

# The Mosaic Institute Annual Report 2011



**THE  
MOSAIC  
INSTITUTE**



## Table of Contents

Message from the Chairman.....	3
Message from the Executive Director .....	5
What is the Mosaic Institute?.....	8
What We Stand For: Our Guiding Principles .....	9
Our Methods .....	10
Our Projects & Outcomes.....	11
Fundraising Events.....	18
Marketing & Communications.....	20
Governance.....	22
Acknowledgements.....	23
Contact Us.....	29
How to Donate .....	30
<u>APPENDIX</u> : 2011 Audited Financial Statements .....	31

## Message from the Chairman : A Year in Review

I am pleased to share with you some of the highlights of the work of The Mosaic Institute in 2011, which proved to be another significant year in our continuing growth as an organization. As I look back, I am particularly pleased to note the following:



- We developed groundbreaking curriculum on global citizenship for Canadian teenagers of South Asian background, and delivered it to more than 350 eager students across the Peel and Toronto District School Boards;
- We expanded our network of campus-based “UofMosaic” peace-building chapters from one university to three, and inaugurated a year-long “peace dialogue” on the Middle East that involved more than 100 students from all ethnic and religious communities with connections to the region;
- We facilitated the involvement of hundreds of young Canadians in creative community service projects both in Canada and overseas that gave tangible demonstration of their commitment to good global citizenship;
- We provided high-quality internship and student leadership opportunities to more than two-dozen university students and young adults;
- We published and released a well-received research report in cooperation with the Walter & Duncan Gordon Foundation, entitled *Tapping Our Potential: Diaspora Communities and Canadian Foreign Policy*, which was distributed across the country to academics, civil society organizations, and federal policy makers;
- We placed increased focus on our public outreach activities, both through the delivery of multiple speeches and presentations across the country, and through the expansion of our use of social media tools such as our websites, blogs, Facebook, YouTube and Twitter;

## The Mosaic Institute

- We continued to enjoy an excellent relationship with a small number of key funding organizations, with particular thanks going to the RBC Foundation and Citizenship and Immigration Canada for their ongoing support of our South Asian-Canadian Global Citizenship Project, and to the BMO Financial Group and the Aurea Foundation for their strong support of our “UofMosaic” initiative;
- We welcomed a number of new donors over the course of the year, including several individuals and couples who joined our Patrons’ Peace Circle through their generous contributions, each in excess of \$2,500, and the Eagle Down Foundation, which made a substantial gift to support the alumni of our “Young Canadians’ Peace Dialogue on Sri Lanka” on their planned trip to Sri Lanka in 2012; and
- We held two very successful events for our friends. The first was a Spring Reception in June where we named Senator Hugh Segal as the first “Honorary Member” of our Patrons’ Peace Circle, and the second was a December event entitled “Music of the Mosaic: Celebrating the Magic of the Middle East” where we paid tribute to the memory of Paul Oberman, one of the generous inaugural members of our Patrons’ Peace Circle.

In closing, I would like to express my deep gratitude to all those who support and promote awareness of the Institute’s work. I would also like to extend a special thanks to John Monahan, our Executive Director, and all those who work with him to develop and implement our expanding list of projects and respond to the ever-growing interest in our work. We are looking forward to more great things in 2012.



Vahan Kololian  
Chairman

## Message from the Executive Director: “Going Retail”



A few years ago, when Mosaic was still in its infancy, I met with a federal Cabinet minister who was very impressed with our mandate and with the work we were doing. His one piece of advice to us, however, was that we should consider “going retail”.

I think what the Minister meant was that, up to then, Mosaic’s work had principally involved small numbers of diaspora members coming together in inter-community roundtables, closed-door dialogue sessions, and working dinners. While Mosaic’s work was effective and had clearly had a positive impact on those community members directly involved, it was reaching dozens of Canadians at a time instead of hundreds or thousands. In this way, the Minister was implying, we were using a made-to-measure, “boutique” approach to fostering dialogue and promoting a commitment to global citizenship when the scale of demand for our work had really reached department store proportions.

Since then, although we have not abandoned our commitment to tailored, precise programming on a small scale when the situation demands it, we have also begun to explore the use of wider platforms and different forums for the delivery of our work to larger groups of Canadians. 2011 was really the first year in which one might accurately describe some of our programming as having “gone retail”:

- With the funding support of Citizenship and Immigration Canada and the RBC Foundation, we engaged some of Canada’s foremost experts on South Asia and educational programming to help us develop and deliver a ground-breaking curriculum on global citizenship for Ontario high school students of South Asian background. Throughout 2011, our “South Asian-Canadian Global Citizenship Project” initiative involved **more than 350 students from 11 high schools in the Peel and Toronto District School Boards** in semester-long programs full of workshops, presentations by guest speakers, leadership development activities, and community service projects. The common thread running through all of these elements was the marriage of the core principles of Canadian

citizenship with the opportunities and responsibilities of a lifelong commitment to global citizenship.

- With the support of the BMO Financial Group and the Aurea Foundation, we expanded the span of our “UofMosaic” initiative from one university to three. In September 2011, we inaugurated chapters of this student-led program to promote peacebuilding through inter-community dialogue at Toronto’s York University and Ryerson University. Encouraged by administrators, faculty and students at those schools, as well as at our original home at the University of Toronto, we began a multi-site project called the “Young Canadians’ Peace Dialogue on the Middle East” that, by the end of 2011, had brought together **more than 100 students committed to breaking down silos** and building bridges of communication and cooperation between communities of Canadians with connections to the conflicts of the Middle East.
- Our use of social media – websites, on-line videos, Facebook and Twitter, among them – increased significantly in 2011, and the reach of our work expanded significantly as a result. Our more than 30 blogposts on the main Mosaic website in 2011, for instance, had been **viewed almost 4,000 times** by the start of 2012, and our videos from the “Young Canadians’ Peace Dialogue on Sri Lanka” that ended in March 2011 had been **viewed well in excess of 10,000 times**.

It is important to add that, as we have increased the scale of our programming, so have we increased the number of funders, volunteers, interns and institutional partners on whom we have relied for support of various kinds. We have attempted to list as many of their names as possible in the **Acknowledgements** section of this report. As the Executive Director of what remains an organization with an extremely small infrastructure, I am deeply grateful to all of them for their truly vital contributions to our work. Of these, Kathleen Vesely and Peggy Bennett, the Corporate Secretary and Treasurer of the Mosaic Institute, respectively, deserve special mention for contributing countless hours of their time to help ensure that Mosaic meets all its operational challenges, practices sound corporate governance, and lives up to its own high standards of financial accountability.

And speaking of vital, I would be remiss if I did not save a special word of thanks for the ongoing encouragement and guidance provided by our Board of Directors and Advisory Council, led by our

## The Mosaic Institute

Chairman, Vahan Kololian. It is a privilege to work with and for an organization where the leadership team is so wholly committed to the vision of the organization. In particular, Vahan's continued generosity, his wise counsel and his willingness to roll up his sleeves and engage with the sort of difficult issues that can be so challenging to small organizations during periods of expansion has been essential to ensuring that we remain true to our mission and purpose.

As the Mosaic Institute's "retail expansion" continues into 2012, we hope that we will continue to earn your trust and sustain your belief in the value of our work.

Respectfully submitted,



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. In the past few years, it has embarked on an ambitious agenda of both research and programming related to its mandate.

### Who We Are

The Mosaic Institute is a “think and do” 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 – starting right here at home.

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” of all ages 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 through a lifelong commitment to advancing the cause of peace, reducing conflict, and promoting development all around the world.

### Why the Mosaic Institute?

85% of Canadians agree Canada should take a more active role in promoting peace through diplomacy? (Mosaic Institute/Association of Canadian Studies Poll, 2012)

# 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.

## Our Methods

The methods we use generally fall into two broad categories:

**1) Targeted Public Programming.** Mosaic uses a variety of forums – including multi-part speakers’ series, conferences, inter-community dialogues and schools-based curriculum – to bring together ethnocultural communities in Canada with a history of conflict in their regions of origin in order to confront their shared past and build trust for the future. These initiatives are designed to promote social cohesion within Canada, encourage young Canadians from different communities to collaborate on projects manifesting their commitment to good global citizenship, and enable divergent groups to combine their expertise in helping to enhance Canada’s global contributions to peace and development.

Where appropriate from time to time, we invite representatives of both the Canadian and relevant foreign governments to participate in aspects of our programming. This serves as a reminder that one of our ultimate objectives is to encourage the engagement of Canada’s diaspora communities in enhancing Canada’s global contributions to peace and development.

**2) 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 particular geographic regions. Our goal is to add to the growing body of scholarship on the potential role for diasporas to play in helping to enhance Canada’s global contributions to peace and development. We also identify the resources and expertise of key community leaders and seek to connect them to the appropriate public policy decision-makers.

## Selected Mosaic Highlights from 2011

April 2011 – Executive Director John Monahan delivers plenary presentation on the work of the Mosaic Institute at the National Metropolis Conference in Vancouver, BC

May 2011 – Closing celebration for the students, teachers and volunteers involved in the delivery of Mosaic’s South Asian-Canadian Global Citizenship Project in the Peel District School Board; more than 300 people gather to watch inspiring presentations from students about their community service projects focused on current issues in South Asia

December 2011 – Publication of “Tapping Our Potential: Diaspora Communities and Canadian Foreign Policy,” in cooperation with the Walter & Duncan Gordon Foundation

## Our Projects and Outcomes:

### The South Asian-Canadian Global Citizenship Project

The Mosaic Institute believes that the best Canadian citizens are also global citizens, and that many of the world's best global citizens are Canadian. With financial support from Multiculturalism Canada and the RBC Foundation, the Mosaic Institute is in the final stages of its "South Asian-Canadian Global Citizenship Project" (SACGCP). This has been a multi-year program for young Canadians of South Asian origin, ages 15 to 30, that has used a series of dialogues, classroom workshops and community service projects to increase their attachment to Canada and encourage them to become more involved in helping to define and enhance Canada's

contribution to peace and development in the world. This initiative concludes in early 2012.



By January 2012, the project had directly involved **close to 500 young people**. This number includes more than 100 young adults who participated in the "Young Canadians' Peace Dialogue on Sri Lanka" (see below). It

also includes some **250 young people from the Peel District School Board** and almost **100 from the Toronto District School Board** who have enjoyed specialized curriculum exploring the relationship between the responsibilities of Canadian citizenship and the opportunities for Canadians of South Asian descent to demonstrate "global citizenship."

By early 2012, the leaders of more than **15 community-based organizations** serving the South Asian communities of Greater Toronto had been trained on the delivery of this curriculum. In addition, students from Peel and Toronto completed **multiple community service projects** inspired by the South Asian-Canadian Global Citizenship Project.

### Young Canadians' Peace Dialogue on Sri Lanka

With the encouragement of **Jothi Shanmugam** and **Natale Dankotuwage (pictured below)**, the Mosaic Institute first initiated a "peace dialogue" in 2009 for young members of Canada's Tamil, Sinhalese, and Muslim Sri Lankan communities. Under the guidance of an inspiring group of young



leaders, the formal part of the initiative began in late 2010 and continued until the middle of 2011. In all, **more than 100 young people participated.**

After establishing trust with one another and affirming their shared commitment to creating a respectful, constructive forum for dialogue, the members of the Steering Committee helped organize a series of large-group forums featuring some of Canada's and the world's foremost authorities on the challenges and opportunities facing Sri Lanka. Sessions included such notable guests as Professors **Sujit Choudhry** and **David Cameron** of the University of Toronto; **Alan Keenan** of the International Crisis Group; Dr. **Paikiasothy Saravanamuttu** of

Sri Lanka's Centre for Policy Alternatives; Dr. **Jehan Perera** of the National Peace Council of Sri Lanka; **Shanthi Sachithanandam** of Viluthu; award-winning novelist and commentator **V.V. ("Sugi") Ganeshanathan**; Dr. **Vinya Ariyaratne** of Sarvodaya; **Nigel Nugawela** of "Groundviews"; and **Arjuna Ranawana**, respected journalist and educator.

These forums focused on the political, humanitarian and institutional challenges facing the people of Sri Lanka, and ways in which Canada and Canadians can work constructively to help democracy achieve its full promise there. **Those sessions that were webcast had been viewed more than 10,000 times by December 2011.** In addition, after each large-group session, multiple small-group discussions were held where participants delved more deeply into the issues raised in the

large-group meetings. Surveys administered by **The Strategic Counsel** determined that distrust between community members fell dramatically during the course of the dialogue.

In late May 2011, the Mosaic Institute was asked by the producers of TVOntario's "**The Agenda with Steve Paikin**" if it could help them locate young members of the Sri Lankan diaspora in Canada to join its panel inaugurating the second-year anniversary of the end of Sri Lanka's civil war. Romesh Hettiarachchi, Suthamie Poologasingham and Jothi Shanmugam all acquitted themselves extremely well. Since its original airing, the episode has since **been viewed almost 3,000 times** through various media.

In June 2011, dialogue participants released a document entitled "**A Canadian Statement on Sri Lanka**" to the media and to the governments of both Canada and Sri Lanka. Affixed to the statement were more than **50 signatures representing a cross-section of young Canadian leaders from Tamil, Sinhalese and Muslim backgrounds.**

In early September 2011, **Young Asian Television (YATV)** contacted the Mosaic Institute from its headquarters in Colombo, Sri Lanka to ask if we might be able to identify any young Canadian members of the Sri Lankan diaspora to participate in an international roundtable of diaspora members that it was assembling for a "brainstorming" session. The purpose was to help the network better understand the changing dynamics between members of the Sri Lankan diaspora and resident Sri Lankans, and to suggest possible programming ideas. The Mosaic Institute sent **Jothi Shanmugam and Natale Dankotuwa**, the two young women who had originally helped to initiate the Young Canadians' Peace Dialogue on Sri Lanka. Both **made presentations to a group that included delegations of diaspora members from the United States, the U.K., and Norway.** Representatives from the governments of each of those countries were also present, as were senior staff members from international organizations like the United Nations and the International Organization for Migration. YATV was very impressed with "the Canadians'" presentation, and are currently developing some story ideas related to the "Young Canadians' Peace Dialogue on Sri Lanka."

### Legacy Projects of the Young Canadians' Peace Dialogue on Sri Lanka

In Spring 2011, after two years of successful development and delivery, the formal portion of the Mosaic Institute's landmark Young Canadians' Peace Dialogue on Sri Lanka drew to a close. However, many of the young people who participated actively in that initiative and whose perspectives were transformed by it remained deeply committed to working across community



divides to promote peace, pluralism and prosperity in Sri Lanka. By May 2011, with the assistance of The Mosaic Institute, these young people had established their own consortium, "Build Change" ([www.BuildChange.ca](http://www.BuildChange.ca)), to ensure that the legacy of the Young Canadians' Peace Dialogue on Sri Lanka lives on in positive ways.

As a first "legacy project," the Mosaic Institute helped to arrange a partnership between the young people of "Build Change" and the Rotary Club of Colombo South. Together, they will be facilitating the construction of **residential water wells for twenty-five (25) families of internally-displaced persons (IDPs)** in the Vanni region of northeastern Sri Lanka who were left homeless by the civil war. Once completed, this project will **benefit at least 125 people** directly and as many as 250 or more indirectly. The members of "Build Change" committed to raising **\$25,000 (CADN.)** from corporate donors and their own communities within a year.

In addition, with the generous support of Canada's Department of Foreign Affairs and International Trade (DFAIT) and the Eagle Down Foundation, a core group of the Peace Dialogue "alumni" will undertake a **"Sri Lanka Tour 2012"**. This will be an opportunity to interact with members of Sri Lankan civil society, government officials, opposition leaders, and university students in order both to learn about inter-community reconciliation in Sri Lanka, and to share their own experience of putting constructive pluralism into action.

### UofMosaic@UofT: Indian-Pakistani Dialogue

With the support of the Bank of Montreal and the Aurea Foundation in 2011, the Mosaic Institute further developed its "UofMosaic" program to promote inter-community dialogue and foster a commitment to peacebuilding on Canadian university campuses. The UofMosaic approach encourages students from different ethnocultural backgrounds to engage in the practice of constructive, respectful "citizen diplomacy" on campus to confront inter-ethnic conflicts and



explore and recommend strategies for advancing the cause of peace both in Canada and abroad.

In addition to planting the seeds for the establishment of UofMosaic chapters at Ryerson University and York University that would bear fruit by September 2011 (see below), the original UofMosaic chapter at the University of Toronto organized and hosted a landmark "**Indian.Pakistani Dialogue For**

**Peace@UofT**" during the 2010-2011 academic year that concluded in April 2011.

The program welcomed former high ranking Indian and Pakistani diplomats, community leaders in the diaspora, international development professionals and others to speak with a devoted group of Indo- and Pakistani-Canadian students at several sessions throughout the year. Expertly moderated by distinguished journalist, translator and University of Toronto professor **Dr. Julie Mehta (pictured above)**, the dialogue resulted in the drafting by several of the students of a common statement on the ongoing tensions between India and Pakistan. In addition, several of the students initiated a research project for The Mosaic Institute to gather reliable quantitative and qualitative data about the prevalence and persistence of inter-community tensions among students on the University of Toronto's downtown campus who self-identified as being of South Asian background.

## The Mosaic Institute

### UofMosaic @ Ryerson, York and UofT: A Middle East Dialogue for Peace

With the ongoing support of the Bank of Montreal, the Mosaic Institute has continued to expand its "UofMosaic" program that seeks to promote inter-community dialogue and a commitment to peacebuilding on Canadian university campuses.

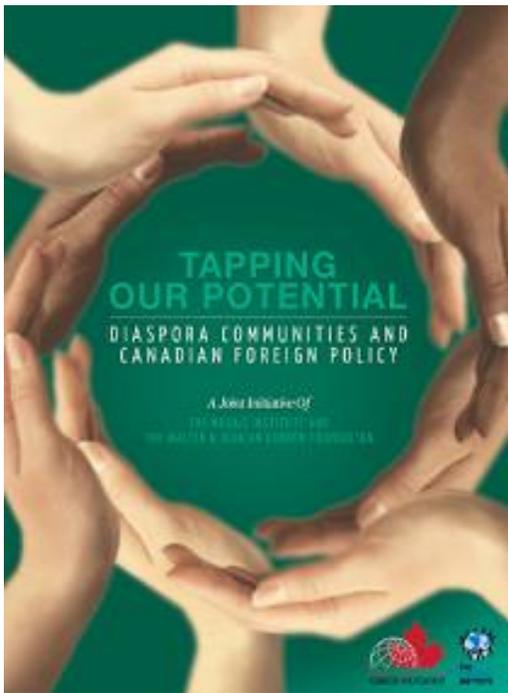


In September 2011, chapters were launched at Ryerson University and York University. Throughout the 2011-2012 academic year, all three UofMosaic chapters convened student-led dialogues on the Middle East. These efforts culminated with a landmark "**Citizen Summit: Young Canadians' Day of Dialogue for Peace in the Middle East**," which was held on the campus of Ryerson University in March 2012.

Throughout the Fall of 2011, sessions on all three campuses addressed some of the most challenging and timely issues facing the communities of the Middle East. These included the causes and anticipated repercussions of the "Arab Spring", the Palestinian bid for UN recognition of a Palestinian state, and the role of the Canadian interfaith movement in advancing a pro-peace agenda in the region, among many other topics.

In addition, the UofMosaic's online "**Peacebuilding Information Commons**" ([www.uofmosaic.ca](http://www.uofmosaic.ca)) continues to grow in use as an interactive hub for young people interested in becoming involved with peacebuilding and conflict resolution. Now accessible in both English and French, it is being promoted to universities across Canada to coincide with the establishment of UofMosaic chapters in British Columbia and Quebec by September 2012.

### "Tapping Our Potential: Diaspora Communities and Canadian Foreign Policy"



In 2010, the Mosaic Institute and the Walter & Gordon Foundation ([www.gordonfoundation.ca](http://www.gordonfoundation.ca)) embarked on a joint research project to review the means and mechanisms whereby diaspora communities in Canada are able to influence Canada's global contribution to peacebuilding and development. Under the title "**Tapping Our Potential: Diaspora Communities and Canadian Foreign Policy**", the paper distills a comprehensive review of global "best practices" and current Canadian mechanisms for consulting with diaspora communities into a list of policy recommendations to be shared with decision-makers in the Government of Canada. Case studies on Afghanistan, China, Eritrea, Sri Lanka and Sudan have also been included.

The members of the project's **Advisory Committee** included such notable public policy experts as **Yuen Pau Woo**, member of Mosaic's Advisory Council and CEO of the Asia-Pacific Foundation; **Rima Berns-McGown** of the Centre for Diaspora and Transnational Studies at the University of Toronto; and **Arif Lalani**, former Canadian Ambassador to Afghanistan and DFAIT's Director-General of Policy Planning, among others. This paper was released and distributed widely amongst legislators, foreign policy officials and civil society in December 2011.

# Fundraising Events

The Mosaic Institute held two major fundraising events in 2011, that together raised just over \$100,000 for the work of the Institute:

➤ **Mosaic Spring Reception (June 9, 2011)**

The Mosaic Institute held a Spring Reception on June 9, 2011 that raised more than \$30,000 in support of the Institute's work. The honoree for the evening was Senator Hugh Segal, who was named the first "**Honorary Peace Patron**" of the Mosaic Institute in front of some 75 guests gathered at Toronto's Rosedale Golf Club to pay tribute to the Senator and to celebrate the work of The Mosaic Institute over the previous year.

In his remarks, Senator Segal spoke movingly about the important role that Canadians from all different communities can play in helping to promote peace and development around the world.



Senator Segal was joined at the event by his wife, Donna Armstrong Segal.

In presenting Senator Segal with his honour, Vahan Kololian described him as an "exemplary Canadian whose record of public service and personal commitment to maximizing Canada's contributions to the world are truly remarkable...." Mosaic's Chairman added that Senator Segal "is a man of passion, a man of action, and a living embodiment of the sort of 'global citizenship' that the Mosaic Institute seeks to encourage in other Canadians."

The Mosaic Institute's Patrons' Peace Circle is a group of generous and globally-minded Canadians committed to building bridges of understanding between ethnocultural communities here in Canada, and to strengthening Canada's response to global conflicts by harnessing the knowledge, creativity and connections of their fellow Canadians from around the world. Senator Segal now joins their number as an honorary member.

## The Mosaic Institute

### ➤ “Music of the Mosaic – The Magic of the Middle East” (December 3, 2011)

On December 3, 2011, the Mosaic Institute gathered together 200 friends both new and old to celebrate the ability of music to bridge divides and to forge new understandings between people and communities. This important fundraising event, known as “Music of the Mosaic: Celebrating the Magic of the Middle East,” raised more than \$70,000 to support the work of the Mosaic Institute.

The evening started out with an elegant cocktail reception in the Conservatory Theatre with background music provided by Glenn Gould School graduate Mr. Younggun Kim. After brief words of greeting from Mosaic Executive Director John Monahan and Event Committee Chair **Susie**



**Kololian (pictured left)**, the two co-Presidents of the “UofMosaic” chapter at Toronto’s York University, Maxa Sawyer and Sara Zeitoun, galvanized everyone’s attention with their personal stories of working to encourage inter-community dialogue and cooperation between Arab and Jewish students on campus. Everyone was impressed by their eloquence and by their strength of commitment to finding peaceful solutions to longstanding disputes. Soon thereafter, Canada’s Minister of Citizenship and Immigration, the Hon. Jason Kenney, arrived at the reception and engaged with a number of Mosaic friends, volunteers and UofMosaic students.

Guests were then ushered into the majestic Koerner Hall, where they were treated to a transportive, two-part concert featuring Egyptian-Canadian singer-musician Maryem Tollar and Israeli singer-songwriter Chava Alberstein. Drawing on their respective Middle Eastern roots, the performers reminded everyone of the unique ability of music to heal hearts and to reinforce our common humanity.

Following the concert, a dessert reception was held. After brief remarks by Mervon Mehta of the Royal Conservatory, and a touching toast and tribute by Mosaic Chairman Vahan Kololian, the evening concluded when Mosaic Peace Patron Eve Lewis accepted a special posthumous award recognizing the contributions made to the Mosaic Institute by her late husband, Paul Oberman.

## Marketing & Communications

### Earned Media:

The Mosaic Institute received significant media coverage during 2011. Highlights of “earned media” included the following:

- “Make Peace with Tamil Diaspora in New Year,” by Dr. Jehan Perera of the National Peace Council of Sri Lanka, in the *Sri Lanka Guardian* (January 4, 2011)
- “Sri Lanka Needs to Write a New Story,” by Dr. Randy Boyagoda, Professor at Ryerson University and Giller Prize-nominated author, in *The Toronto Star* (May 17, 2011)
- Appearance by three alumni of the Mosaic Institute’s Young Canadians’ Peace Dialogue on Sri Lanka on TVOntario’s “The Agenda with Steve Paikin” (May 24, 2011)
- “Breaking Out of Diaspora Solitudes,” by Dow Marmur, Rabbi Emeritus at Holy Blossom Temple, in *The Toronto Star* (July 10, 2011)
- “Tap Immigrants to Help Shape Foreign Policy,” by John Monahan, Thomas Axworthy and Natalie Brender, in *The Globe & Mail* on-line (December 20, 2011)

### Public Speaking:

Demand for presentations about the work of the Mosaic Institute increased significantly in 2011. John Monahan, Mosaic’s Executive Director, spoke at a number of different events and in a number of different locations across Canada. Some of the more notable opportunities included a plenary presentation entitled *Confronting Conflict, Engaging Diversity*, delivered to the National Metropolis Conference in Vancouver in March, and a talk on *Diaspora Contributions to Development* at a conference sponsored by CIDA at Simon Fraser University’s Wask Centre for Dialogue in September.

For the second year in a row, John served as a member of the Steering Committee for the Roadmap: 2030 Conference on Diversity in Toronto. He also participated in a panel entitled *Diversity, Citizenship and Canada* on the first day of the conference, held in late October.

## The Mosaic Institute

### New Media:

The Mosaic Institute released several electronic newsletters in 2011, including widely-distributed editions of “**The Mosaic Dispatch**” in early March (Winter 2011), early June (Spring/Summer 2011), and late October (Fall 2011). We also released several issue-specific updates to specific constituencies.

In addition, the Institute has increased its use of various social media. We published **thirty-four (34) blog posts** on our main website in 2011, and we had **received 3,918 unique visits to our blog** as of February 20, 2012. This does not include the viewership for the **34 additional blogposts** that we published on our [www.uofmosaic.ca](http://www.uofmosaic.ca) site for young peacebuilders, which numbers well into the thousands.

The Mosaic Institute also expanded its use of new media tools such as Facebook (“**Mosaic Institute & UofMosaic**”), Twitter (“**MosaicInstitute**”) and YouTube (“**UofMosaic**”) in 2011. It also made important updates to its two (2) websites: [www.mosaicinstitute.ca](http://www.mosaicinstitute.ca) and [www.uofmosaic.ca](http://www.uofmosaic.ca).



**Mosaic Executive Director John Monahan & Uzma Shakir of the City of Toronto on the *Diversity, Citizenship and Canada* panel at the Roadmap: 2030 Conference, Toronto, October 25, 2011.**

### 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

Debra Grobstein Campbell

Baljit S. Chadha

Charles S. Coffey

Blake C. Goldring

Margaret O. 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

Zabeen Hirji

## Acknowledgements<sup>1</sup>

The Mosaic Institute wishes to express its gratitude to all those organizations and individuals whose generous contributions of money, time or talent enabled it to flourish in 2011. In particular, the Institute wishes to acknowledge the following for their support and assistance:

### *Major Corporate, Foundation and Government Funders:*

The Kololian Family  
The RBC Foundation (per Shari Austin)  
The BMO Financial Group (per Nada Ristich)  
The Eagle Down Foundation (per Rudy Scholaert)  
Citizenship and Immigration Canada (per Rocky Serkowney)  
The Aurea Foundation (per Allan Gotlieb and George Jonas)

### *The Patrons' Peace Circle (for donations of \$2500 or more):*

Senator Hugh Segal (Honorary Patron)  
Mohammad and Najla Al Zaibak  
Michael Adams  
James Appleyard and Tamara Rebanks  
Bob and Tina Buchan  
Barry and Debra Campbell  
Charles and Anne Coffey  
Michael and Amira Dan  
Paul Fredricks and Victoria Foley  
Rudi and Jennifer Fronk  
Jesse and Marisa Gill  
Blake and Belinda Goldring  
Bill and Catherine Graham  
Tony and Helen Graham  
Harvey Griggs  
Hal and Maruja Jackman  
Don and Anna Johnson

---

<sup>1</sup> The Mosaic Institute is extremely grateful for the many and diverse contributions of its supporters, donors, volunteers, community partners, project teams, and other contributors. Every effort has been made to include here the names of all those who contributed substantively to our work in 2011. However, if anyone has been missed, the Mosaic Institute apologizes unreservedly for the unintentional oversight.

Stephen and Kathryn Kaszas  
Jon and Nancy Love  
Nadir and Shabin Mohamed  
Don and Debbie Morrison  
Gord and Janet Nixon  
Jim Muldoon and Reeta Roy  
Haig and Kerri Dundjian  
Ed and Joan Safarian  
Dundee and Patch Staunton  
Harald and Ann Thiel  
Mirek and Kathleen Vesely

### *Event Sponsors and Donors-in-Kind:*

CIBC  
TD Waterhouse Private Investment Counsel  
The Royal Conservatory of Music  
Hidden Bench Vineyards and Winery  
SASS Foods Inc.  
DATAWORLD Canada Inc.

### *Volunteers, Interns and Guest Speakers:*

#### **South Asian-Canadian Global Citizenship Project**

Serothy Ramachandran  
Yamika Damani  
Ramanjeet Singh  
Nick Noorani  
Mahfuza Rahman  
Sevgul Gucbilmez  
Irene Kiriazopoulos  
Elyas Burney  
Qaiser Ahmad  
Irina Lopes  
Kanwaljit Woodwal  
Anita Kharotia  
Balwinder Mangat  
Bala Rasul

Corey Norman  
Romesh Hettiarachchi  
Jothi Shanmugam  
Cheryl Perera

## **Young Canadians' Peace Dialogue on Sri Lanka**

Suthamie Poologasingham  
Romesh Hettiarachchi  
Siva Bala  
Jothi Shanmugam  
Natale Dankotuwege  
Hafsa Zarook  
Ramya Janandharan  
Andrew Samarasinha  
Gabriella Siciliano  
Shanthi Sachithanandam, Founder and Chair of Viluthu  
Dr. Vinya Ariyaratne, General Secretary of the Sarvodaya Shramadana Movement of Sri Lanka  
Zahra Ismail, Nonviolent Peaceforce Sri Lanka  
Marina Jimenez, The Globe and Mail  
Bruce Levy, Canadian High Commissioner to Sri Lanka

## **UofMosaic**

Maxa Sawyer  
Sara Zeitoun  
Ioana Sendroiu  
Megan McGinnis  
Sama Tarfy  
Nikita Patel  
Brandon Rigato  
Stefanie Block  
Rabea Sultan  
Anam Ansari  
Samir Mourani  
Robin Speedie  
Sandra Alsaffawi-David  
Samera Khalaf  
Virgin Haden-Pawlowski

Cheyenne Ratnam  
Maria Belen Lopez  
Konstantin Manyakin  
Professor Arne Kislenko  
Clifton Van der Linden  
Professor Thabit Abdullah  
Professor Michael Barutciski  
Veronica Amberg  
Professor Julie Mehta  
Nousha Kabawat  
Judy Csillag

## **Spring Reception**

Rebecca Cox  
Jennifer Boyczuk

## **"Music of the Mosaic" Fundraising Event**

Susie Kololian (Chair)  
Najla Al Zaibak  
Elly Daniels  
Angela Feldman  
Tanner Kidd  
Hind Kabawat  
Samera Khalaf  
Michelle Levy  
Myles Mindham  
Janet Nixon  
Dr. Gina Rakoff  
Lena Sarkissian  
Patricia "Patch" Staunton  
Sama Tarfy  
Megan McGinnis-Dunphy  
Anam Ansari  
Graham Bowditch  
Ioana Sendroui  
Nikita Patel  
Sheara Guttman

Maxa Sawyer  
Monique Vesely  
Sara Zeitoun

## *Institutional Programming Partners:*

The Trudeau Centre for Peace & Conflict Studies (per Professor Ron Levi)  
University of Toronto Department of South Asian Studies (per Professor Reena Tandon)  
The Walter & Duncan Gordon Foundation (per Natasha Sawh and Reena Lazar)  
The Strategic Counsel (per Chris Kelly, President)  
The Peel District School Board (per Shawn Moynihan, Poleen Grewal, Harpreet Neelam et al.)  
Peel Multicultural Council (per Naveed Chaudry and Atif Mahmood)  
Punjabi Community Health Services (per Aman Bath and Baldev Mutta)  
Toronto District School Board (per Annie Appleby, Dilawar Avi, Vince Meade, Randy Palermo, et al.)  
Centre for Human Rights, York University (per Noël Badiou)

## *Professional Support and Corporate Volunteers:*

Kathleen Vesely, Corporate Secretary  
Peggy Bennett, C.A., Corporate Treasurer  
Melissa Coulson, C.A., External Auditor  
Samera Khalaf

## *Key Project Staff and Service Providers:*

### **South Asian-Canadian Global Citizenship Project (SACGCP)**

Gina Csanyi-Robah, Program Manager (September-December) and Facilitator  
Herveen Singh, Program Manager (January -September)  
Cheyne Singh, Program Assistant (January -February)  
Isra Rafiq, Program Assistant (March – August), Curriculum Consultant, and Facilitator  
Steven Wang, Program Assistant (September – December)  
Professor Jill Goodreau, Curriculum Consultant  
Professor Ananya Mukherjee-Reed, Curriculum Consultant  
Thuva Anbalagan, Curriculum Consultant and Facilitator  
Jason Podur, Facilitator  
Dargine Rajeswaran, Facilitator  
Pardeep Nagra, Facilitator  
Durriya Zaidi, Facilitator

Anuj Rastogi, Facilitator  
Atif Mahmood, Facilitator  
Nadeem Memon, Facilitator  
Rakhi Mutta, Facilitator  
Michael Morgan, Videographer

## **Young Canadians' Peace Dialogue on Sri Lanka**

Eric Pedicelli, Videographer  
Jennifer Boyczuk  
Sean Verigin

## **"UofMosaic"**

Michael Morden, Program Coordinator (January - September) and Special Advisor  
Lorenzo Vargas, Program Coordinator (October - December)  
Sheara Guttman, Intern/Program Assistant  
Nihit Narang, Photographer  
Kim Ramakrishna, Website Translator

### ***Staff:***

John Monahan, Executive Director of the Mosaic Institute

## Contact Us

### Mail

The Mosaic Institute  
2 Bloor Street West – Suite 3400  
Toronto, ON  
M4W 3E2  
CANADA

### Telephone

(416)-644-6000 ext. 600

### Fax

(416)-644-6001

### Email

[info@mosaicinstitute.ca](mailto:info@mosaicinstitute.ca)

### Twitter

"MosaicInstitute"

### Facebook

"The Mosaic Institute & the UofMosaic"

### YouTube

"UofMosaic"

## 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  
M4W 3E2  
CANADA

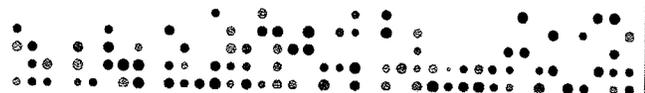
Attention: Kathleen Vesely (Corporate Secretary)

# Appendix

**THE MOSAIC INSTITUTE FOR HARNESSING DIVERSITY**  
**AUDITED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2011**



MELISSA L.  
COULSON  
CHARTERED ACCOUNTANT



# THE MOSAIC INSTITUTE FOR HARNESSING DIVERSITY

DECEMBER 31, 2011

## Contents

	<u>Page</u>
<b>Auditor's Report</b>	3
<b>Financial Statement</b>	
Balance Sheet	5
Statement of Operations and Change in Fund Balance	6
Statement of Cash Flows	7
Notes to the Financial Statements	8 - 12



**MELISSA L.  
COULSON**  
CHARTERED ACCOUNTANT

A Professional Corporation

**Independent Auditor's Report**

35 Hugh Street  
Milton, Ontario L9T 2C7  
Tel: 905.876.4633  
Fax: 905.876.2064  
melissacoulson.ca

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

I have audited the accompanying financial statements of The Mosaic Institute for Harnessing Diversity, which comprise the balance sheet as of December 31, 2011, and the statement of operations and change in fund balances and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

***Management's Responsibility for the Financial Statements***

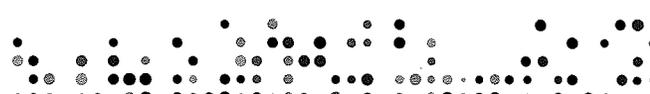
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

***Auditor's Responsibility***

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.



***Opinion***

In my opinion, the financial statements present fairly, in all material respects, the financial position of The Mosaic Institute for Harnessing Diversity as at December 31, 2011, and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

A handwritten signature in cursive script that reads "Melissa Coulson".

**Melissa L. Coulson C.A. Professional Corporation**

Authorized to practice public accounting by  
The Institute of Chartered Accountants of Ontario

May 30, 2012  
Milton, Ontario

The Mosaic Institute for Harnessing Diversity

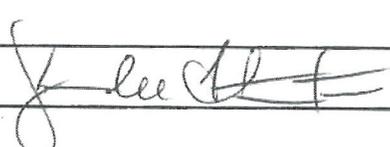
**BALANCE SHEET**

As at December 31

	2011	2010
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash	142,184	112,545
Accounts receivable	7,410	7,254
<b>Total current assets</b>	<b>149,594</b>	<b>119,799</b>
Capital assets (note 4)	5,546	4,160
	<b>155,140</b>	<b>123,959</b>
<b>LIABILITIES &amp; FUND BALANCES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	24,289	19,340
Deferred revenue	10,000	-
<b>Total current liabilities</b>	<b>34,289</b>	<b>19,340</b>
<b>Fund balances</b>		
Restricted funds (note 2, note 9)	7,705	49,208
Unrestricted funds (note 2, note 9)	113,146	55,411
<b>Total fund balances</b>	<b>120,851</b>	<b>104,619</b>
	<b>155,140</b>	<b>123,959</b>

Commitments (note 8)

Approved on Behalf of the Board



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

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

**STATEMENT OF OPERATIONS  
AND CHANGES IN FUND BALANCES**

Year ended December 31

	Operating Fund	U of Mosaic		Sudan Projects		Sudan Projects		SACGCP RBC Fund	SACGCP MCC Fund	2011 Total	2010 Total
		Aurea Fund	U of Mosaic Unrestricted Fund	DFAIT Fund	Aurea Fund	Aurea Fund					
<b>REVENUE</b>											
Donations received	231,200	-	-	-	-	-	-	-	-	231,200	316,769
Grant income	2,500	-	50,000	-	-	-	-	50,000	91,695	194,195	197,917
Fundraising	20,665	-	-	-	-	-	-	-	-	20,665	-
Contract revenue	-	-	-	-	-	-	-	-	-	-	20,343
	<b>254,365</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>91,695</b>	<b>446,060</b>	<b>535,029</b>
<b>EXPENSES</b>											
Salaries and benefits	152,482	-	-	-	-	-	-	1,100	20,940	174,522	172,484
Contract expenses	-	8,806	19,680	-	-	-	-	16,024	46,375	90,885	63,063
Rent	33,004	1,527	-	-	-	-	-	433	15,861	50,825	39,519
Event expenses	19,798	-	-	-	-	-	-	-	-	19,798	-
Research and publications	-	-	-	-	-	-	-	-	15,749	15,749	3,463
Office and general	6,471	2,426	-	-	-	-	-	3,385	2,726	15,008	14,263
Web design and IT	1,619	13,015	-	-	-	-	-	-	-	14,634	8,772
Travel	1,502	1,577	867	-	-	-	-	6,398	1,765	12,109	22,695
Program event costs	1,247	1,605	-	-	-	-	-	8,965	-	11,817	13,194
Publicity and fundraising	5,057	-	-	-	-	-	-	-	-	5,057	4,648
Insurance	4,713	-	-	-	-	-	-	-	-	4,713	4,620
Professional fees	739	-	-	-	-	-	-	2,884	-	3,623	2,000
Telephone	3,587	-	-	-	-	-	-	-	-	3,587	3,656
Publications and subscriptions	1,951	192	-	-	-	-	-	-	-	2,143	2,769
Depreciation	1,458	143	-	-	-	-	-	-	-	1,601	1,069
Conferences and seminars	1,396	-	-	-	-	-	-	-	-	1,396	1,035
Marketing	-	257	-	-	-	-	-	1,000	-	1,257	2,107
Bank charges and interest	1,104	-	-	-	-	-	-	-	-	1,104	427
Honoraria	-	-	-	-	-	-	-	-	-	-	2,200
	<b>236,128</b>	<b>29,548</b>	<b>20,547</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,189</b>	<b>103,416</b>	<b>429,828</b>	<b>361,984</b>
<b>Excess (deficiency) of revenue over expenses</b>	<b>18,237</b>	<b>(29,548)</b>	<b>29,453</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,811</b>	<b>(11,721)</b>	<b>16,232</b>	<b>173,045</b>
<b>Fund balance, beginning of year (note 9)</b>	<b>3,668</b>	<b>37,120</b>	<b>34,174</b>	<b>234</b>	<b>-</b>	<b>1,069</b>	<b>(1,069)</b>	<b>17,569</b>	<b>10,785</b>	<b>104,619</b>	<b>(68,426)</b>
Interfund transfers	-	1,069	-	-	-	-	-	-	-	-	-
<b>Fund balance, end of year</b>	<b>21,905</b>	<b>8,641</b>	<b>63,627</b>	<b>234</b>	<b>-</b>	<b>234</b>	<b>-</b>	<b>27,380</b>	<b>(936)</b>	<b>120,851</b>	<b>104,619</b>

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

	2011	2010
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses	16,232	173,045
Non-cash items:		
Depreciation	1,601	1,069
Change in non-cash working capital items:		
Increase in accounts receivable	(156)	(5,047)
Decrease in prepaid expenses	-	5,753
Increase in accounts payable and accrued liabilities	4,949	6,817
Increase in deferred revenue	10,000	-
Decrease in due to related party	-	(107,264)
<b>Cash provided by operating activities</b>	<b>32,626</b>	<b>74,373</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	(2,987)	(3,144)
<b>Net increase in cash</b>	<b>29,639</b>	<b>71,229</b>
Cash, beginning of year	112,545	41,316
<b>Cash, end of year</b>	<b>142,184</b>	<b>112,545</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, 2011

#### **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, as well as to help improve relations between and among those communities here in Canada. 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:

##### **Fund accounting**

Mosaic follows the deferral method of accounting for contributions.

(i) **Operating Fund**

The Operating Fund accounts for the expenditures related to general operations of the organization financed by general revenues.

(ii) **U of Mosaic – AUREA Foundation Fund (Restricted)**

The AUREA Foundation Fund received no new funding in the current year, but had a fund balance of \$37,120 carried forward from 2010 available. The monies for this fund must be spent on a Project Coordinator, on costs relating to doing research and an “environmental scan” of existing on-campus conflict resolution groups, and on overhead and management costs incurred by the institute in the administration of the U of Mosaic initiative.

## The Mosaic Institute for Harnessing Diversity

### NOTES TO THE FINANCIAL STATEMENTS

December 31, 2011

(iii) U of Mosaic – Unrestricted

BMO has committed \$150,000 over three years for the U of Mosaic. The second payment of \$50,000 was received in the year. There are no restrictions as the use of the funds within the project.

(iv) Sudan Projects – DFAIT Fund (Restricted)

The Winnipeg Conference on Sudan was partially funded through a contract with DFAIT for expenses up to \$22,000. Approved expenses include costs for staff, travel, accommodation, administration and conference facilities.

(v) Sudan – AUREA Foundation Fund (Restricted)

The AUREA Foundation was established to focus on the provision of conference scholarships, the publication of conference material and conference speaker expenses.

(vi) South Asian Canadian Global Citizenship Project – MCC Fund (Restricted)

The Department of Citizenship and Immigration Canada has committed funding of \$150,000 over 18 months to be used for this project. This is a restricted fund in that it may not be used for international expenses and must be used solely for specific preapproved expenses including management, travel, publicity, facilities, materials and other Canadian project costs. Payments of \$91,695 (2010 - \$47,917) were received in the year.

(vii) South Asian Canadian Global Citizenship Project – RBC Fund (Unrestricted)

This project is also being funded by the RBC in the amount of \$100,000 over two years. There are no restrictions as to the use of the funds within the project. The second payment of \$50,000 was received this year.

#### 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.

## The Mosaic Institute for Harnessing Diversity

### NOTES TO THE FINANCIAL STATEMENTS

December 31, 2011

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.

#### 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 equipment	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, 2011

#### 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 Mosaic consists of unrestricted net assets, internally restricted assets and externally restricted assets. Mosaic 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.

The restricted net assets are broken into various reserves each with a specific purpose and are managed to ensure that Mosaic can continue to provide stable funding to the programs that it supports.

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 \$	2011 \$	2010 \$
Furniture and fixtures	1,891	417	1,474	232
Computer equipment	7,718	3,645	4,073	3,928
	9,609	4,062	5,547	4,160

#### 5. FINANCIAL INSTRUMENTS

##### Credit Risk

Mosaic is exposed to credit risk on the amounts receivable from its donors. Mosaic has adopted credit policies and makes provisions for uncollectible donations as it sees fit. Mosaic does not have a significant exposure to any individual donor or counterparty.

##### Fair Values

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

**The Mosaic Institute for Harnessing Diversity**

**NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2011

**Interest Rate Risk**

Mosaic is not exposed to significant interest rate risk due to the short term maturity of its monetary current assets and current liabilities.

**6. RELATED PARTY TRANSACTIONS**

During the year, the organization received donations of \$115,000 (2010 - \$211,084) from related organizations controlled by a director.

**7. FUTURE ACCOUNTING CHANGES**

The CICA has issued a new accounting framework applicable to Canadian not-for-profit organizations. Effective for the annual reporting period that commences on or after January 1, 2012, not-for-profit organizations will have to choose between International Financial Reporting Standards ("IFRS") and Canadian accounting standards for not-for-profit organizations, whichever accounting framework suits them best. Early adoption of these standards is permitted. The Organization has not determined which framework it is going to adopt and has not yet determined the impact of adoption.

**8. COMMITMENTS**

Mosaic has entered into operating lease agreements for office space. The lease was extended from August 2011 to July 31, 2012. The future minimum lease payments are as follows:

	\$
2012	10,844

**9. ERROR CORRECTION**

During the course of 2011, it was noted that an unrestricted contribution to the U of Mosaic in the amount of \$50,000 as well as related expenses of \$15,826 were recorded in the U of Mosaic Aurea Fund in error. These amounts should have been recorded separately in the U of Mosaic Unrestricted Fund. The result is the opening retained earnings of the U of Mosaic Aurea Fund is over stated by \$34,174 and the opening retained earnings of the U of Mosaic Unrestricted Fund is understated by \$34,174.

As well, the restricted fund balance on the 2010 balance sheet was overstated by \$34,174 and the unrestricted fund balance was understated by \$34,174.