

PHILANTHROPY IN CANADA



THE GLOBE AND MAIL

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SECTION AFP



What Canadian donors want

Wildfires were still sweeping the region around Fort McMurray when Canadians responded. Their collective giving quickly amounted to more than \$100-million.

This timely action is a reflection of the generosity of Canadian donors, as well as their desire and ability to rally around urgent needs, says Karen Mercier, chair of the Association of Fundraising Professionals (AFP) Canadian Council. "When communities require urgent help or there is an emergency, people rise to the challenge," she explains.

Canadians give generously, says Ms. Mercier, and two-thirds plan to make a charitable donation this year, according to the 2015 survey of What Canadian Donors Want. She adds that 76 per cent of Canadians believe charities play an important role in addressing needs that are not met by government or the private sector.

In return, they look for a high level of transparency about the impact of their gift, says Ms. Mercier. "If you look at giving 50 or 60 years ago, people were happy to receive a thank you for their donation. And while people still have a very high level of trust in charities, they expect that we make use of all the tools we have available to report back what we are doing."

Lorelei Wilkinson, chair of the AFP Foundation for Philanthropy – Canada Research Committee, says trust in charities is increasing and the charitable sector works hard at managing programs to ensure maximum efficiency and effectiveness on each dollar.

And the use of technology increasingly empowers donors to research and choose the charities they want to align with, she explains. Exploring the 85,000-plus Canadian charitable



"There is a growing understanding in the charitable sector that the donor today is very much like a key shareholder. When they write a cheque, they are interested to hear back about their investment."

Lorelei Wilkinson
is chair of the AFP Foundation for Philanthropy – Canada Research Committee

universe, donors can focus on a few favoured causes and get close. "There is a growing understanding in the charitable sector that the donor today is very much like a key shareholder," she says. "When they write a cheque, they are interested to hear back about their investment."

Ms. Wilkinson has observed a "melding of online engagement and personal relationships." According to the survey, 15 per cent of those on social media say they have donated in response to a request posted on social media, with 81 per cent stating that the requests came from someone they know.

This "combining a social element with doing good" is especially pronounced in the donor segment called affiliative, says Ms. Wilkinson. "We've noticed that this younger group enjoys going to fundraising events or prefers donating to charities from which they know someone."

Ms. Wilkinson, who is the national senior manager, Major Gifts, Children's Wish Foundation of Canada, has also noticed a growing attention to local giving. "Canadians are thinking more

about their local communities. For our work as a national charity with a local presence, this means we have to help donors understand our impact in the different communities. They want to hear stories about their area and tapered statistics rather than the national reach."

Ms. Mercier, who is the director of development for the Regina Humane Society, says her organization is responding by taking a more narrative approach. "While our donations help thousands of animals, we are now far more specific and share stories about individual animals."

In addition to learning about the animals through stories, donors can often come and meet them. "It's a wonderful experience to watch that connection," says Ms. Mercier. She adds that while the humane society has supporters from a wide range of demographics, she has seen an increase in younger individuals, including children, who are eager to be part of that community.

"We have a children's donation wall at the shelter, and through social media, we reach many Canadians in their mid-twenties and thirties," says Ms.

Mercier, who sees animal welfare as a gateway cause for charitable giving. "Children feel good about making a contribution that helps us take care of the animals. Later, they are introduced to other causes and grow up to be philanthropists in many areas."

Ms. Wilkinson agrees that since donors are engaged on their own terms and in very unique ways, their motivations for giving – and their giving habits – can change as they go through life.

While Canadians are giving more, the number of people who are giving is decreasing, she says. And where people are finding it difficult to make a cash donation due to economic pressures, the charitable sector can offer a robust mix of opportunities to keep their supporters engaged, suggests Ms. Wilkinson. "People can volunteer, give their time, or include a charity in their will."

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Partnerships enable indigenous families to become homeowners. **AFP 2**



Opening the door to the often hidden issue of child poverty. **AFP 4**



Finding the fun in math for setting students on the path to success. **AFP 4**



Extending a warm welcome to refugees and newcomers to Canada. **AFP 5**

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UNIVERSITY HEALTH NETWORK

The gift of breath – supporting lung transplant research

While health care in Canada is funded through government sources, cutting-edge medical research where the outcomes are not a sure thing may require a different kind of support. That was the case for Dr. Shaf Keshavjee, director of the Toronto Lung Transplant Program and surgeon-in-chief at University Health Network (UHN). He had an idea that if he could develop a way to keep human lungs alive outside the body at normal body temperature for longer periods of time, he could use that time to repair defects in them and also treat them with gene and stem-cell therapy on the way to reducing patient rejection, a major difficulty in transplant surgery of any kind, but particularly so with respect to lungs.

What he didn't have was enough money to do the research using the kinds of clinical-grade technology he needed to get the job done. "That kind of experimentation is very expensive," he says ruefully.



Dr. Shaf Keshavjee, UHN surgeon-in-chief, Sprott Department of Surgery, reveals the latest Toronto ex vivo lung perfusion system. SUPPLIED

The solution to his problem, at least the funding part, came in the form of a \$3-million grant from the late Albert Latner, a Toronto philanthropist and land developer. It was money well spent. In just 10 years, Dr. Keshavjee's Toronto ex vivo lung perfusion system is saving lives and improving outcomes

in lung transplant patients, in part by extending the shelf life of lungs outside the body at room temperature from 20 minutes to as many as 20 hours. Ultimately, he believes he can bump that up to as much as three days, more than enough time to prepare and repair.

"Mr. Latner's philanthropic gift started it all," says Dr. Keshavjee. "We were then able to leverage the early successes into attracting money from other donors and government sources that was required to carry it through." He adds that thanks to philanthropy, Toronto General is a world leader in lung transplant technology and research. "Philanthropy gives us a competitive advantage in terms of attracting top scientists and giving them the added benefit of adequate resources to carry out their research."

It was that kind of excellence that attracted Canadian media executive and philanthropist Ivan Fecan to the Toronto General and Western Hospital Foundation, a part of UHN, where he

serves as Board Champion for the Transplant Campaign. "I did some research, took some tours and became interested in the area of applied science, particularly with respect to transplants, which did not have a board champion at the time," he explains.

His says his role as a champion is to "dig deep" in order to understand the people, the process and the science before turning that understanding into compelling stories he can relate to potential donors. "I try and match up people who are interested in these kinds of stories," he says. It takes time, but the payoffs are enormous. "The ability of philanthropy at Toronto General to fund groundbreaking research is going to change transplant outcomes around the world, and the impact on humanity could be staggering."

What is exciting for everyone involved in the transplant program, including researchers, donors and

volunteers alike, is that the achievements so far are just the beginning. In addition to the technology being exportable to other transplant areas, including liver and heart, other spin-offs are emerging. "We are looking at building organ repair centres where organs come in, get repaired and are then sent out to various patients," says Dr. Keshavjee. "We are also exploring ways to repair them without taking them out of the body, leading to the possibility of in vivo lung repair."

Lung transplantation is just one area in which research superstars at UHN are working on providing solutions to a wide range of health issues. "It's hard to ignore the impact philanthropy has had on health care," says Mr. Fecan. "It's far more than an infusion of dollars at the outset of a project. A donor's generous gift has exponential impact both in Canada and around the world." That's philanthropy in action.



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TRENDS IN GIVING HABITS

66%

of Canadians say they've made a financial donation to a charity or a non-profit organization in the past 12 months. This figure is down by four points since 2013 and is the lowest figure reported since tracking began in 2007.

35%

of Canadians give the reason for their latest donation as the desire to help those in need.

\$924

While there were fewer donors in 2015, those who did give are giving more. Donors gave an average of \$924 in 2015 compared to an average of \$726 in 2013.

SAVE THE CHILDREN AND GSK

Helping to protect children from the impacts of disasters

When wildfires forced the evacuation of tens of thousands of people from Fort McMurray and surrounding communities in northern Alberta in early May, Save the Children moved quickly. Within hours, the aid organization was on the ground at a hotel in Edmonton, where children and families from two First Nations communities were given temporary shelter.

Save the Children followed a model it uses in emergency response around the globe – establishing a Child Friendly Space, a safe, designated area where children can play, socialize and receive support to recover from the upheaval to their lives, under the supervision of trained adults.

To share its expertise in protecting children from the impacts of disasters like the Fort McMurray fire, Save the Children is launching a new project



Save the Children's Child Friendly Spaces are designed to meet immediate needs for children's protection following a disaster. SAVE THE CHILDREN

"Children have unique psychosocial needs following an emergency – they cannot be treated simply as little adults."

Ylber Kusari is national senior manager, corporate engagement and partnerships with Save the Children

to help First Nations communities in Canada strengthen their own resources to prepare for and deal with emergencies.

"This initiative draws on our international expertise in work in emergency response and preparedness," says Ylber Kusari, national senior manager, corporate engagement and partnerships with Save the Children. "We agreed that we wanted to see this work come to life in Canada. Our

focus domestically is on indigenous communities, whose children are the most marginalized and vulnerable."

The "Building Resilience for Indigenous Children and Families in the Face of Climate Change in Canada" project will support at least three First Nations communities that are at risk of climate change-related emergencies, such as wildfires and flooding.

"Children have unique psychosocial needs following an emergency – they cannot be treated simply as little adults," says Mr. Kusari. "We work alongside communities – including some that are very remote – to support them in the creation of emergency preparedness plans and infrastructure to deal with emergencies they are likely to face."

"This project will build communities' capacity by working with children, teachers and community members to ensure they're trained

prior to an emergency. We want to provide the larger communities with the knowledge and resources to respond in an appropriate and timely way to minimize the negative impacts," he adds.

Practical, child-focused and culturally appropriate training on general emergency preparedness will be provided, along with emergency kits. Community members will also be trained on how to build Child Friendly Spaces and given supplies for setting them up if an emergency occurs.

These spaces meet immediate needs for children's protection, while also creating foundations for recovery. "The Child Friendly Space is a safe space where parents can bring their children as they go about putting the pieces of their lives together," says Mr. Kusari. "Further, the focus is on resiliency building and rehabilitation, through games, art and social connections."

HABITAT FOR HUMANITY

Becoming a homeowner through partnership and 'sweat equity'

Barbara Wolfe was a lifelong renter, working six or seven days a week while raising two daughters as a single mom. But thanks to Habitat for Humanity's Indigenous Housing Program, the 52-year-old Ottawa resident changed her status from renter to first-time homeowner in just a year and a half.

"Once we moved in, the whole world changed," says Ms. Wolfe, who previously lived on a cramped top floor of a subsidized home that

was often noisy and smelled like marijuana. "I would feel stressed out because my 15-year-old daughter was breathing that air through our vents."

Homeownership has brought calm, quiet and security to her family's life, especially her teenage daughter. "[Hannah's] circle of friends has grown because we now have a place where they can hang out," says Ms. Wolfe, adding that her new home is also a haven for nieces and nephews. "Habitat makes this process [from

renter to homeowner] so incredibly easy," says Ms. Wolfe. She explains that Habitat and its partners take families through the transition and provide training sessions on household budgeting, mortgage financing and how to take care of your home.

"Our program focuses on helping indigenous families in need of decent and affordable housing realize their dream of home ownership through partnership," said Jay Thakar, manager of Habitat for Humanity's Indig-



Barbara Wolfe (centre) recently moved into her own home with her daughter Hannah (left) and now lives close to her daughter Pamela (right). SUPPLIED

enous Housing Program.

To qualify for home ownership, indigenous families complete 500 "sweat equity" volunteer hours as down payment for their home. For Ms. Wolfe, this meant working at Habitat's ReStore in Ottawa on top of her job at an aboriginal women's shelter. She also assisted at fundraising galas with Hannah, who earned additional hours by getting good grades in school.

Habitat for Humanity relies on the generosity of donors and volunteers for funds, building materials and labour to build the homes. Families

pay no more than 30 per cent of their gross income towards an interest-free mortgage; payments are then used to build more affordable housing.

Since 2007, 150 homes have been built for indigenous families, mostly in urban areas in the Yukon, Alberta, Saskatchewan, Manitoba and Ontario, and 35 homes on First Nations' Traditional Territories, including the first-ever wheelchair accessible housing units for elders to be completed later this month. By 2020, the charity's goal is to have helped 250 indigenous families become homeowners.



The YMCA provides programs and services to help families thrive as happy, healthy and contributing members of their communities.

Together we can create a stronger, healthier future for all Canadians.

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It starts here



BY THE NUMBERS

Donors are most likely to donate to charities benefiting their local community:

54%,

followed by Canada as a whole:

28%,

the international community:

8%,

and developing countries:

7%.

Donations to local charities have increased five points, while donations to charities with a national focus have declined by seven points.

The highest share of charitable contributions was made to places of worship,

48%,

followed by disease and medical charities at

44%,

and children/youth charities,

40%.

Source: What Canadian Donors Want

MARCH OF DIMES CANADA

THE ABILITY TO LIVE INDEPENDENTLY

As someone born with cerebral palsy, Andrea Luciani assumed from a young age that her parents would have to always do everything for her. Now, at age 23, this has changed, thanks to March of Dimes Canada's conductive education program. "I never dreamed that someday I would grow up and live an independent life," says Ms. Luciani. "My cerebral palsy affected all aspects of my life, including mobility, coordination, posture and the ability to carry out daily living activities independently."

Ms. Luciani explains that she participated in the conductive education program, which is designed specifically for people with neurological motor disorders and offers an alternative group setting approach to rehabilitation, since she was six years old.

Funded through March of Dimes Canada donors, the program didn't just give Ms. Luciani the tools for increasing her mobility – it also gave her a voice, she says. "Instead of my parents or others speaking on my behalf, I learned to advocate for my own needs, whether it was as a student in the classroom or now as an adult finding my way in the world. I may need special accommodations to aid in that process, but I make sure I am heard."

In addition to the conductive education program, March of Dimes Canada offers a range of programs for improving the quality of life for people with physical disabilities, such as an assistive devices program, a home and vehicle modification program, independent living and employment services, life skills and transitional services, a stroke recovery program, a post-polio program and more.

Ms. Luciani says the conductive education program has provided her with strategies and techniques for managing life on her own. "Today, I like to use the word 'able' to describe my progress. I am able to sit down and get up independently. I am able to walk using single point canes. Every day, I focus on what I am able to do," she says. "My wish is for every person in Canada with a disability to have the extraordinary help that I had through March of Dimes Canada."



By participating in March of Dimes Canada's conductive education program, Andrea Luciani gained valuable skills for living independently. SUPPLIED

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PHILANTHROPY IN CANADA



TRUST IN CANADIAN CHARITIES

73% of Canadians are very/somewhat confident in the charitable sector (which is significantly higher than confidence in the private and public sector (63% and 62%, respectively).

97% Of donors who have given in the past 12 months, 97% say the charities to which they gave have a clear purpose and mandate; 96% say the organization has a strong reputation, and 95% say the organization is successful in fulfilling its mandate.

83% of donors say it is important that they receive information on how their donation has made a difference. 44% proactively seek out information on the cause/charity and contact them to donate.

OPINION

Incentives for taking Canadian giving to the next level



By Daniel Brunette, Chair of the Association of Fundraising Professionals' Canadian Government Relations Committee (who also works for the Community Foundation of Ottawa)

Research from both the Association of Fundraising Professionals (AFP) and Statistics Canada show that slightly fewer Canadians are now giving to charity. We need to find innovative ways to inspire new and old donors alike, and get more resources into the hands of Canada's charities.

Every day, Canadians help one another and our communities in a variety of ways, from volunteering and mentoring to recycling and public service. But by far the most effective way and efficient way – and something millions of Canadians do every year – is giving to and supporting our charitable organizations across the country.

Canada's charitable sector is uniquely positioned to address social needs: based in the community and supported by Canadians, charities can respond far more quickly and effectively than

government to problems while being efficient with resources.

But our charitable sector faces a crucial challenge. Research from both the Association of Fundraising Professionals (AFP) and Statistics Canada show that slightly fewer Canadians are now giving to charity. We need to find innovative ways to inspire new and old donors alike, and get more resources into the hands of Canada's charities.

There are three important proposals that have widespread support across the sector where Parliament can take action. These proposals include: the removal of the capital gains tax on gifts of private-company stock to charity; the extension of the First-Time Donor's Super Credit; and the introduction of Stretch Tax Credit for Charitable Giving.

Ten years ago, the federal government removed the capital gains tax on gifts of publicly listed securities, and the impact has been phenomenal. Canada's charities are estimated to have received more than \$1-billion in gifts of stock every year since the policy was enacted.

AFP and others in the charitable sector are now asking the federal government to remove the capital gains tax for gifts of private-company shares and real estate. This complementary

change is expected to generate another \$200-million in charitable gifts a year and has the support of several political parties. While the provision was included in the 2015 budget, it was removed from the 2016 budget. AFP and others are proposing that it be reinstated.

Another incentive has been the First-Time Donor's Super Credit, which effectively adds 25 per cent to the value of a donor's charitable donation tax credit. This can only be claimed once between the 2013 and 2017 taxation years, and early evidence indicates the credit is having the desired intent of engaging new donors in philanthropy. AFP and others are proposing that it be extended past 2017.

The charitable sector is also encouraging the adoption of a Stretch Tax Credit, which would apply when donors give more than their highest previous years. It is a simple and powerful way that would encourage donations from those who have not given in the past, particularly younger

families and those just starting their careers, and would help those who already give to contribute more. Analysis from Imagine Canada estimates that the proposal could generate more than \$230-million in additional giving per year while costing just \$40-million annually.

Tax credits such as these are just one aspect of increasing philanthropy. They can be effective incentives for encouraging people to give – and give more – though they are rarely the main reason people contribute. AFP is encouraging Members of Parliament to discuss the positive impact of these provisions with local charities to understand how they will increase charitable programs in their ridings and around the country.

These proposals need the support of all Canadians, including the federal government, and will increase giving at a time when we need more participation and engagement in philanthropy – and more resources for charitable programs that support our communities.

JUMP MATH



JUMP Math breaks challenges into manageable steps, allowing children to gain confidence in their numeric abilities. SUPPLIED

THE SALVATION ARMY CANADA

A glimpse behind the façade

From the outside, the house didn't look any different than the other homes in the neighbourhood. But when visitors – attracted by an Open House sign – stepped inside, they were taking a back. They were expecting rooms staged for enticing prospective buyers, instead, they found indicators of poverty. In the kitchen, for example, a cereal box bore the message "One in seven children go to school hungry." Cans were labelled "One in eight households struggles to put food on the table" and "90,000 Canadians will use the food bank for the first time this month."

"Children living in poverty have greater illiteracy rates" was written in an open book in the bedroom, and words on a hanger said "Many can't afford to clothe their families."

This Salvation Army initiative aims to draw attention to the fact that one in 10 Canadians lives in poverty even with a roof over his or her head, says John McAlister, national director of marketing and communications, The Salvation Army Canada.

"We live in such a wealthy and well-developed country that many don't realize that poverty is so prevalent in our society," he explains. "Can you imagine, one in five Canadians skips meals to make ends meet?"

The impact of the messages in the open house was obvious on the faces of the visitors, and their reactions were captured on camera. Videos as well as a 360-degree virtual tour can be watched online to amplify the message, says Mr. McAlister.

He adds that The Salvation Army, which has been active in Canada for over 130 years, raises awareness about issues like poverty, hoping to inspire people to make a difference for those in need.

Please see www.salvationarmy.ca for more about the open house and for ways to help.



Cheering for math

Children are born with a sense of wonder and curiosity, and by nurturing these qualities, we allow them to develop their deeper potential, believes John Mighton. An area where this continuum is often disrupted is math, and his own educational path can serve as an example. "When I was young, I struggled with math and often doubted my ability," he recalls. "I didn't get the confidence to go into math until I was in my thirties – then I got a doctorate in mathematics."

Based on his experience, Dr. Mighton developed what he calls "fairly radical beliefs about ability in math."

"I saw so many kids with far more potential in math than they realized in school," he says, adding that he founded the non-profit organization JUMP Math in 2001 to remedy the situation.

"We started tutoring kids after school, but very soon, teachers invited us into the classroom. That's when we realized that the program was far more effective when we worked with teachers," says Dr. Mighton. "The kids really flourished – they get more excited when they do something as a group."

Dr. Mighton explains that by breaking challenges into manageable steps and giving kids enough time to explore things deeply and consolidate ideas and skills, he found it easy to get a whole class working at roughly the same pace. The result? "Kids will cheer for math. They will do math during recess. When they are allowed to succeed without fear of failure, they love seeing patterns and making connections," he says.

And the students weren't the only ones enjoying the experience. "Teachers volunteered for us, spread the word, invited us into the classroom and helped us gather data," says Dr. Mighton. He adds that online lesson plans for teachers as well as information on how to support the endeavour are available at www.jumpmath.org.

Beyond a positive classroom experience, Dr. Mighton sees a larger impact. "New studies show that young students' achievement in math is an even better predictor of long-term academic success than achievement in reading," he explains. "Math often becomes a barrier for students. And there are deeper losses for society, the most obvious is the impact on our economy because we don't have a fully numerate population."

The Salvation Army's open house initiative aims to shine a spotlight on child poverty in Canada. THE SALVATION ARMY

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YMCA

A warm welcome for newcomers to Canada

In September 2015, powerful images alerted the world – and Canadians – to the plight of Syrians fleeing the conflict in their country. The resulting wave of support came from many, including the YMCA in Canada, which had been invited to Governor General David Johnston’s Welcoming Syrian Refugees to Canada Forum in December 2015 and has since played a key role in welcoming refugees to Canada.

“I am proud to be a member of a welcome team that has taken on helping to settle five Syrian refugee families into Canadian life,” says Wayne Harrison, retiree and volunteer at the YMCA Newcomer Connections Centre, which has welcomed and facilitated the integration and participation of newcomers in Greater Saint John, New Brunswick.

Mr. Harrison describes a memorable moment when he took a Syrian

“...the son looked around the table and finished by looking directly into my eyes with a huge grin. It really made me proud to be Canadian.”

Wayne Harrison is a retiree and volunteer at the YMCA Newcomer Connections Centre

father with his son, who has cerebral palsy and is in a wheelchair, for a school interview.

“[A representative of the school] explained that the son will have attendants to help with any of his special needs, but that the parents could come and teach them what they needed to know,” says Mr. Harrison. Invited to share his concerns, the father had explained that in Syria, he had bribed the other kids with candy so they would be nice to his son, who had regularly been dismissed because of his condition.

In response, the father was reassured that in the new school, his son would be treated as equal, integrated into the classroom and introduced to a broad range of learning opportunities. That’s when the father broke down and wept, says Mr. Harrison. “All adults wept with him. Meanwhile, the son looked around the table and

finished by looking directly into my eyes with a huge grin,” he says. “It really made me proud to be Canadian.”

YMCAs across the country have rallied in a number of ways – some have hired Arabic-speaking staff to reduce language barriers or have developed unique offerings such as the YMCA of Western Ontario’s workshops to help Syrian refugees understand the process of getting an Ontario driver’s licence. Several YMCAs have planned orientation events to welcome new families and individuals to their communities and introduce them to the services and supports that are available. Others have offered free memberships to

help families develop healthy routines.

The YMCA’s response is not limited to Syrian refugees and includes ongoing programming to support and enhance the settlement experience of all Canadian immigrants: programs that help new Canadians prepare for their citizenship test, English conversation and homework clubs, youth leadership programs for new Canadian teens, and numerous employment training and social programs.

Many of those assisted through YMCA newcomer programs have now become active volunteers in their community, helping other immigrants and refugees find their path in their new lives.



Staff and volunteers of the YMCA Newcomer Connections Centre helped to welcome and facilitate the integration of a Syrian family in Greater Saint John, New Brunswick. SUPPLIED

WEST PARK HEALTHCARE CENTRE

TAKING PROGRAMS FROM GOOD TO GREAT

With 32 per cent of all donations in Canada going to health-related causes, medical and disease-focused organizations remain the most popular types of charities, according to a recent AFP survey. By engaging a community of donors with its philanthropic arm, the West Park Healthcare Centre in Toronto has been able to become a centre of excellence and improve patient care.

“Philanthropy can take programs from good to great,” says Joanne Cole, CEO of the West Park Healthcare Centre Foundation. “In our case, the support of donors has enabled us to add research programs and provide a level of excellence that we otherwise wouldn’t have.”

An example is the work of “research star Dr. Roger Goldstein,” says Ms. Cole. “His engagement has allowed the respiratory research program to flourish. It began with a philanthropic investment in an academic chair and has continued through ongoing support.”

The program’s success – including the participation of top PhD students and post-doctoral researchers – has attracted the interest of additional donors, which, in turn, has allowed it to grow and get stronger over a period of years, explains Ms. Cole. “We now have a hub of national networks for health-care professionals with an interest in respiratory rehabilitation.”

Communicating the results to the donor community – including inviting them to the hospital to hear directly from Dr. Goldstein and his colleagues – helps to keep them engaged, says Ms. Cole. “When they see the impact of their donations on patients and patient care, it inspires them to do more.”

With such a good network of support, why not reach further? The hospital is currently engaged in a capital campaign titled Get Your Life Back, which aims to rebuild West Park, says Ms. Cole. “We are in the early stages of an \$80-million campaign that provides an opportunity for our hospital and patients, but also for our donors to play an important role in making West Park the best it can be.”



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