

Performing Arts Program Guidelines 2014

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Metcalf Foundation

The George Cedric Metcalf Charitable Foundation's goal is to enhance the effectiveness of people and organizations working together to help Canadians imagine and build a just, healthy, and creative society.

WE FOCUS OUR EFFORTS ON THREE AREAS:

- sustaining the vibrancy of the professional performing arts,
- harnessing the benefits of living within the Earth's environmental limits, and
- improving low-income people's economic livelihoods and access to quality jobs.

Our work is grounded in the belief that change happens when we share hopeful visions of the future, work and learn collectively, think broadly in pursuit of comprehensive solutions, and take a meaningful role in the decisions that affect our lives.

We believe that non-profit organizations play a critical role as catalysts, who animate and facilitate lasting change. They create space for people to connect, communicate, and participate. We are interested in organizations that are deliberately engaging communities in their work and developing new strategies and collaborations.

WE TRY TO ENCOURAGE SUCCESS BY:

- supporting dynamic leadership — celebrating, developing, and strengthening leaders who are contributing to positive change;
- nurturing new ideas and practices — exploring and developing innovative approaches to tackling tough problems and seizing opportunities; and
- fostering integrated thinking — creating opportunities for ongoing dialogue, collaborative learning, and reflection, to build new knowledge and inform action.

In our work, we aim to be clear, open, reflective, and responsive. We actively seek to learn from our experiences with funded projects and from our ongoing exploration of issues and ideas. We expect our grant-making practices to evolve as we strive to realize the full potential of our commitment and resources.

Performing Arts Program

The Metcalf Performing Arts Program seeks to strengthen and enhance the effectiveness of people and organizations working to sustain the vibrancy of the professional performing arts.

We believe the arts play a crucial role in helping people imagine and build a just, healthy, and creative society.

Art is a transformative way of learning about ourselves and the world we live in. Artists help us celebrate life. They challenge our assumptions and bear witness to our common humanity. They help us remember the past and explore possibilities for the future. The performing arts bring people together. Our lives are immeasurably enriched by the shared experience of music, theatre, dance, and opera.

In the Performing Arts Program, our work reflects three key Foundation strategies: supporting dynamic leadership, nurturing new ideas and practices, and fostering integrated thinking. Through the Performing Arts Program, the Foundation uses its

resources to enable individuals and companies to realize their full potential.

Ontario is graced with a dynamic and diverse professional arts community. By supporting arts organizations as they work together to address longstanding challenges, and by strengthening the skills and experience of individuals in arts organizations, the Foundation hopes to make a significant contribution to sustaining a vibrant performing arts community in Ontario.

We expect the program to evolve as we learn from our experience with funded projects and our exploration of emerging ideas. We will maintain flexibility in the program in order to respond to issues and opportunities as they arise over time.

Creative Strategies Incubator

A healthy performing arts sector is vital to a strong city. Professional performing arts companies can be incredibly innovative, constantly pushing the boundaries of their art forms and posing challenging and intriguing questions for their audiences. Their creativity brings an energy and vitality both to the city and to the neighbourhoods in which they work.

Over the past ten years, a number of funding programs have provided resources to strengthen capacity of performing arts organizations, but the environment remains very challenging. Companies, both established and emerging, continue to struggle against the restrictions of traditional non-profit models. They face limited public resources stretched across an ever growing number of organizations. Companies are also looking for new relationships and deeper engagement with their audiences, with supporters and donors, and with technology. In order to thrive into the future, the performing arts sector needs to explore new ways to engage all of their communities: the local community; audiences, through marketing, outreach, and education programs; and private and public funders.

These are complex issues, and the Metcalf Foundation believes in supporting a diversity of responses to address these challenges. We believe that this work will be more successful if people and organizations

share what they learn and build on each other's solutions. We also believe it is important to engage at an overarching, policy level in order to address systemic issues that go beyond the efforts of an individual company.

Through the Creative Strategies Incubator program, Metcalf hopes to support companies as they explore new strategies in meaningful ways, nurture the organizational change that comes from developing and implementing innovation, and foster a culture of shared learning. Organizations will be provided resources to develop and implement innovative strategies that address specific sectoral issues. In addition to the work of the individual organizations funded through this program, grantees will share their work collaboratively in learning networks, stewarded by a separate committee that will oversee work related to policy or wider sectoral issues.

This is not an operating funding program, nor is it a project funding program as that is traditionally understood. The Foundation hopes to support organizations, over a period of time, as they develop innovative strategies, implement new ideas, and share their learning with others in the performing arts sector. It is our hope that this will help the cultural sector in Toronto work together to find strategic approaches to become more resilient, productive, and effective.

WHAT ARE THE PROGRAM PARAMETERS?

Each year, the Creative Strategies Incubator program will define one specific **Focus Issue**. This will be the topic or issue for which Supported Initiatives applications will be considered. It will also provide the subject for that year's Learning Network.

In 2014, we will be accepting Creative Strategies Incubator applications for the following Focus Issue only: **engaging audiences and/or building communities around your work.**

(In 2015, the Focus Issue will likely return to new or alternative sources of revenue, although this is subject to change.)

The Foundation hopes to provoke a range of responses to this specific **Focus Issue**. We hope to engage grantees as partner organizations, while they develop and implement creative, powerful, and ambitious ideas to address their current challenges. We also want to build a collaborative environment in which learning and resources are shared.

To this end, the Creative Strategies Incubator program consists of two separate components.

- **Supported Initiatives** – The Metcalf Foundation will provide multi-year funding that will allow individual organizations or collectives to pursue new approaches in order to overcome challenges or to take advantage of opportunities related to the **Focus Issue**.

- **Learning Network** – The Metcalf Foundation will facilitate dialogue between the individual organizations or collectives working on Supported Initiatives in order to enhance learning, share experiences, and access specialized knowledge related to the **Focus Issue**.

Companies applying to the Creative Strategies Incubator must be prepared to participate actively in both components of the program.

Under the **Supported Initiatives** component, applicants will have the opportunity to propose innovative solutions to the Focus Issue and to request funding, appropriate to the size of their initiative, in order to implement that solution. In 2014, applicants may request up to \$75,000 per year, for up to a three-year period. The amount requested does not need to be the same for each of the three years of the initiative, and it is permissible for organizations to request funding for only one or two years.

Under the **Learning Network** component, participating companies will be expected to participate annually in up to four day-long working sessions, during which they will work with consultants from the performing arts and other sectors, arts policy specialists, and Foundation staff. The Learning Network will provide opportunities for companies to share their discoveries,

disseminate new information, use the learning of other companies to help shape their own initiatives going forward, and work together to address any unexpected challenges that may have arisen. Through the Learning Network, companies will have access to subject experts who can provide technical assistance and guidance for their initiatives.

Each year, one additional meeting will be conceived as an opportunity for Learning Network participants to share their learning with the wider community. Participating companies may also be asked to share their processes and what they have learned through internet and social media tools. Both administrative and artistic leadership of companies are expected to participate in these sessions.

While the Foundation and arts policy specialists assume responsibility for progress on policy or legal issues that may be derived from the Learning Network sessions, the participation of Learning Network members in this work is encouraged.

WHO IS ELIGIBLE TO APPLY?

As a charitable foundation registered with the Canada Revenue Agency (CRA), the Metcalf Foundation can only offer support to organizations with charitable status. In addition to being a registered charity, applicants to the Creative Strategies Incubator program must be professional theatre, dance, music, or opera companies, located in the City of Toronto, who have been in operation for at least three years. Under extraordinary circumstances, applications may be considered from companies based in the Greater Toronto Area with a strong presence, including annual performances, in the City of Toronto. If you believe that this description applies to you, please contact the Program Director to discuss your eligibility.

The Foundation will consider applications for cooperative or collaborative activities, but key personnel of all organizations involved in the application must commit to participating in Learning Network activities.

If you have an idea that advances the goals and objectives of this program but your organization does not qualify as an applicant, please feel free to contact the Program Director. The Foundation **may** be able to offer support or assistance in other ways.

WHAT IS THE APPLICATION PROCESS?

In 2014, we will be accepting Creative Strategies Incubator applications in response to [the following Focus Issue only: engaging audiences and/or building communities around your work.](#)

Prospective applicants are encouraged to contact the Performing Arts Program Director in order to discuss the program and their proposals well in advance of the application deadline.

Applying to the Creative Strategies Incubator program is a two-step process.

Step One – Letters of Interest

Interested organizations must first submit a letter of interest to the Foundation. The letter of interest must not exceed three pages and should include:

- a **brief** introduction to the company's work, particularly where the company is unknown to the Foundation;
- an overview of your proposed Supported Initiative, providing details about the manner in which the company has tried to address the Focus Issue in the past and your proposed new response to the challenge;
- the names and positions of the company representatives who will be leading the Supported Initiative and who have committed to attending and participating in the Learning Network; and

- a brief overview of your experience working in collaborative learning environments.

In applications for collaborative or collective activity, the background section should include an introduction to the work of all participating companies.

In addition to this material, the letter of interest should include a copy of the Metcalf Foundation application cover page provided on page 10 of these program guidelines.

For 2014, [this letter is to be submitted in electronic form only.](#) Forward **one** pdf file that includes the Metcalf cover sheet and the three-page letter to mjones@metcalffoundation.com.

Please note we are unable to consider late or incomplete applications for funding; your letter of interest **must be received** at the Foundation by 5:00 pm on the deadline date. After submitting your letter of interest electronically, you should receive an email confirmation of its receipt; if you have not received that confirmation within two business hours of making your submission, please contact Foundation staff.

Foundation staff will review letters of interest to identify compelling and appropriate proposals for further consideration.

Step Two – Full Application

Based on the letters of interest, the Foundation will invite organizations to submit full applications to the program. This is not a guarantee of funding.

Full applications must not exceed eight pages and should include:

- concise background information about the company or collective, including:
 - mission and brief history,
 - a summary of the company/collective's current artistic and financial situation,
 - an overview of the primary challenges and/or opportunities of current concern to the company/collective, and
 - highlights of the company/collective's experience working in collaborative learning formats;
- brief biographies of the key personnel **who have committed** to attending and participating in the Learning Network sessions;
- brief statements from **each** of these individuals outlining what they hope to learn from the process and why they want to participate; and
- details regarding the proposed Supported Initiative related to the Focus Issue, including:
 - the specific aspect of the Focus Issue, where applicable, that the company/collective seeks to address;
 - a summary of the ways in which the company/collective has tried to

approach this issue in the past, including lessons learned, progress made, and new challenges that have emerged;

- a detailed outline of the proposed Supported Initiative, including what changes are anticipated as a result of the activity;
- an articulation of the desired learning and impact for the Supported Initiative and the metrics and methods that will be used to assess these; and
- how the company/collective will prepare for termination of funding at the end of the granting period.

In addition, applicants must attach:

- a completed Metcalf Foundation budget form;
- a list of the company's Board of Directors; and
- the organization's most recent audited financial statements.

In applications for collaborative or collective activity, Board of Directors lists and audited statements should be included for all participating companies.

A separate letter of introduction may be included. Additional printed material, such as annual reports or newsletters, may also be provided for background information.

Forward **one paper copy** of the complete application material **and** submit **one** pdf file containing the eight-page application text and the budget attachment to mjones@metcalffoundation.com.

HOW WILL APPLICATIONS BE ASSESSED?

Applications will be reviewed by the Foundation's Board and staff, assisted by an advisory panel from the performing arts community.

The Foundation will want to understand how this type of engagement would make a tangible difference to the organization at this particular time and the degree to which the applicant is prepared to become a valuable and active participant in the Learning Network.

We will assess applications according to the following criteria:

- the company's history, track record, and position within the Toronto performing arts community;
- the company's knowledge of, research into, and past experience with the Focus Issue;
- the rigour brought to the development of the proposed Supported Initiative;

- the degree to which the proposed Supported Initiative is timely, appropriate, and likely to succeed;
- the potential opportunities for learning from the proposed Supported Initiative;
- the willingness of the company's leadership to participate in the Learning Network; and
- the manner in which the Foundation's investment will make a tangible difference to the development of the organization, the Learning Network, and the sector.

When assessing applications, the Foundation will also consider the composition of the Learning Network, trying to ensure diversity in size and discipline of participating companies, diversity of proposed responses to the Focus Issue, and a company's capacity to participate fully in a collaborative learning opportunity.

Funding decisions will be made by the Board of the Foundation and decisions are final.

HOW WILL WE LEARN FROM OUR WORK?

As noted above, successful applicants and Foundation representatives will take an active role in the Learning Network. This will involve up to four day-long meetings annually during which all participants will discuss their initiatives and their progress, share their learning with other companies, and work collaboratively to address challenges that may have arisen.

In the instance of multi-year granting, an organization's participation in the Learning Network will be accepted in lieu of a formal, written annual report regarding their Supported Initiative. Written reports will be required only at the conclusion of the granting period. Each grantee in a multi-year relationship, however, will be required to attend an individual annual review meeting with the Program Director at the Foundation, and to submit a financial accounting of the revenue and expenses for the past year and a budget for the next year, prior to receiving the next grant installment towards their Supported Initiative.

The Foundation reserves the right to review its ongoing commitments if circumstances arise which indicate that either the continuation of a company's Supported Initiative, or their participation in the Learning Network, is unlikely to be realized. These circumstances could include failure to undertake activities or to meet goals as described in the proposal; the departure of the artistic or administrative leadership of the organization; an organization's charitable registration or incorporation being suspended, revoked, or annulled; or severe financial difficulties.

Performing Arts Program

APPLICATION COVER PAGE – CREATIVE STRATEGIES INCUBATOR

Name of Organization

Contact Name

Position

Address

City

Province

Postal Code

Telephone

Fax

Email

Website

Charitable Registration Number

Organizational Revenue (from last audited statements)

Signature

Date

CREATIVE STRATEGIES INCUBATOR

Amount Requested	Year 1	+	Year 2	+	Year 3	=	Total Requested
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Please provide a brief description of your proposed Supported Initiative (250 words or less). In 2014, the Metcalf Foundation will only consider proposals in response to the following Focus Issue: **engaging audiences and/or building communities around your work.**

This form must be attached to your Creative Strategies Incubator application. A Word version of this form can be downloaded at metcalffoundation.com/downloads.

METCALF
FOUNDATION

**The George Cedric Metcalf
Charitable Foundation**
38 Madison Avenue
Toronto, Ontario M5R 2S1
TEL 416 926 0366
FAX 416 926 0370
metcalffoundation.com

Performing Arts Internships

The performing arts are collaborative and labour intensive. It takes a myriad of highly trained people — artists, producers, administrators, craftspeople, technicians, and facility staff — to make a professional performance possible. The people in performing arts organizations, whether onstage or off, are its most crucial resource. They are creative, committed individuals striving to create and produce in a complex, challenging environment.

Years of cuts to operating budgets have been hard on arts organizations. Many have cut back drastically on assistant and apprentice jobs; this has severely limited access to mentoring, training, and meaningful work experiences. Historically, these have been important and effective ways for the sector to nurture and develop its human resources.

The Foundation wants to strengthen the performing arts by supporting training and professional development for artists, administrators, and production staff. Our internship program encourages organizations to reaffirm their commitment to the future by providing formal opportunities for mentoring and training individuals who have recently entered the field. We want to encourage the sharing of the rich experience and specialized knowledge that exists throughout the sector.

The Foundation will support the creation of internship opportunities for administrators, choreographers, composers, conductors, designers, directors, playwrights, and production staff.

Through this program, organizations can create productive entry points into the sector. We hope they will also realize opportunities to foster leadership, address transitions within organizations, and respond to skill shortages in critical areas. Individuals who have completed internships should have more knowledge, better skills, broader work experience, and useful contacts — all of which will help them make a stronger professional contribution to the performing arts.

WHO IS ELIGIBLE TO APPLY?

As a charitable foundation registered with the Canada Revenue Agency (CRA), the Metcalf Foundation can only offer support to organizations with charitable status. In addition to being a registered charity, applicants to the Performing Arts Internships program must be professional theatre, dance, music, or opera companies located in the province of Ontario, who have been in operation for at least three years. Organizations may apply individually or in partnership with others.

An application can only be submitted by a charitable organization, but interns must be identified in the application. The Foundation wants to understand why the individual you have chosen to train is deserving of this opportunity, and how your organization can help the intern meet his or her career goals.

WHAT ARE THE FUNDING PARAMETERS?

Grants will be made for an intern's salary and statutory benefits, to a maximum of \$27,500 for a full-time, twelve-month internship. This amount must be pro-rated accordingly for internships that are part-time or of shorter duration.

Please note the following restrictions.

- Internships must be a minimum of eight weeks in duration.
- Internships must take place in the province of Ontario.

- Funds granted from this program may only be used for an intern's salary and statutory benefits (CPP and EI costs). No other costs, including mentoring costs or fees, external professional development, or administrative overhead, are eligible for this grant.
- Co-op work terms are not eligible for funding.

WHAT IS THE APPLICATION PROCESS?

The Foundation will review internship applications twice annually – once in the summer and once in the winter. Prospective applicants are encouraged to contact the Performing Arts Program Director in advance to discuss their proposals.

The application material should begin with two letters (maximum one page each), one from the intern and one from the primary mentor.

- The intern's letter should explain his or her career goals and what he or she believes will be learned from that specific mentor or organization.
- The mentor's letter should indicate why this specific intern has been selected, why the mentor believes the internship would be a valuable training opportunity, and the possible effects of the internship for the individual or for the sector.

Performing Arts Internships (continued)

The Foundation places significant importance on hearing the individual voice, perspective, and motivation of the intern and mentor; we want to understand his or her passion for this opportunity.

Following the two letters, there may be a maximum of five additional pages of application text, which should include:

- the mandate of the applicant organization;
- a detailed description of the proposed internship, including:
 - an analysis of the intern's existing and desired skill sets in relation to their career goals,
 - a work plan that shows the skills development and activities the intern will undertake to address those desired skill sets, and
 - opportunities for external professional development relevant to the intern's needs;
- a brief bio of the mentor(s), trainer(s), and/or supervisor(s) for the position;
- a brief bio of the intern; and
- the measures that the company and intern will use to evaluate the progress and effectiveness of the placement.

In addition, applicants must attach:

- a 60-second video submission from the intern and mentor (see note below);
- a copy of the intern's résumé;
- the Metcalf application cover page;

- two budgets — the expenses and revenues for the proposed internship (please do not include donation-in-kind expenses representing the company's contribution) and the organization's current operating budget; and
- the organization's most recent audited financial statements.

New for 2014, we are asking interns and mentors to submit a video (maximum 60 seconds duration), where the intern and mentor can speak together in response to the following question: **Which item on the work plan is of greatest interest to you and why?** The video may be a simple, low-quality mp4 file filmed on your mobile device (do not expend great efforts in editing the file); it simply allows the Foundation another, more personal, way to hear each individual's passion for this opportunity. In the event that the intern and mentor are not in the same city to create this video, you are allowed to submit two complementary videos that total no more than 60 seconds.

Forward **one paper copy** of the complete application material **and** submit **one** pdf file containing the Metcalf cover sheet, the intern's letter, the mentor's letter, the five-page application text, and the two budgets (preferably in that order) to mjones@metcalffoundation.com.

Performing Arts Internships (continued)

Send the video, as an mp4 file, only by e-mail; you do not need to submit a copy with your paper application.

Please note that we are unable to consider late or incomplete applications for funding; both hard and electronic copies must be **received at the Foundation** by 5:00 pm on the deadline date.

HOW WILL APPLICATIONS BE ASSESSED?

Applications will be reviewed by the Foundation's Board and staff, assisted by an advisory panel from the arts community. The Foundation will look favourably on those proposals where intern and organization are well-matched, where there is demonstrated commitment to meaningful career development for interns, where there is evidence of increased responsibility through the course of the internship, where external professional development opportunities complement the work plan, and where a rigorous evaluation process serves both the intern and the organization.

Reviewers will want to understand how this investment will make a tangible difference for the intern and the professional development needs of the discipline.

Funding decisions will be made by the Board of the Foundation and decisions are final.

HOW WILL WE LEARN FROM OUR WORK?

Successful applicants will provide an interim report (for any project longer than four months) and a final report to the Foundation. These reports, which must include input from both the mentor and the intern, should address topics such as tasks that the intern has undertaken, any changes that have occurred in the workplan, and how the experience is responding to the intern's learning goals. In addition, the final report should include information, if it is known, about the intern's future career plans. Two group meetings of the interns are arranged each year, so that their experiences and insights can be shared with each other and with the Foundation.

The Foundation reserves the right to review its ongoing commitments if circumstances arise which indicate the internship is unlikely to be successful. These circumstances could include the departure of the mentor or the intern; failure to undertake activities or to meet goals as described in the proposal; the organization's charitable registration or incorporation being suspended, revoked, or annulled; or severe financial difficulties within the organization.

Performing Arts Program

APPLICATION COVER PAGE – PERFORMING ARTS INTERNSHIPS

Name of Organization

Contact Name

Position

Address

City

Province

Postal Code

Telephone

Fax

Email

Website

Charitable Registration Number

Organizational Revenue (from last audited statements)

Signature

Date

PERFORMING ARTS INTERNSHIPS

Amount Requested

Duration of Internship (specify months or weeks)

Intern Name

Intern's Home Address

City

Province

Postal Code

Telephone

Email

This form must be attached to your Performing Arts Internships application. A Word version of this form can be downloaded at metcalffoundation.com/downloads.

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Renewal Program

The Metcalf Renewal Program will support exceptional individuals as they do their very best work in non-profit organizations. We know that people in non-profit professional roles feel a deep sense of responsibility and a desire to perform their roles well. They are driven to do their best work at every stage of their career and to make a substantial lifetime contribution to the sector. Through the Renewal Program, the Foundation will build on its longstanding interest in supporting these leaders by making strategic investments in the professional vitality of people who work in charitable organizations — individually and collectively.

These leaders are catalysts. They cause or accelerate change within organizations and around issues on which they are engaged, and they attract resources, attention, and support to their work. Without them, we would have fewer creative ideas, less compelling visions of a hopeful future, and fewer innovative responses to the challenges of realizing that future. Much depends on the effectiveness of these professionals, their sense of responsibility, and the depth of their commitment. Such commitment should not be taken for granted.

There is likely to be a time in these people's careers when an infusion of fresh information, exposure to the work of others, or space for reflection, will be galvanizing. This is true for people at different stages of their careers and playing various roles in their organizations, since leaders are found throughout the charitable sector and not only at the top of hierarchical structures. The Foundation believes that, with a little support and encouragement, such renewal can be exceptionally generative for these individuals, their organizations, and their sector as a whole.

The Metcalf Renewal Program makes significant opportunities for professional renewal accessible to talented individuals with a record of achievement.

[The Metcalf Renewal Program has been designed as a cross-sectoral initiative, and applications are welcomed from leaders at organizations working in the performing arts, environment, and on inclusive local economies issues. Please refer to the Metcalf Renewal Program guidelines, available at the Foundation's website, for application requirements.](#)

Innovation Fellowship

We are living in a time of profound change, where simple solutions to the complex, interconnected issues we are facing — from growing income inequality to the rapid depletion of our natural environments — are not adequate. We need new ways of seeing and acting to tackle integrated ecological, social, economic, and cultural challenges confronting us today.

The Metcalf Innovation Fellowship supports new “thinking and doing.” We believe fresh insights and true experimentation often happen on the edge of an issue, out beyond where organized and traditional efforts are being made. We want to create opportunities for this work to be developed, disseminated, and heard. This Fellowship gives individuals of vision and creativity, people with outstanding talent and originality, the freedom to pursue powerful ideas, models, or practices that have the potential to contribute to building a healthier, more resilient southern Ontario.

The Innovation Fellowship is aimed at individuals with vision, a passion for their issue, intellectual rigour, and a willingness to ask hard questions and propose novel solutions.

The Innovation Fellowship has been designed as a cross-sectoral initiative, and applications are welcomed from people working in the performing arts, environment, and on inclusive local economies issues. Please refer to the [Innovation Fellowship guidelines](#), available at the [Foundation’s website](#), for application requirements.

Application Deadlines for 2014

Applications **must be received** by the Foundation as follows:

All dates are 2014 unless otherwise specified.

CREATIVE STRATEGIES INCUBATOR

Letter of interest	December 9, 2013
Foundation extends invitation to apply	December 18, 2013
Full application deadline	February 3
Grant notification	April 4

PERFORMING ARTS INTERNSHIPS

	Round One	Round Two
Application deadline	May 5	October 27
Grant notification	June 20	December 24

RENEWAL PROGRAM

refer to separate program guidelines for application requirements and deadlines

INNOVATION FELLOWSHIP

refer to separate program guidelines for application requirements and deadlines

Prospective applicants are strongly encouraged to contact the Performing Arts Program Director in advance to discuss their proposals.

Please submit your application by mail to:
Metcalf Foundation
38 Madison Avenue
Toronto, Ontario M5R 2S1

and by email to:
mjones@metcalffoundation.com

Please note that we are unable to consider late or incomplete applications for funding; both hard and electronic copies must be **received at the Foundation** by 5:00 pm on the deadline date.