

# The Mosaic Institute Annual Report 2009



**THE  
MOSAIC  
INSTITUTE**

# Table of Contents

Message from the Chairman.....3

Message from the Executive Director.....6

What is the Mosaic Institute?.....9

What We Stand For: Our Guiding Principles.....10

What Makes the Mosaic Institute Unique?: Our Areas of Focus.....11

Our Methods.....12

2009 Projects & Outcomes..... 13

Governance..... 19

Acknowledgements.....20

Contact Us.....23

How to Donate.....24

Appendix: Audited Financial Statements 2009.....25



## Message from the Chairman : Peace, Together



2009 was another year of growth for the Mosaic Institute. In addition to reinforcing our internal capabilities, we strengthened our partnerships with many organizations in both government and the academic and research fields.

Of particular note was our partnership with The Canadian Centre for Diversity, with whom we delivered a five-part speakers' series on the Middle East entitled "Building Bridges in Canada: New Perspectives on People and Peace." Our guiding inspiration was a quote from Lester B. Pearson, who had asked rhetorically when accepting the Nobel Peace Prize in 1957, "How can there be peace without people understanding each other, and how can this be if they don't know each other?"

Motivated by this Pearson quote, we set out to introduce leaders from Toronto's Jewish and Arab communities to one another. We also invited them to participate in the speakers' series designed to confront the challenges of the Middle East not only by their presence, but also by becoming involved in its oversight, organization and funding. Our public meetings were held at the University of Toronto's Munk Centre for International Studies and were designed to hold 100 regular attendees at each session. The webcasts for each of these sessions can be viewed on our website at [www.mosaicinstitute.ca](http://www.mosaicinstitute.ca).

If nothing else, the series served as a reminder that there is an important role for civil society to play in seeking peaceful solutions between countries in conflict. Showing great courage, many of our speakers, some of them former senior government officials from the region, told us that "this (work) is too important to leave to just the politicians." We were also reminded that a significant majority of both Israelis and Palestinians support the "Two State Solution" and recognize the compromises that must be made in order to achieve it. Unfortunately, the relevant political establishments are unable to adopt such compromises for reasons related to internal politics. Because of this, several of the panelists felt that pressure to achieve peace must be maintained both by those within the region and by the region's diaspora communities in countries

like Canada. The point was also made that Western Countries like Canada – in part because of the legitimacy they draw from their large diaspora communities - should be more fully engaged in seeking to find constructive solutions to the stalemate between the Israelis and the Palestinians. They felt that Canada should also encourage the governments of the region to move beyond their ideologies and respond responsibly to the voices of their own people and those in the international community who want a just and sustainable end to the Middle East conflict, once and for all.

In partnership with The Strategic Counsel, the Mosaic Institute measured the degree of trust that existed between the members of the Arab and Jewish communities who participated in the series, both at the beginning and at the end of the five sessions. We were pleased to learn that the degree of trust between participants from different communities did show a marked improvement over the nine month span of the series. We were also pleased to learn that a number of smaller, inter-community dialogue groups had grown out of this initiative, and continue to meet even now.

The Mosaic Institute is pleased that its humble effort to live up to the implied challenge from Lester Pearson appears to have achieved its goal of building bridges between Canadians where none previously existed, or where those that did exist were unsteady. We believe that it is essential for Canadians with in-depth knowledge and passion about regional conflicts as important to the security of the whole world as the one in the Middle East, to come together as Canadians, bound by common national values, to have difficult discussions about issues and challenges that it would be much easier to avoid. Canadians, given our penchant for being “nice”, often prefer to live in polite silence beside our traditional enemies than to engage in respectful dialogue with them. However, that very dialogue can be essential to identifying common values and strategies for advancing the cause of peace.

In addition to the “Building Bridges” series, Mosaic’s activities in 2009 included a major research project for Canada’s Department of Foreign Affairs on the leadership, organization and foreign policy priorities of Canada’s Sudanese community; the promotion of the virtues of “citizen diplomacy” to young Canadians through the creation of our “UofMosaic” initiative at the University of Toronto; and increased liaison with ethnocultural communities and other “civil society” organizations from across Canada

and around the world. A complete list of our major 2009 projects can be found starting on page 13 of this report.

At the Mosaic Institute, we constantly ask ourselves, are we being heard, and are we making a difference? So far, the feedback and encouragement we receive from various corners tells us we are.

Our Board and our Advisory Council have been particularly supportive of our work, and we thank them all for their ongoing commitment. We are deeply appreciative of the generous financial support of our growing list of donors, and for the rock-solid support shown to us by the RBC Foundation, in particular. Finally, I would like to acknowledge the hard work of our Executive Director John Monahan and our Office Administrator Kathleen Vesely, in addition to the many volunteers and fine interns we have had the good fortune of attracting.

As we embark on a new year of challenges and opportunities, we remain committed to encouraging Canadians of diverse ethnocultural backgrounds to come together around shared Canadian values to identify constructive strategies for ending conflicts in their countries of origin. Rather than allowing old enmities to persist in Canada, the Mosaic Institute believes that Canadians can show the rest of the world that diversity can point the way towards a more peaceful world.



Vahan Kololian  
Chairman



## Message from the Executive Director: The Little Engine That Did



As I look back on the work of the Mosaic Institute in 2009, I am reminded of that staple of American children's literature, *The Little Engine That Could*. Not unlike the titular locomotive of that story, the Mosaic Institute in 2009 overcame the limitations of size and resources to deliver groundbreaking programming and complete cutting-edge research focused on the promotion of peace and conflict-resolution abroad by harnessing the knowledge and creativity of Canadians with connections to the four corners of the globe.

Elsewhere in this Annual Report you will read about some of our specific programs and research initiatives, but I wanted to take this opportunity to draw specific attention to a number of notable "**firsts**" that took place in 2009, all of which auger well for the future growth of the Institute:

- the Mosaic Institute received its **first** research commission from the Government of Canada. We were invited by the Sudan Task Force of the Department of Foreign Affairs and International Trade (DFAIT) to produce a "smart map" of the Sudanese diaspora in Canada that would serve to advise the department on the community's distribution, leadership, and foreign policy-related positions and priorities. The final report was submitted in November to DFAIT, which called it a "first-rate piece of work." The report has since led to more proactive outreach by the government to Canadians of Sudanese background, and to Canada's support of an initiative to send a number of Canadians back to Sudan on temporary assignment under the auspices of the United Nations Volunteers program;

- the Mosaic Institute welcomed its **first** student interns in 2009. Beginning with Michael Morden, who joined the Institute early in the year and remained with us until he began his Ph.D. studies at the University of Toronto in September, the Mosaic Institute has since welcomed a steady stream of bright and engaged students who have been integral to advancing the mission and mandate of the organization. In Summer 2009, we were joined by Maya Fernandez, a student at the University of Guelph, and a recipient of the Canada Merit Scholarship, whose focus was on Canadian public policy. In the fall, we were thrilled to roll out an intern placement program with the Trudeau Centre for Peace and Conflict Studies at the University of Toronto's Munk Centre, under which we have been blessed by the contributions of Robin Lennox, Jothi Shanmugam, Farhana Rahman, Sean Verigin, Andrew Sharp, Jennifer Boyczuk, and Roxanne de Souza;
- the Mosaic Institute established its **first** student chapter on the downtown campus of the University of Toronto. Known as "UofMosaic @ UofT," this student club was designed to offer students an alternative to the "politics of confrontation" exhibited by so many well-intentioned but woefully misdirected student groups on campuses across Canada. It encourages students from a wide variety of ethnocultural backgrounds to engage in the practice of constructive, respectful "citizen diplomacy" to confront inter-ethnic conflicts on campus and explore and recommend strategies for advancing the cause of peace both in Canada and abroad;
- the Mosaic Institute was invited to participate in the **first** "Global Briefing" presented by Brussels-based International Crisis Group for leading governmental and non-governmental organizations focused on conflict-resolution and peacebuilding. It was also asked to present a workshop on "The Role of Diasporas in Canadian Foreign Policy" at the **first**-ever Foreign Policy Camp organized by the Canada's World initiative, and invited to participate in the **first** consultation on Canadian citizenship held as part of a major research initiative by the Maytree Foundation, the Institute for Canadian Citizenship, the Environics Institute, and the CBC. These and other invitations throughout the year were indicative of the growing reputation and awareness of the work of the Institute;

- working in partnership with the Canadian Centre for Diversity, the Mosaic Institute organized and delivered its **first** multi-part speakers' series and peace dialogue. Focused on addressing the ongoing conflict between Arabs and Israelis in the Middle East and the opportunities for Canadian diasporas of that region to promote Canadian ideas for achieving a fair and lasting peace, the five-part "Building Bridges in Canada" series helped to establish a template that the Mosaic Institute will be following in 2010 in delivering a multi-part speakers' series and peace dialogue for Canadians of Sri Lankan background;
- the Mosaic Institute was the **first** – and, to date, the only – non-faith-based organization to be invited to serve on the Steering Committee for the 2010 World Religions Summit that will be held at the University of Winnipeg in June 2010 just prior to the G8/G20 meetings in Ontario. Mosaic was invited to help develop a public engagement strategy to encourage individuals from all major faith traditions in Canada to make personal commitments to raising awareness about and advancing the achievement of the Millennium Development Goals ("MDGs"). The G8 Summit Office of Canada's Department of Foreign Affairs is liaising closely with the organizers of the World Religions Summit, and has indicated that the latter's draft statement – issued in October 2009 – will be helpful as the Government of Canada seeks to finalize the agenda for the G8 summit itself.

Through these and other "**firsts**" throughout 2009, the Mosaic Institute helped not only to stake out new ground for itself, but also to promote a wider and deeper appreciation on the part of Canadians for the many ways in which their collective diversity can contribute to the cause of peace and conflict-resolution around the world. And, as the "little engine" that is the Mosaic Institute looks towards a new year of confronting seemingly insurmountable challenges, my hope is that more and more Canadians will join us on our journey into a brighter and more peaceful future.



John Monahan  
Executive Director



# What is The Mosaic Institute?

## Our History

The Mosaic Institute was established in 2007. Based in Toronto, one of the most culturally diverse cities in the world, the Mosaic Institute was granted charitable status by the Canada Revenue Agency in its founding year. While still in its infancy as a think tank, Mosaic established itself as a valued, non-partisan facilitator of dialogues between ethnocultural communities in Canada whose countries of origin are in conflict, and has embarked on an ambitious agenda of both research and programming related to its mandate.

## Who We Are

The Mosaic Institute is an action-oriented think tank that harnesses the connections, knowledge and resources of Canada's ethnocultural communities to advance Canadian solutions and promote peace and development in conflict-ridden or under-developed parts of our world.

We believe that the knowledge, resources and global connections of passionate Canadians from all corners of the globe have the potential to change our world. These "citizen experts" are uniquely positioned to enhance Canada's global commitment to the advancement of peace and development.

## What We Do

The Mosaic Institute undertakes original research and delivers public education programming in partnership with Canada's diaspora communities to help identify practical ideas for advancing global peace and development. We encourage governments to embrace the ideas generated by Canada's global citizens, and we encourage Canada's global citizens to embrace their own capacity to effect positive change.

### Why the Mosaic Institute?

Approximately 20% of Canadians, 45% of Torontonians and 40% of Vancouverites were born outside of Canada (Statistics Canada, 2006 Census)

# What We Stand For

## Our Guiding Principles

The Mosaic Institute is guided in its work by the following values and beliefs:

Canada's ethnocultural diversity is one of the defining characteristics of Canadian society, and it is one of Canada's foremost competitive advantages in an increasingly globalized world.

It is fundamental to the Canadian identity to be a promoter and builder of world peace.

Peace is not just the absence of conflict, but also a state of being that is free from systemic want and deprivation.

It is always the right time to pursue peace; fatigue, pessimism and fatalism are all the enemies of peace.

Canada has a globally-recognized capability as a peacemaker nation and a long standing history of confronting both armed conflicts and other barriers to peace.

As a result of its long record as a promoter of peace, Canada has accumulated significant "diplomatic capital" in the global community.

Canada has both an opportunity and an obligation to set an example for other countries by expending more of its substantial diplomatic capital in the promotion of international peace and justice.

It is appropriate and important for Canadians to be actively involved in helping to shape and influence the content of Canada's foreign policy.

Canadians from parts of the world beset by conflict or suffering from under-development are particularly well-placed to influence Canada's foreign policy and to engage directly in peacebuilding and development activities focused on their countries of origin.

In order for peace to replace conflict, we must embrace and celebrate difference and diversity, and work both in Canada and abroad to build bridges of understanding among different peoples.

## What Makes the Mosaic Institute Unique?

### Our Areas of Focus

Canada's strategic interests span the globe. Whether in terms of security and defence, trade and investment, peace and conflict, or economic and social development, it is important that all the decisions made by Canada are as well-informed as possible.

The Mosaic Institute works to ensure that those who direct Canada's foreign policy decisions relating to peacebuilding and international development are aware of and benefit from the expertise, connections and community resources of those Canadians who possess intricate and personal knowledge of issues and people affecting all corners of the world.

As well as providing the Canadian government access to these "citizen experts", Mosaic encourages ethnocultural communities to use their creativity and connections to directly advance the cause of peace in their countries of origin. This often begins by confronting old enmities that have survived the move to Canada. Mosaic facilitates dialogue and helps build and reinforce bridges of trust and understanding between diaspora communities as a necessary "first step" to exporting Canadian strategies for international peacebuilding and development. This dialogue helps craft solutions to global challenges, as well as knit Canadians from different ethnocultural communities closer together.



Our current research and programming is primarily focused on the following core geographic regions:

**The Middle East**

**The Caucasus / West Asia**

**South Asia**

**Sudan**

## Our Methods

The methods we use generally fall into two broad categories:

**1) Applied Research.** We conduct original applied research on how best to confront the issues that divide communities or that otherwise impede the cause of peace in a particular geographic region. This research is conducted either by our own network of exceptional contracted researchers, or in partnership with other highly credited research organizations. Our goal is to add to the growing body of scholarship on the potential role for diasporas to play in enhancing Canada's foreign policy. We also identify the resources and expertise of key community leaders and seek to connect them to the appropriate public policy decision-makers.

**2) Targeted Public Programming.** Mosaic uses a variety of forums – including multi-part speakers' series, conferences and inter-community dialogues – to bring ethnocultural communities together as an opportunity to enhance understanding and open the lines of communication between different ethnic groups. These initiatives promote social cohesion within Canada, but also enable divergent groups to combine their expertise in creating joint recommendations for the enhancement of Canadian foreign policy.

As an action-oriented think tank, we seek to involve representatives of both the Canadian and relevant foreign governments in our programming, in order to ensure that the innovative ideas brought forth by diaspora members is able to benefit official policy decisions.

## Selected Highlights from 2009

**March 2009:** The Mosaic Institute and the Canadian Centre for Diversity inaugurate their "Building Bridges in Canada" speakers' series on the Middle East; it will conclude 9 months later, and succeed in building trust between the participating communities

**Summer 2009:** The Mosaic Institute establishes its first student chapter at the University of Toronto, known as the "UofMosaic @ UofT"; it has 150 members by September

**November 2009:** The Mosaic Institute submits a major report to Canada's Department of Foreign Affairs on the leadership, organization and foreign policy positions of Canada's Sudanese communities; officials call the report a "fine piece of work"



## 2009 Projects & Outcomes<sup>1</sup>

Through the generosity of its major funders and donors, the Mosaic Institute pursued several projects to advance the cause of peace and development in 2009. These included the following:

### **Building Bridges in Canada: New Perspectives on People and Peace**

In 2009, the Mosaic Institute partnered with the Canadian Centre for Diversity to produce a ground-breaking speakers' series and peace dialogue to address the ongoing conflict in the Middle East, entitled "Building Bridge in Canada: New Perspectives on People and Peace". Members of Canada's Arab and Jewish communities came together to share their views and hear a roster of experts from around the world share their perspectives on the ongoing conflict between the Israelis and the Palestinians. They also considered the current prospects for peace, and engaged in constructive dialogue to overcome challenges to inter-community peacebuilding efforts, both in Canada and in the region. Overall, the initiative met with considerable success. Surveys of participants conducted by The Strategic Council concluded that the series had increased the level of trust between the two communities, thereby increasing the opportunity for more constructive dialogue to take place, and helping to reduce tensions between them. A video compilation of the series has been produced to be shared with government officials and other relevant stakeholders. A number of "legacy" peacebuilding projects in the Middle East are also under consideration or in the early stages of development.



### **OUTCOMES:**

- 100+ members of Toronto's Arab and Jewish communities met and engaged in constructive discussion with each other about the Middle East for the first time
- Over the course of 9 months, the total amount of trust between and among the Jewish, Muslim and Christian participants in the series who were polled grew by 7% (from 68% to 75%) [Strategic Counsel Survey]
- the intensity of survey respondents' agreement with the statement that they "have generally positive impressions of Canadians from different ethnic, cultural or religious communities other than [their] own" increased dramatically, with those "strongly" agreeing rising from 55% in March to 83% in November, a shift of 28 points [Strategic Counsel Survey]

<sup>1</sup> As of April 1, 2010

- there was a significant decline in the percentage of respondents agreeing with the statement, “Even though we will be respectful and polite during the Speaker Series, the divisions between the ethnic, cultural and religious groups represented are deep and are unlikely to change”: in March, almost two-thirds of respondents agreed with this statement, whereas in November, fewer than one-third expressed agreement, amounting to a decline of 33 points [Strategic Counsel Survey]
- smaller-sized inter-community dialogue groups were established as “spin offs” of the series, and continued to meet into early 2010
- Michael Adams of The Environics Institute was inspired to inaugurate an international comparative social values research study focused on Palestinians and Israelis, in which he is involving leaders of the same communities who were involved in the “Building Bridges in Canada” series to serve as advisors
- Middle East experts at DFAIT and CIDA were fully briefed on the series, and they expressed cautious optimism at the potential for such initiatives to serve as an important source of future reinforcement of Canadian peacebuilding and development strategies in the Middle East region.

### Mapping the Sudanese-Canadian Diaspora

2009 saw the completion of the Institute’s extensive research report for DFAIT’s Sudan Task Force. The report provided a “smart map” of Canada’s Sudanese Diaspora, with a particular focus on those “citizen experts” of Sudanese background who are now living in Canada, and who have the background and capacity to contribute valuable insight to Canadian policymakers as they review Canada’s ongoing and future relations with Sudan. Under the supervision of Sudanese-Canadian consultant Mahgoub Khair, the report researched key issues concerning the Sudanese-Canadian population and surveyed the views of key members of Canada’s various Sudanese communities with respect to Canada’s current and potential relationship with Sudan. The report was submitted to DFAIT in early November 2009. Scott Proudfoot, Director of the Sudan Task Force, called the report “a first-rate piece of work” that will be “(very) useful” to his team. The report has since led to more proactive outreach by the government to Canadians of Sudanese background, and to Canada’s support of an initiative to send a number of Canadians back to Sudan on temporary assignment under the auspices of the United Nations Volunteers program.

#### OUTCOMES:

- Since taking delivery of the report, DFAIT’s Sudan Task Force has undertaken extensive regional consultations all across Canada with individuals and



## The Mosaic Institute

organizations from Canada's Sudanese diaspora, establishing connections for the first time with dozens of well-informed community leaders keen to discuss the content and direction of Canada's official policies with respect to Sudan

- the report helped to influence the creation and funding of a social development project in Juba, Southern Sudan by CIDA, whereby up to 150 qualified individuals – including, it is anticipated, a number of Canadians of Sudanese background – will be selected to participate under the United Nations Volunteers program
- DFAIT's Sudan Task Force has invited the Mosaic Institute to convene and moderate a national conference for the leadership of the Sudanese-Canadian diaspora as the countdown continues towards a referendum in January 2011 that could lead to a declaration of statehood by Southern Sudan. That conference will be held on September 2, 2010 at the University of Winnipeg.

### UofMosaic @ UofT

In September 2009, the Mosaic Institute launched its first student-run university chapter at the University of Toronto (St. George) known as "U of Mosaic". By reaching out to all segments of the student population, the group grew rapidly to more than 150 members by the end of September. On offer is an alternative, constructive, and educational approach to addressing inter-ethnic conflicts and peacebuilding, utilizing the practice of "citizen diplomacy" which works with Canada's diverse ethnocultural groups to address intractable conflicts around the world, starting right here at home. Under the leadership of former Mosaic intern and current Ph.D. candidate Mike Morden, and undergraduate student Lauren Ray, in its first year of operation the chapter hosted a number of critical peacebuilding-related discussions, including "regional roundtables" on the Middle East and Armenia-Turkey, an evening session entitled "Peace and How to Make It", and an event on "Religion and Peace" in partnership with the UofT's Multi-Faith Centre.



### OUTCOMES:

- Approximately 150 University of Toronto students on the downtown campus joined the "UofMosaic" chapter in its inaugural year, thereby indicating their commitment to peacebuilding and conflict-resolution both in Canada and abroad
- The chapter has played a pivotal role in enhancing the Mosaic Institute's profile and reputation at the university. Public events, including those on "Peace and

How to Make It" and "Religion and Peacebuilding", attracted diverse crowds of both university students and other members of the broader University of Toronto community

- All events operated smoothly and without interruption or protest of any kind
- Mosaic attracted new students as interns and volunteers through its events
- Other universities – namely Ryerson, York and the University of British Columbia – have indicated their interest in the possible establishment of "UofMosaic" chapters in future years
- The Bank of Montreal was sufficiently impressed by the purpose, structure and programming of the "UofMosaic @ UofT" during its inaugural year to request a detailed proposal for multi-year funding; a decision is expected by June 2010

### **Internship Program in Partnership with the Trudeau Centre for Peace and Conflict Studies**

In the fall of 2009, the Mosaic Institute partnered with the Trudeau Centre for Peace and Conflict Studies at the University of Toronto to establish a working partnership whereby five (5) students from the centre joined the Institute as program and research interns, with a sixth joining in January 2010. These students have become an integral part of the organization and contribute significantly to promoting, planning, and realizing the goals of the Institute. Professor Ron Levi, the Director of the Trudeau Centre, has affirmed the Institute's value to students as a practical venue for building peace and advancing justice. This program will be continued in future academic years, and funding will be sought in order to be able to offer small honoraria to students in recognition of their rich contributions to the work of the Institute;

#### **OUTCOMES:**

- The Mosaic Institute greatly increased its visibility and credibility among students at the University of Toronto through this internship program, with many more students applying for volunteer positions than the Institute has been able to accommodate
- interns developed or strengthened their professional skills and increased their future marketability by assuming responsibility for major roles on such projects as the Mosaic Institute's November 2009 research paper on the Sudanese diaspora in Canada; the development of public engagement initiatives related to the 2010 World Religions Summit; the design of a "Young Canadians' Peace Dialogue on Sri Lanka"; and a joint research project with the Walter & Duncan Gordon Foundation on diaspora communities' influence on Canadian foreign policy

- Professor Ron Levi, Director of the Trudeau Centre, publicly noted that the Mosaic Institute has “quickly established itself as a leading Canadian NGO focusing on inter-group dialogue, conflict-resolution, and peacebuilding”, and he accepted the Mosaic Institute’s invitation for the Trudeau Centre for Peace & Conflict Studies to be a presenting partner for the Mosaic Institute’s “Young Canadians’ Peace Dialogue on Sri Lanka” at the Munk School of Global Affairs when it begins in Fall 2010

### Canada’s World

The Mosaic Institute continued its partnership in the Canada’s World initiative of Simon Fraser University’s Centre for Dialogue in Vancouver. This is a national citizens’ dialogue on international policy with funding from the IDRC and other sources that was designed to enhance Canada’s international reputation and help citizens collectively envision and develop a new international policy for Canada. In June 2009, in partnership with Canada’s World, Samara and the Walter & Duncan Gordon Foundation, the Mosaic Institute co-hosted a follow-up dialogue with 60 Toronto area “thought leaders”. In December 2009, Mosaic’s Executive Director John Monahan was invited to present a workshop entitled “The Role of Diaspora Communities in Canadian Foreign Policy” at the Foreign Policy Camp (read, conference) organized by Canada’s World in Vancouver.

#### OUTCOMES:

- The Mosaic Institute facilitated the inclusion of numerous suggestions and recommendations from Toronto-based community leaders and diaspora members in the Canada’s World final report that was submitted to the Government of Canada and read on-line by thousands of Canadians
- The Mosaic Institute’s Executive Director had an on-line editorial on global citizens published in “The Mark” as part of a media focus on Canada’s World in November 2009
- The Mosaic Institute was featured in the summary documentary entitled, “Canada’s World: Democracy in the Making”, which was released in late March 2010 and which is being distributed virally.

## World Religions Summit 2010

The Mosaic Institute was invited to join the Steering Committee of the World Religions Summit being held in Winnipeg in June 2010. Mosaic is the only non-faith-based organization to have received such an invitation. The World Religions Summit is timed to coincide with Canada's hosting of the G8 and G20 summits. Given its relationship to several different ethnocultural communities, several of which define themselves by their faith traditions, Mosaic was invited to help develop a public engagement strategy to encourage individuals from all major faith traditions in Canada to make personal commitments to raising awareness about and advancing the achievement of the Millennium Development Goals ("MDGs"). The interfaith partnership organizing the summit issued a draft public statement in October 2009, encouraging the governments and citizens of the G8 to redouble their commitment to achieving the MDGs, advancing a peace agenda, and addressing climate change. The G8 Summit Office of Canada's Department of Foreign Affairs is liaising closely with the organizers of the World Religions Summit, and has indicated that the latter's draft statement would be helpful as the Government of Canada finalizes the agenda for the G8 summit itself.

### OUTCOMES:

- Pending

### Why the Mosaic Institute?

88% of Canadians feel Canada could strengthen its influence on world affairs  
(Canada's World Poll, 2008)



## Governance

### ADVISORY COUNCIL

Mohammad Al Zaibak

Baljit S. Chadha

Charles S. Coffey

Blake C. Goldring

Margaret D. MacMillan

Don Morrison

Gordon Nixon

Raheel Raza

Edward Safarian

Yuen Pau Woo

### BOARD OF DIRECTORS

Vahan Kololian (Chairman)

Charles S. Coffey

Edward Safarian

Dundee Staunton

Randy VanDerStarren

## Acknowledgements

The Mosaic Institute wishes to express its gratitude to those organizations and individuals whose generous contributions enabled it to flourish in 2009.

First and foremost, for their significant financial support of the Mosaic Institute, the following are deserving of our special thanks:

The Kololian Family  
The RBC Foundation

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Blake Goldring  
Harvey Griggs  
John Monahan  
Don Morrison  
Raheel Raza  
Reeta Roy  
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Shari Austin, RBC  
Amanda Sherrington

The Hon. Baljit S. Chadha, P.C.  
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Inbal Marcovitch  
Bessma Momani  
Ralph Benmergui  
Alon Liel  
Rocky Serkowney  
Mahgoub Khair

The following students contributed richly to our work:

Michael Morden (Intern and Researcher, Sudan Project)  
Members of the Executive Committee, "UofMosaic @ UofT"  
- Lauren Ray & Michael Morden, Co-Presidents  
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Sean Verigin (Trudeau Centre Intern)  
Jennifer Boyczuk (Trudeau Centre Intern)  
Jothi Shanmugam (Trudeau Centre Intern)  
Farhana Rahman (Trudeau Centre Intern)  
Andrew Sharp (Trudeau Centre Intern)  
Robin Lennox (Trudeau Centre Intern)  
Roxanne de Souza (Trudeau Centre Intern)

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Kathleen Vesely, Corporate Secretary  
Peggy Bennett, C.A., Corporate Treasurer  
Melissa Coulson, C.A., External Auditor  
Marian E. Howard, External Legal Counsel

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Canada's World (per Shauna Sylvester)

The Walter & Duncan Gordon Foundation (per Natasha Sawh)

Samara (per Alison Lout)

The Strategic Counsel (per Chris Kelly, President)

The World Religions Summit 2010 Partnership (per Dr. Karen Hamilton, Chair)

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"The Mosaic Institute"

## How to Donate

The Mosaic Institute is a registered charitable organization in Canada (BN: 856279617RR0001). Tax receipts will be issued.

### Online

Donations can be made online by visiting [canadahelps.org](http://www.canadahelps.org):

<http://www.canadahelps.org/CharityProfilePage.aspx?CharityID=s95386>

**Donation by Cheque** Cheques should be made payable to "The Mosaic Institute", and mailed to:

The Mosaic Institute  
2 Bloor Street West – Suite 3400  
Toronto, ON  
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CANADA  
Attention: John Monahan (Executive Director)

# Appendix

THE MOSAIC INSTITUTE FOR HARNESSING DIVERSITY

AUDITED FINANCIAL STATEMENTS

DECEMBER 31, 2009

**THE MOSAIC INSTITUTE FOR HARNESSING DIVERSITY**  
**AUDITED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2009**

**Melissa L. Coulson, Chartered Accountant**  

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*A Professional Corporation*



# THE MOSAIC INSTITUTE FOR HARNESSING DIVERSITY

DECEMBER 31, 2009

## Contents

	<u>Page</u>
<b>Auditor's Report</b>	3
<b>Financial Statement</b>	
Balance Sheet	4
Statement of Operations and Change in Fund Balance	5
Statement of Cash Flows	6
Notes to the Financial Statements	7-10

# Melissa L. Coulson, Chartered Accountant

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A Professional Corporation

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## Auditor's Report

**To the Board of Directors of:  
The Mosaic Institute for Harnessing Diversity**

I have audited the balance sheet of The Mosaic Institute for Harnessing Diversity as at December 31, 2009 and the statement of operations and changes in fund balance, and statement of cash flows for the year then ended. These financial statements are the responsibility of the organization's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2009 and the results of its operations and cash flow for the year then ended in accordance with generally accepted accounting principles.



**Melissa L. Coulson C.A. Professional Corporation**  
Authorized to practise public accounting by  
The Institute of Chartered Accountants of Ontario

March 4, 2010  
Milton, Ontario

The Mosaic Institute for Harnessing Diversity

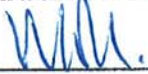

**BALANCE SHEET**

As at December 31

	2009	2008
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash	41,316	24,960
Accounts receivable	2,207	4,240
Prepaid expenses	5,753	10,404
<b>Total current assets</b>	<b>49,276</b>	<b>39,604</b>
Capital assets <i>(note 4)</i>	2,085	2,978
	<b>51,361</b>	<b>42,582</b>
<b>LIABILITIES &amp; FUND BALANCES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	12,523	2,476
Due to related party <i>(note 6)</i>	107,264	49,918
<b>Total current liabilities</b>	<b>119,787</b>	<b>52,394</b>
<b>Fund balances</b>		
Operating fund	(68,426)	(9,812)
<b>Total fund balances</b>	<b>(68,426)</b>	<b>(9,812)</b>
	<b>51,361</b>	<b>42,582</b>

Commitments *(note 7)*

Approved on Behalf of the Board

  
 \_\_\_\_\_ Director  
  
 \_\_\_\_\_ Director

*The accompanying notes are an integral part of these financial statements*

The Mosaic Institute for Harnessing Diversity

**STATEMENT OF OPERATIONS  
AND CHANGE IN FUND BALANCE**

Year ended December 31

	2009	2008
	\$	\$
<b>REVENUE</b>		
Donations received	228,510	231,025
Grant income	11,000	-
Contract revenue	21,440	-
	<u>260,950</u>	<u>231,025</u>
<b>EXPENSES</b>		
Salaries and benefits	145,131	45,426
Program event costs	57,006	10,491
Rent	34,557	4,550
Contract expenses	21,206	-
Research and publications	14,500	93,932
Office and general	10,758	5,470
Conferences and seminars	6,873	5,924
Telephone	6,313	1,377
Web design and IT	6,169	1,408
Donations	3,851	4,009
Travel	3,522	9,806
Professional fees	2,674	4,740
Insurance	2,160	-
Publicity and fundraising	2,131	13,650
Publications and subscriptions	1,112	1,252
Depreciation	894	499
Bank charges and interest	707	-
Recruitment	-	45,500
Dues and fees	-	559
	<u>319,564</u>	<u>248,593</u>
<b>Excess of revenue over expenses</b>	<u>(58,614)</u>	<u>(17,568)</u>
Operating fund, beginning of year	(9,812)	7,756
<b>Operating fund, end of year</b>	<u>(68,426)</u>	<u>(9,812)</u>

*The accompanying notes are an integral part of these financial statements*

The Mosaic Institute for Harnessing Diversity

**STATEMENT OF CASH FLOWS**

Year ended December 31	2009	2008
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenue over expenses	(58,614)	(17,568)
<b>Non-cash items:</b>		
Depreciation	894	499
<b>Change in non-cash working capital items:</b>		
Change in accounts receivable	2,033	(2,899)
Change in prepaid expenses	4,651	(10,104)
Change in accounts payable and accrued liabilities	10,046	(1,024)
Change in due to related party	57,346	(45,908)
<b>Cash provided by (used in) operating activities</b>	<b>16,356</b>	<b>(77,004)</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	-	(3,477)
<b>Net increase in cash</b>	<b>16,356</b>	<b>(80,481)</b>
Cash, beginning of year	24,960	105,441
<b>Cash, end of year</b>	<b>41,316</b>	<b>24,960</b>

*The accompanying notes are an integral part of these financial statements*

## **The Mosaic Institute for Harnessing Diversity**

### **NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2009

#### **1. NATURE OF OPERATIONS**

The Mosaic Institute for Harnessing Diversity (“the organization” or “Mosaic”) was incorporated under the Business Corporations Act of Ontario without share capital by letters patent on June 4, 2007.

The organization undertakes original research and a variety of programming to educate and engage the general public, members of specific ethno-cultural communities, and Canadian policy makers with respect to the capacity of individuals and communities from Canada’s ethno-cultural mosaic to advance the interests of peace in places beset by intractable conflicts overseas. The ultimate goal of the Mosaic Institute is to harness the creativity, connections and resources of Canada’s diverse population in order to advance the cause of peace in the countries with which these groups of Canadians have traditional connections.

The organization is incorporated as a not-for-profit organization and is exempt from income tax under section 149 of the Income Tax Act.

#### **2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

These financial statements are prepared in accordance with Canadian generally accepted accounting principles. The significant policies are detailed as follows:

##### **Revenue recognition**

The organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expense is incurred. Unrestricted contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Revenue from contract services is recognized when the service is completed and collectability is reasonably assured.

Revenue from grant applications is recognized when the funds are received in the year that the related expense occurs.

## The Mosaic Institute for Harnessing Diversity

### NOTES TO THE FINANCIAL STATEMENTS

December 31, 2009

#### Capital assets

Capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Capital assets are depreciated over their useful lives using the following rates per annum:

Computer equipment	30% declining balance
Furniture and fixtures	20% declining balance

#### Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts disclosed in the financial statements. Actual results could differ from those estimates. In particular, recognizing government funding during the period of service involves estimating adjustments the government may make subsequent to a period.

#### Volunteer services

The organization benefits from substantial services in the form of volunteer time. Since these invaluable services are not purchased by the organization, they are not recorded in these financial statements.

#### Financial instruments

The organization applies the provisions of Section 3855, *Financial Instruments – Recognition and Measurement*, and Section 3861, *Financial Instruments – Disclosures and Presentation*, of the Canadian Institute of Chartered Accountants (CICA) Handbook, as they apply to not-for-profit organizations.

The standards require that all financial assets and liabilities be measured at fair value with the exception of investments held to maturity, loans and receivables and other liabilities that are measured at amortized cost using the effective interest rate method. The organization has designated cash and accounts receivable as loans and receivables; and accounts payable and accrued liabilities as other financial liabilities.

## The Mosaic Institute for Harnessing Diversity

### NOTES TO THE FINANCIAL STATEMENTS

December 31, 2009

#### 3. CAPITAL DISCLOSURE

The organization's main objective when managing capital is to safeguard its ability to continue as a going concern, so that it can ensure the continuation of investment support for the organizations that it is involved with.

The capital structure of the organization consists of unrestricted net assets. The organization manages its capital structure and makes adjustments to it in light of economic conditions and the risk characteristics of the underlying assets. Mosaic's primary use of capital is to finance non-cash working capital requirements and capital expenditures which are currently funded from its internally generated cash flows.

Mosaic is not subject to any externally imposed capital requirements and does not presently utilize any quantitative measures to monitor its capital.

#### 4. CAPITAL ASSETS

	Cost	Accumulated Depreciation	2009	2008
	\$	\$	\$	\$
Furniture and fixtures	460	170	290	414
Computer equipment	3,016	1,221	1,795	2,564
	3,476	1,392	2,085	2,978

#### 5. FINANCIAL INSTRUMENTS

##### Credit Risk

The organization is exposed to credit risk on the accounts receivable from its donors. Management believes that this risk is not significant.

##### Fair Values

The fair values of cash, accounts receivable, accounts payable and accrued liabilities, and due from related party approximate their carrying value due to their short-term nature.



**The Mosaic Institute for Harnessing Diversity**

**NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2009

Interest Rate Risk

Management does not feel that the organization is subject to significant interest rate risk.

**6. RELATED PARTY TRANSACTIONS**

During the year, the organization received donations of \$140,000 (2008 - \$146,000) from related organizations controlled by a director.

At year end, expenses paid on behalf of the organization by organizations controlled by a director totaled \$107,624 (2008 - \$49,918). Management has been advised that these expenses will be forgiven in fiscal 2010 in lieu of a donation for the same amount.

**7. COMMITMENTS**

Mosaic has entered into operating lease agreements for office space. The future minimum lease payments are as follows:

	\$
2010	33,033
2011	19,269