada	Toronto, ON	\$15,000
International Institute for Child Rights & Development	Victoria, BC	\$20,604
Inuit Tapiriit Kanatami	Ottawa, ON	\$200,000
Metcalf Foundation (Toronto Sector Skills Academy)	Toronto, ON	\$20,000
Momentum Community Economic Development Society	Calgary, AB	\$108,000
New Circles Community Services	Toronto, ON	\$59,245
Northern Youth Abroad	Ottawa, ON	\$75,000
Ontario Federation of Indigenous Friendship Centres (OFIFC)	Toronto, ON	\$73,750
Ontario Indigenous Youth Partnership Project (via Tides Canada)	Ottawa, ON	\$30,000
Ottawa Network for Education	Ottawa, ON	\$10,000
Partners for Youth	Fredericton, NB	\$20,000
People for Education	Toronto, ON	\$40,000
Powered By Data (via Tides Canada)	Montreal, QC	\$20,000
The WoodGreen Foundation	Toronto, ON	\$33,750
Visions for Science Network for Learning	Toronto, ON	\$36,000
Windmill Microlending (formerly Immigrant Access Fund Canada)	Calgary, AB	\$40,000
YMCA of Greater Toronto	Toronto, ON	\$50,000
Youth Fusion/Fusion Jeunesse	Montreal, QC	\$100,000

## Sector-Based Supports & Memberships

Imagine Canada	Toronto, ON	\$5,000
Ontario Nonprofit Network	Toronto, ON	\$5,000
Philanthropic Foundations Canada	Montreal, QC	\$9,328
The Circle on Philanthropy & Aboriginal Peoples in Canada	Ottawa, ON & Vancouver, BC	\$29,500

## Honouraria

Anishnawbe Health Centre	Toronto, ON	\$11,000
Canadian Roots Exchange	Toronto, ON Saskatoon, SK Montreal, QC	\$2,500
Dubarah & Manifest Communications for "A Reality Check on Syrian Refugees"	Toronto, ON	\$5,000
First Work – in recognition of their 30 <sup>th</sup> anniversary	Toronto, ON	\$10,000
Rideau Hall Foundation	Ottawa, ON	\$15,000

<b>TOTAL GRANTING</b>	<b>\$2,681,936</b>
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## Foundation Valuation

Market Value of Foundation Assets (on December 31, 2018)	<b>\$56.2 million</b>
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## Future Grant Commitments

	<b>2019</b>	<b>2020</b>	<b>2021</b>
Future Grant Commitments	\$2,477,134	\$1,955,134	\$1,390,134

## Funding Criteria & Guidelines

The Foundation has an online Funding Request and Grant Management Portal to receive requests for support that can be accessed through our website. We use a two-step process for funding: a Letter of Intent followed by a Grant Application.

Grant seekers are encouraged to submit a Letter of Intent if you believe that your project or proposal aligns with our strategic focus of learning, career development, and career exploration. Staff regularly review Letters of Intent, and when it is determined there is potential fit, will reach out to the organization to discuss the opportunity. At that point, staff may invite the organization to submit a Grant Application.

Each year the Foundation receives more funding requests than our resources can accommodate. The Foundation can only make grants for charitable purposes, and to organizations which have been issued a registered charity number by the Canada Revenue Agency or are recognized as Qualified Donees under the Income Tax Act of Canada.

The Board of Directors typically reviews Grant Applications quarterly—generally in March, May, September and December—and the approval of funding requests remains the purview of the Board. Directors consider several factors when reviewing proposals and reaching their decisions, including the innovative nature of the program/project request; the ability to replicate the program/project in other settings; the ability of the organization to sustain the program/project at the end of the granting period; and the potential intellectual legacy of a grant. Being asked to submit a formal Grant Application by staff or provide additional information does not guarantee approval by the Board of Directors.

Grants are not made for research projects, building funds, emergency funds, deficit financing, endowments funds, equipment funds, mass fundraising appeals, long-term funding, capital funds, awards fellowships, bursaries, or to individuals.

Foundation staff welcome questions and are available to support grant seekers throughout the funding request process. Additional information and sample funding request documents are available at [www.counselling.foundation](http://www.counselling.foundation).

The Foundation made a number of large grants in recent years. As such the Board decided it would take 2018 & 2019 to pause much of the Foundation's granting until the fall of 2019.

## Foundation Board and Staff

The Counselling Foundation of Canada is governed by a Board of Directors, comprised of a combination of descendants of its founder, Frank Lawson, and non-family members. The Foundation is administered by a staff team, led by the President & CEO.

### 2018 Board of Directors

**Douglas Lawson**, Chair  
**George Rodger**, Vice-Chair  
**Barbara Mason**, Secretary & Treasurer  
**Donald Lawson**, Chair Emeritus  
**Jan Dymond**, Director  
**Victoria Grant**, Director  
**Jaime Hugessen**, Director  
**Lorraine Lawson**, Director  
**Yvonne Lawson**, Director  
**Carole MacFarlane**, Director  
**Dr. Robert Shea**, Director

### Foundation Staff

**Bruce Lawson**, President & CEO  
**Sandra Cruickshanks**, Interim President (Mar. to Sept.)  
**Diana Castano**, Executive Assistant & Office Administrator  
**Ben Liadsky**, Program Officer

### Shared Foundation House Staff

**Jonathan Hutchinson\***, IT & Data Coordinator  
**Maryam Haghjoo\***, Receptionist & Office Assistant

\*Jointly with the Lawson and Laidlaw Foundations

The Foundation also acknowledges the many contributions of the CERIC team, led by Riz Ibrahim, Executive Director, and Sharon Ferriss, Director of Marketing, Web & New Media.

## In Memoriam



**Jean Ross Hamm**  
**(1923–2018)**  
Honourary Director



**Barbara McFarlane Hays**  
**(1925–2018)**  
Honourary Member