



**The Counselling  
Foundation of Canada**

**2021**

**ACTIVITY REPORT**

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## Letter from the Board Chair and President

As 2020 became 2021, we were still mired in the pandemic, and by year end, just as we thought we were through the worst, Omicron loomed. Apparently, while we may have wished to be done with it, the pandemic was not yet done with us.

Despite the ups and downs, 2021 showed some significant signs of hope, most especially with the rollout of vaccines. As the year progressed, Foundation House opened, then closed, then opened, then closed again — a sign of the times.

We managed to hold a few small face-to-face meetings and gatherings when infection rates were low and reverted back to virtual meetings as rates rose. CERIC's Cannexus conference was once again virtual, and despite digital fatigue, it was a great experience.

As was the case in 2020, we allocated additional funding to deal with emergent issues organizations faced not only from the pandemic but other crises. The successive disasters of summer wildfires and severe flooding in British Columbia spurred us to support Indigenous communities and migrant workers who were affected.

We continue to be inspired by our colleagues on the front lines and grant recipients who worked tirelessly to support Canadians in different ways from coast to coast to coast. We know people were challenged by feelings of isolation, hopelessness and exhaustion with ever-changing pandemic restrictions and the effects it had on education and employment. What were once deemed “low-skill jobs” became essential for the rest of us to survive, and yet compensation and working conditions weren't always commensurate with being essential. Further, there continue to be barriers to accessing the growing demand for labour that prevent many young people and newcomers from pursuing their passions.

This is why we began to shift our focus back toward our Strategic Plan that was finalized in late 2019. As we worked with grant recipients and grant seekers, we found many continued to be focused on supporting the career development of young people in the four areas of our plan: Indigenous youth career transitions; employability skills and career competencies; workforce development; and youth leadership and youth empowerment.

Internally, we launched a Justice, Equity, Diversity, and Inclusion (JEDI) Committee at the Board level to look at our practices and policies and see where we can make improvements. As part of this process, we spent time to really understand what these terms mean and how they apply to our work. We added a new guiding principle reflecting the JEDI work and developed a process to bring in external reviewers with lived experience for most of our funding requests. In many ways, we're just getting started and work will continue in 2022.

At a staff level, in conjunction with our CERIC colleagues, we took the University of Alberta's "Indigenous Canada" online course and held a weekly discussion so that staff could reflect and deepen their learnings from the content of the modules.

In thinking about the year ahead, we are hopeful that better times are on the way. We know that despite differences made more distinct as a result of pandemic impacts, what holds us together as a country is much more than what separates us.

Rest assured, however, the Foundation will continue to build on its efforts to date in support of young people in Canada and their ongoing career development.

Yours sincerely,

*Douglas F. Lawson*

*Bruce G. Lawson*

Douglas F. Lawson  
Chair of the Board

Bruce G. Lawson  
President

## Indigenous Peoples Resilience Fund



INDIGENOUS  
PEOPLES  
RESILIENCE  
FUND

The [Indigenous Peoples Resilience Fund \(IPRF\)](#), is a fund that is built upon the resiliency of, and guided by Indigenous Peoples to support Indigenous communities and organizations through the current public health crisis. On July 9, 2020, IPRF approved their first round of

support to communities and organizations across Canada. By the end of December 2021, IPRF has approved support of over \$4 million to 316 communities and organizations through 20 different intakes.

The Counselling Foundation of Canada is a founding supporter of the IPRF and continues to play a role helping to fundraise, leading the Partner's Table where foundations can learn from Indigenous leaders on their work, and offer strategic support to both the staff leaders and Advisory Council as requested.

Learn more about the IPRF's accomplishments in 2021 by reading their [annual report](#).

## Toronto Workforce Funder Collaborative



Workforce Funder  
Collaborative

The [Toronto Workforce Funder Collaborative](#) is a group of philanthropic organizations that have combined efforts and resources to advance systemic change that creates a more

equitable labour market and economy across the Greater Toronto Area by investing in workforce development. The Counselling Foundation is a founding member of the Collaborative. 2021 represented the second year of the Collaborative's existence.



Led by Surabhi Jain (pictured), Executive Director, the Collaborative launched its second round of funding based on an open call for proposals. In 2021, the funding was allocated in two phases. Phase I focused on capacity building to increase employer engagement in workforce development programs/initiatives led by external experts and offered a six-week online learning cohort and \$2,500 for participants. In phase II, participants from phase I were eligible to apply for a larger grant to test employer engagement strategies.

Phase I grant recipients (\$2,500):

- Achev
- WorkinCulture



The Counselling  
Foundation of Canada

- caterToronto
- COSTI Immigrant Services
- JVS Toronto
- North York Harvest Food Bank
- Skills for Change
- The Neighbourhood Group Community

Phase II grant recipient (\$125,000 over 18 months):

- The Neighbourhood Group Community

## Justice, Equity, Diversity, and Inclusion (JEDI) Committee

This past year, the Foundation launched a JEDI Committee of the Board. In philanthropy, JEDI is a growing area of work that recognizes the privilege held by funders, and challenges them on the gamut of their practices – from grant-making; how decisions are made and who influences those decisions; human resources and hiring of staff; the recruitment of board members; and how to engage with other stakeholders. There is a rich body of literature on JEDI and a growing understanding that due to many factors, such as unconscious bias, certain voices and perspectives are often missed or overlooked. This committee is focused on reflecting and bringing attention to areas in which JEDI could be strengthened at the Foundation.

One outcome of this work has been the development of a new guiding principle:

**Demonstrate respect.** Embrace traditions, heritages. and lived experiences of people in Canada.

As another outcome of this work related to our grant-making process, the Foundation introduced an external review process whereby experts who have relevant professional expertise and/or lived experience are invited to provide feedback on grant applications to help inform the Board.

At the same time, this work takes time and there is much learning for the Committee and the Foundation to still do. Our expectation is that the Committee work will continue to inform our policies and practices going forward.

## CERIC

The Foundation launched CERIC in 2004 to support and advance 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 2021. We would like to acknowledge the dedication of CERIC's Board, Committee Members, volunteers, and staff.



24 Graduate Student Engagement Program Participants		36 Supporting Organizations	
<b>8,043 Webinar Attendees</b>  Topics include: <ul style="list-style-type: none"><li>• Working With – and Around – Emotions in Career Helping</li><li>• Building Cultural Intelligence to Promote Diversity and Inclusion: What We Need to Know to Thrive in the Workplace</li><li>• Designing Feasible, focused and Flexible Experiential Learning in Challenging Times</li></ul>	<b>2,310</b> Cannexus20 Attendees	<b>NEW Publications</b> <ul style="list-style-type: none"><li>• Retain and Gain: Career Management for the Public Sector Playbook</li><li>• Théories et modèles orientés sur la carrière : des idées pour la pratique</li></ul>	
	<b>320,461</b> Visits to CERIC Websites		
	<b>27,580</b> Social Media Followers		
	<b>15,768</b> Careering Magazine Subscribers		
	<b>15,902 Canadian Journal of Career Development Subscribers</b>		
<b>13 Board Members</b>	<b>30 Committee Members</b>		<b>12 Staff</b>

## Advisory Committee on the Charitable Sector (ACCS)

In 2021, Bruce Lawson completed his two-year term to the Advisory Committee on the Charitable Sector (ACCS). The ACCS was established as a new consultative forum for promoting meaningful dialogue between the charitable sector and the Government of Canada, in particular the Canada Revenue Agency (the CRA) and the Department of Finance. The objectives of the ACCS are to advance emerging issues relating to charities, and to ensure that the regulatory environment supports the important work that charities do. In 2021, three reports were produced:

- [January 2021](#)
- [April 2021](#)
- [July 2021](#)

## Board Updates

### Victoria Grant, O.C. – Vice Chair



In December 2021, Victoria Grant of Temagami, Ontario was appointed an [Officer to the Order of Canada](#). Her citation reads:

"For bridging the gap between Indigenous and non-Indigenous culture, business and communities through her facilitation and mediation."

This recognition is a long time coming given Victoria's long history of work in the philanthropic sector building bridges and promoting reconciliation and healing, not to mention the spectacular success that

is the Indigenous Peoples Resilience Fund. You can also read a [CBC article](#) on Victoria's many accomplishments. Congratulations Victoria!

### Dr. Robert Shea – Director



Also in December, Rob Shea was [appointed as Vice President \(Marine Institute\) of Memorial University of Newfoundland and Labrador \(MUN\)](#). It's a promotion from his previous position of

Associate Vice President, Academic and Student Services at the Marine Institute. "Dr. Shea is a transformational leader who has shown deep commitment to the Marine Institute and Memorial University," said Dr. Vianne Timmons, president and vice-

chancellor. "He is the right person, at the right time, to lead MI as it continues to act locally and think globally to advance applied oceans education and research." Congratulations Rob!



## Foundation House Highlights



[Foundation House](#), the Toronto home to the Counselling, Laidlaw and Lawson Foundations, as well as CERIC and seven other organizations followed a similar path in 2020. While the office was able to reopen at various times, capacity limits meant that Foundation House was unable to operate at full strength. At the same time, many of our organizations experienced significant staff changes and we realized there was a large group of new people who had not set foot in Foundation House and who were unfamiliar with the other tenants.

To help continue to foster the kind of community that Foundation House has become known for, we held a series of virtual convenings where each organization was invited to share a bit about their work, introduce their staff, and take questions from colleagues at other organizations in order to get to know one another. In addition, as has become habit over the past two year, leaders of the 11 co-located organizations kept in touch through a weekly Zoom call, offering opportunities to share perspectives on how each organization was adapting, as well as sharing sector intelligence and providing mutual support. The Foundation House Slack channel also remained active with staff across organizations sharing news and updates.

## Spotlight on Grant Recipient Projects

### YMCA Alternative Suspension Program Social Impact Bond (SIB)

**Amount awarded: \$250,000**



For the first time, the Foundation participated in a Social Impact Bond. The YMCA Alternative Suspension program aims to prevent youth (between the ages of 12 and 17) from dropping out of high school.

For tens of thousands of youth in Canada, succeeding and even staying in school can be a challenge. This reality has a major social impact. Adults who do not have a high school diploma:

- Earn approximately 15% less than those who graduate;
- are more likely to be unemployed;
- have a shorter life expectancy;
- are more likely to suffer from depression;
- are more likely to be arrested or incarcerated.

School dropout is a national crisis. School suspensions and other disciplinary measures are early indicators of a student's potential to disengage from school. The YMCA Alternative Suspension is a dropout prevention program designed to counter these risk factors. It is operated by the YMCAs of Quebec. The program encourages school perseverance by allowing youth participants to take a step back and identify what empowers and motivates them. It launched in September 2021 and will serve three student cohorts over three school years reaching up to 1,677 students.

This is an intensive program for youth who are going to be suspended so they don't fall behind academically and is comprised of three activities:

1. School work
2. Individual counselling
3. Group workshops

The program team accompanies the youth upon their return to school to work out a plan with the principal and administration; they follow-up 1 month later to see how the reintegration is working, and a follow-up at 3 months for evaluation/assessment.

As a SIB, the Foundation will receive a return on its investment from Public Safety Canada should certain metrics be achieved in terms of change in the behaviours of students and the number of students who successfully complete the program.

## People for Education

**Amount awarded: \$120,000**



Founded in 1996, People for Education (PFE) is an independent charitable organization that conducts research, makes policy recommendations, and facilitates an extensive communications strategy to support public dialogue about public education.

PFE is leading a Canadian cross-sector dialogue, the Future of Public Education Initiative, to support change in public education — so that students will graduate with the skills and competencies they need whatever path they choose. A key component of this work will be to develop a framework for a [Continuum of Learning](#) from early childhood education (ECE) through to work and life. In addition, a Continuum of Learning Working Table was established with representation from across Canada and across sectors, including early childhood education, K to 12 policymakers, students, and educators, post-secondary education, industry, non-profits, business councils

The work has clearly exposed the discontinuity: every province and territory has at least two and sometimes as many as four skills frameworks — all focused on separate aspects of learning, and all using different language to define foundational, intellectual, employability, social-emotional, and life skills. In addition, systemic barriers impede access to both early childhood education and post-secondary education, and the structures themselves create barriers to continuity. Few people work across the entire continuum and there is little policy or vision to support cross-system work.

During the pandemic, PFE also undertook interviews, research, policy scans, and convening activities to generate an overview of both the problems and the potential paths forward. As part of this work, they developed a [Pan-Canadian Tracker](#) of education strategies in response to COVID-19.

## B.C. Flooding Emergency Support

**Amount awarded: \$100,000**

In November 2021, the Foundation approved three grants to support communities affected by the flooding in British Columbia. These grants were outside of what the Foundation would traditionally support, but the scale and scope of the disaster compelled us to respond in light of the emergency. As a result, the Foundation, made three grants to the following organizations:

- \$60,000 to [Indigenous Peoples Resilience Fund](#) to support Indigenous communities affected by the flooding.
- \$20,000 to [Watari Counselling & Support Services Society](#) to support migrant workers who would not otherwise qualify for any emergency benefits due to their status in Canada.
- \$20,000 to [Archway Community Services Society](#) to support migrant workers who would not otherwise qualify for any emergency benefits due to their status in Canada.

## Grantmaking in 2021

### Grants Approved & Renewed in 2021

Access Community Capital Fund	\$70,000 over two years
Anishnawbe Health Foundation	\$200,000 over four years
Archway Community Capital Fund	\$20,000 over one year
Career Trek	\$172,500 over three years
Foundation for Black Communities	\$100,000 over two years
Furniture Bank	\$195,000 over three years
Imagine Canada (HR project)	\$15,000 over one year
Imagine Canada (public policy support)	\$60,000 over three years
Indigenous Peoples Resilience Fund	\$600,000 over three years
Indigenous Peoples Resilience Fund (B.C. Flood response)	\$60,000 over one year
Mohawk College Foundation	\$300,000 over three years
Ontario Nonprofit Network	\$60,000 over three years
Ontario Federation of Indigenous Friendship Centres (Renewal)	\$400,000 over three years
Partners for Youth	\$90,000 over three years
Philanthropic Foundations of Canada	\$46,335 over three years
Teach for Canada	\$150,000 over three years
University of Alberta ELITE Program for Black Youth	\$150,000 over three years
Watari Counselling & Support Services Society	\$20,000 over one year

- Total Funding Awarded: \$2,708,835
- Number of New Grants Awarded: 18
- Number of Active Grants 2021: 21

### Impact Investments in 2021

YMCA Alternative Suspension Program Social Impact Bond	\$250,000 over three years
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## Grant Project Descriptions



Toronto, ON  
\$70,000 over 2 years

This grant will be used to get the Small Business Accelerator (SBA) up and running and increase capacity at Access to support more and more of the community we serve. The SBA will improve participants' financial stability by:

- Improving their chances of receiving an ACCESS loan, which will help them establish / improve their credit rating;
  - Equipping them with a fully developed business plan guided by their coaches and course learning;
  - Increasing their confidence in their ability to achieve their business's objectives;
  - Establishing a network of peers and mentors to support their continued progress;
  - Gaining the ability to safeguard their personal finances through improved financial literacy;
  - Helping them launch their business and create long-term sustainable income; and
  - Providing continued support through coaching.
- 



**Anishnawbe Health Foundation**

Toronto, ON  
\$200,000 over 4 years

This grant will support Anishnawbe Health to initiate the planning and development of a foundational Training Program for Traditional Healers, Ceremonialists and Osh-ka-be-wis (Traditional Helpers). Ultimately, we aim to empowerment of the next generation of Indigenous people to become traditional knowledge practitioners who ultimately fill the gap in services for holistic care, traditional counselling and ceremony access. The cohorts will return to their home communities and territories to continue their personal learning journeys, which may include the transition to employment with other health centres and community organizations.

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Winnipeg, MB  
\$172,500 over 3 years

The intention of the grant is to hire a full-time Development Specialist whose main priority will be to research, draft and submit funding proposals and reports across a variety of sectors – government, business, industry, foundations, Tribal Councils, Chiefs and Councils. This focused attention and approach to revenue generation will ensure the long-term stability for the organization now and into the future especially given the impact and effects COVID-19 has had on the sector as a whole.

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\$200,000 over 2 years

Seed funding to support either the capitalization of the foundation or for the operating costs of the new organization.

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Toronto, ON  
\$195,000 over 3 years

This grant will support expanding the scope and scale of our Workshop program. Currently self-managed, the small team of three Mizwe Biik graduates need a Program Director to coordinate the growth and expansion of the program within Furniture Bank. As Furniture Bank engages with Canada's 50-30 Challenge, we are looking to hire an Indigenous leader for this role to chart the expansion of this employment social enterprise.

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Toronto, ON  
\$15,000 over 1 year

This support will enable Imagine Canada to:

- Strengthen the resiliency of the nonprofit sector, by providing relevant and practical content on Human Resource policies and processes
  - Develop capacity among young professionals who are seeking employment or talent development in the nonprofit sector
  - Lay the foundation for continued investment in understanding labour market data and information related to charities, nonprofits and social enterprises
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INDIGENOUS  
PEOPLES  
RESILIENCE  
FUND

Toronto, ON  
\$600,000 over 3 years

This grant will support the Indigenous Peoples Resilience Fund, an Indigenous-led effort to respond to urgent community needs while taking a long-term view on building community resilience.

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### **Mohawk College Foundation**

Hamilton, ON  
\$300,000 over 3 years

Mohawk College will take the lead on extending the mandate of a recently established four-college partnership, to investigate the feasibility of a broader adaptation of its City School model of education and employment training for marginalized populations, in the communities served by the Vancouver Community College, Red River College and the Nova Scotia Community College. This consortium of colleges has recently established a partnership with the Future Skills Centre, an agency of the federal government, to pilot Mohawk College's City School model within the Material Handling sector that exists within the economic regions of Vancouver, Winnipeg, Hamilton and Halifax.

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### **Ontario Federation of Indigenous Friendship Centres**

Toronto, ON  
\$400,000 over 3 years (Renewal)

Indigenous women experience higher incidences of unemployment in Canada – more than twice the rate of non-Indigenous women. By tackling multiple barriers to education and employment success, the Urban Indigenous Homeward Bound (UIHB) program offers a dynamic initiative that is proving successful in urban Indigenous communities across Ontario. This project renewal will enable the OFIFC to continue to support Friendship Centres in implementing the program. Proposed activities include ongoing capacity supports to Friendship Centres, developing online educational and training modules for UIHB participants, enhancing employment transition supports and ongoing outcome-based evaluation activities.

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Fredericton, NB  
\$90,000 over 3 years

Youth Works (formally the RoadMap) has been uniquely created with and for at risk youth and youth facing mental health issues. Designed to engage small groups in learning about education, job-readiness skills and employment, it also provides youth participants with opportunities to identify supportive relationships in their lives. The overall goal of Youth Works is to utilize an experiential education approach to provide at risk, homeless, near homeless, and youth in/from care and custody with the information, skills and support necessary to further their education and/or find meaningful employment, and become connected members of their many communities. Several theoretical frameworks inform the program. Funding will support the hiring of a fulltime Indigenous staff member to support this project delivery with First Nations youth.

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**TEACH  
FOR  
CANADA**

Toronto, ON  
\$150,000 over 3 years

The Foundation's grant will invest in Teach For Canada's principal support programming for current and aspiring principals across 30 remote First Nations to improve effectiveness and increase retention of principals, resulting in stable school environments for 6,000+ students.

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**University of Alberta**

Edmonton, AB  
\$150,000 over 3 years

The goal of the Experiential Learning in Innovation, Technology, and Entrepreneurship (ELITE) Program is to provide Black Youth aged 15-22 with knowledge tools and experience that will help them access STEM education and careers, opening a crucial pathway to economic empowerment for this historically overlooked group. The program includes coaching, cultural-based counselling, and leadership and entrepreneurship training to help overcome barriers created by the stigma and self-doubt that is prevalent in Black Youth.

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The Counselling  
Foundation of Canada

## Supporting public policy



\$60,000 over 3 years



\$60,000 over 3 years



\$46,355 over 3 years

To support public policy for the sector.

# Grantmaking in 2021

## Grant Amounts Disbursed in 2021

Academos cybermentorat	Montreal, QC	\$100,000
Access Community Capital Fund	Toronto, ON	\$40,000
Archway Community Capital Fund	Abbotsford, BC	\$20,000
Career Trek Inc.	Winnipeg, MB	\$57,500
<b>CERIC</b>		<b>\$809,019</b>
• Operating grant	Toronto, ON	\$667,236
• 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	\$85,383
For Youth Initiative	Toronto, ON	\$60,000
Foundation for Black Communities (c/o Calgary Foundation)	Calgary, AB	\$100,000
Hospitality Workers Training Centre (c/o Jane-Finch Community and Family Centre)	Toronto, ON	\$100,000
Imagine Canada	Toronto, ON	\$15,000
Indigenous Peoples Resilience Fund (IPRF) (c/o Community Foundations Canada)	Ottawa, ON	\$210,000
Inuit Tapiriit Kanatami	Ottawa, ON	\$300,000
Mohawk College Foundation	Hamilton, ON	\$75,000
Ontario Federation of Indigenous Friendship Centres (OFIFC)	Toronto, ON	\$100,000
Ontario Indigenous Youth Partnership Project (c/o Make Way)	Ottawa, ON	\$40,000
Ottawa Network for Education	Ottawa, ON	\$40,000
Partners for Youth	Fredericton, NB	\$30,000
People for Education	Toronto, ON	\$60,000
Teach for Canada	Toronto, ON	\$50,000
Toronto Workforce Funder Collaborative (c/o Community Foundations Canada)	Toronto, ON	\$125,000
University of Alberta	Edmonton, AB	\$50,000
Visions for Science Network for Learning	Toronto, ON	\$50,000
Watari Counselling & Support Services Society	Vancouver, BC	\$20,000
Water First Education and Training	Creemore, ON	\$50,000
YMCA of Greater Toronto	Toronto, ON	\$50,000

## Sector-Based Supports & Memberships

The Circle on Philanthropy & Aboriginal Peoples	Ottawa, ON	\$12,000
Imagine Canada	Toronto, ON	\$5,000
Ontario Nonprofit Network	Toronto, ON	\$5,000
Philanthropic Foundations Canada	Montreal, QC	\$9,555

## Honouraria & Sponsorships

Ashoka Canada	Toronto, ON	\$10,000
Philanthropic Foundations of Canada	Montreal, QC	\$10,000
SETSI Community Coalition	Toronto, ON	\$7,500

<b>TOTAL GRANTING</b>	<b>\$ 2,610,574</b>
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## Foundation Valuation

Market Value of Foundation Assets (on December 31, 2021)	<b>\$61,167,383</b>
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## Future Grant Commitments

	<b>2022</b>	<b>2023</b>	<b>2024</b>
Future Grant Commitments	\$2,142,300	\$1,322,300	\$589,800

## Funding Criteria & Guidelines

The Foundation has an online funding request form 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 they believe that their 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 is available at [www.counselling.foundation](http://www.counselling.foundation).

## 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, their spouses/life partners and non-family members. The Foundation is administered by a staff team, led by the President & CEO.

### 2021 Board of Directors

**Douglas Lawson**, Chair

**George Rodger**, Vice-Chair (until June)

**Victoria Grant**, Vice-Chair (starting in June)

**Barbara Mason**, Secretary & Treasurer

**Donald Lawson**, Chair Emeritus

**Jan Dymond**, Director

**Jaime Hugessen**, Director

**Annie Lawson**, Director

**Yvonne Lawson**, Director

**Carole MacFarlane**, Director

**Dr. Robert Shea**, Director

### Foundation Staff

**Bruce Lawson**, President & CEO

**Diana Castano**, Executive Assistant & Office Administrator

**Ben Liadsky**, Program Manager

### Shared Foundation House Staff

**Jonathan Hutchinson\***, Systems Administrator (Until September)

**Precious Ogadi\***, IT & Data Co-ordinator (Started November)

**Ruth Cortez\***, 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, Senior Director, Marketing and Communications.