



INTERSECTIONS





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

We are committed to creating conditions for meaningful change in three ways:

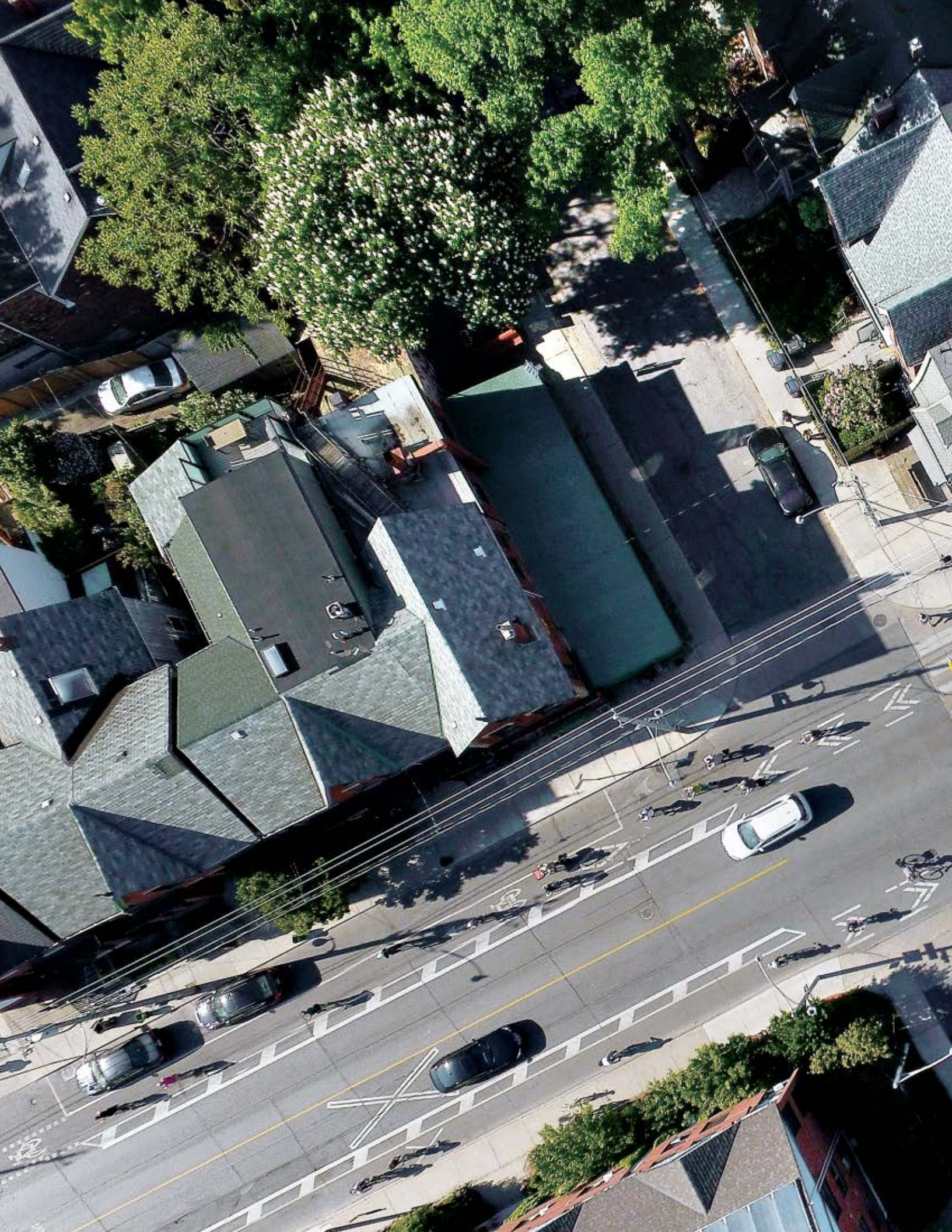
- improving economic livelihoods for low-income people in Toronto.
- leveraging opportunities for new approaches and shared learning in the performing arts.
- building a low-carbon, resource efficient, and resilient Canada.






Through the Resilient Neighbourhood Economies pilot, the Inclusive Local Economies Program created a real-time learning environment for community economic development work. Our learning regarding best practices and strategies was drawn from the intersections of non-profit leadership, social capital, and philanthropy.

The Foundation's work with caterToronto, Hospitality Workers Training Centre, FoodShare, FoodReach, Toronto Centre for Community Learning & Development, PARC, and Community Food Centres Canada explores opportunities for intersections within food systems to promote social inclusion, better health, and to strengthen local economies.





Society's ability to mitigate the impact and severity of climate change is one of the major challenges of our time. Our Environment Program works to advance pragmatic approaches in support of a low-carbon, resource efficient, and resilient Canada.

Metcalf's support for **Toronto Centre for Active Transportation** to study the economic impact of bike lanes on Bloor Street, and the Foundation's public event with **Janette Sadik-Khan**, who as NYC Transportation Commissioner oversaw the pedestrianization of Times Square, are ways in which we are exploring issues of urban mobility and sustainability at the intersection of local economies, public space, and city policy.





Our Performing Arts Program is supporting a variety of initiatives through its Creative Strategies Incubator. From mobile apps to corporate and neighbourhood outreach programs, arts organizations are pursuing approaches to revenue generation made possible by exploring unusual intersections of artistic work, technology, business, and public space.

The Theatre Centre, a long-term grantee of Metcalf, is turning their new facility into an open and welcoming space for communities to come together around shared areas of interest such as city building, the environment, food, and other social issues. By making The Theatre Centre an innovative intersection of creativity and culture, civic engagement, and community building, they are engaging a broad and diverse audience to complement and enrich the dialogue around the art that they create.



SPARKING CHANGE

Every couple of years at the Foundation we think about the stories we would like to share regarding our recent work and select a theme that best encompasses our approach. This year we've chosen *Intersections* as the unifying thread. It's a potent word that illustrates the dynamic way in which people, ideas, strategies, sectors, and issues connect together across our work.

Our interest in the rich possibilities that such intersections can produce emanates in part from the way in which Metcalf has historically been organized. We have always had three primary concerns: social justice; cultural creativity; and the environment. For much of our history we treated each of these areas as distinct, served by its own grant programs, dedicated staff, and advisors. However, as we have come to focus more specifically on the Toronto region we have seen how frequently the work across our programs overlaps and complements itself. Not only are social justice, cultural creativity, and the environment critical elements of a successful place, but when efforts to strengthen these components intersect, good things happen.

In the last few years we have started to more deliberately seek these points of connection: whether between the environment and the economy; the government and civil society; or community groups, the private sector, and the city. We have learned that where different perspectives and priorities come together, stronger practices, policies, and outcomes can emerge. As you read further in this biennial report, you will see how far we have moved in these exciting, cross-sector directions.

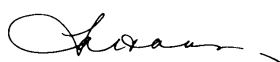
Many of the report's stories tell of the positive results that emerge from innovative work pursued across sectors, disciplines, and subjects. This approach can take many forms. It can be a collaborative program

stream, like our Arts Program's Creative Strategies Incubator that gathers a cluster of arts groups from across disciplines—theatre, dance, opera, and music—to work together to devise and implement new responses to perennial challenges such as audience engagement. It can be a group of individuals with a shared goal, like the Ecofiscal Commission whose efforts to integrate economic and environmental interests through fiscal reform are laying strong foundations for new policy in Canada. Or it can be an initiative, like our Resilient Neighbourhood Economies project, which over three years sought to create new economic opportunities for low-income residents in two Toronto neighbourhoods by bringing together local businesses, residents, and community and Metcalf partners.

If we've learned one thing at Metcalf it's the critical importance of simply bringing people together. Regardless of the future shifts in direction that we may take we are committed to creating opportunities, for those engaged in the unending work of making change, to connect with one another. The sparking, catalytic nature of these encounters is one that the Foundation will always continue to pursue.

On a final note, we are struck by the enormous potential inherent in the current priorities of our governments. Achieving crucial goals like creating a low-carbon Canada, modernizing the charitable sector, or amplifying the potential of social finance will require working across differences and accommodating competing priorities. The invitation inherent in this approach to new connected ways of thinking and organizing suggests that the work of our colleagues and grantees will be important in the coming years.

We are, as always, deeply grateful to our board, advisors, fellows, friends, and remarkable staff for all of their thoughtful, creative, and rigorous contributions to this work.



Kirsten Hanson
CHAIR



Sandy Houston
PRESIDENT AND CEO



INCLUSIVE LOCAL ECONOMIES PROGRAM

The goal of the Inclusive Local Economies Program is to improve the economic livelihoods of low-income people in Toronto. In 2014 and 2015, the Foundation invested in a variety of approaches and refined the framework of the program to ensure we are supporting the most promising strategies for making Toronto a more equitable city.

The program's main funding stream—the Opportunities Fund—is now defined by three objectives. The first objective is to support the upward mobility and improve job quality for low-wage workers. Our work in this area was informed by a two-day event that Metcalf led in early 2015. Noted experts from New York City shared how they are transforming that city's workforce development systems by strengthening the alignment of employment and training programs to the needs of employers. The Foundation is exploring these labour market strategies through the work of grantees such as NPower and Hospitality Workers Training Centre.

The second objective of the Opportunities Fund is to reduce barriers for low-income entrepreneurs. Through the work of a number of our grantees we are investing in micro-financing models, financial literacy and mentorship, increased access to training, and innovative programs to provide low-income entrepreneurs with opportunities to incubate business ideas. This work is enriched by Metcalf Innovation Fellow John Stapleton's research and analysis of barriers to collaboration and entrepreneurship faced by individuals on social assistance.

Increasing the capacity of neighbourhoods to improve the economic livelihoods of low-income residents is the third objective of the Opportunities Fund. This focus evolved from the Foundation's Resilient Neighbourhood Economies pilot, an ambitious three-year project that explored how to harness the energy, capital, and talent found in neighbourhoods. It challenged many of our assumptions while deepening our understanding of the conditions required to build inclusive local economies.

While our focus has evolved, the program's commitment to invest in promising initiatives, shared learning, and timely research continues. We want to ensure that we are not only funding excellent ideas, but are investing in connections and collaborations capable of making a systemic impact. Our aim is always to seize key moments of opportunity as we work to improve people's ability to connect to better quality jobs and forge pathways out of poverty.



Building local economies through neighbourhood leadership, community partnerships, and emergent strategies

In 2015, Metcalf completed its Resilient Neighbourhood Economies pilot project. The purpose of the pilot was to explore how to create conditions that support economic opportunities for low-income residents in two neighbourhoods: Kingston-Galloway/Orton Park and Thorncliffe Park. This was a unique undertaking for the Foundation, as Metcalf was not only a funder but also a partner in the project alongside **Thorncliffe Neighbourhood Office**, **East Scarborough Storefront**, and **Thorncliffe Park Women's Committee**.

The Resilient Neighbourhood Economies pilot project, which we call RNE, resulted in a rich learning experience and a legacy of achievements. In hindsight, we can see that these positive outcomes happened because the pilot was designed to harness the energy and ideas that arise from a series of intersections—intersections of residents, local businesses, Metcalf grantees, and community partners who share a common desire to build stronger local economies. At the many points where their interests intersect, learning was expedited, leadership strengthened, and actions for positive change were catalyzed. The result was a series of initiatives and strategies that not only changed community practice, but informed and influenced city-wide policy.

Both neighbourhoods became members of the **Toronto Community Benefits Network (TCBN)**. TCBN has established a community benefits framework with Metrolinx to ensure that investments in public transportation infrastructure yield employment opportunities for low-income communities and support local social enterprises. **ACCESS Community Capital Fund** worked in each neighbourhood to establish micro-loan chapters to support low-income entrepreneurs.

RNE partners collaborated with **West Neighbourhood House's** community-based research project on the informal economy, and connected with **caterToronto** to give their home-based food micro-entrepreneurs access to kitchen facilities and capacity building support.

Metcalf Innovation Fellow **John Stapleton** also became involved with the RNE pilot, exploring barriers that residents were encountering as they pursued entrepreneurial initiatives as pathways out of poverty. From his research, a significant insight was gleaned regarding how the social assistance individualized case management model restricts the ability of Ontario Works recipients to collaborate with others and leverage their social capital. Stapleton will continue to refine his policy recommendations in 2016.

RNE also showed how community organizations can support economic opportunities through training, local hiring, and supporting micro-entrepreneurs. To share the achievements of one RNE partner, in the fall of 2015 Metcalf published *The Power of Civic Action: How the Thorncliffe Park Women's Committee revitalized their park and created an engine of grassroots economic activity*. The booklet tells the story of how the Women's Committee not only overcame obstacles that grassroots groups face, but worked to remove systemic city-wide barriers. In late 2015, both East Scarborough Storefront and Thorncliffe Neighbourhood Office received funding from Ontario's Local Poverty Reduction Fund to implement and evaluate local economies initiatives—initiatives that sprang directly from the RNE pilot. The Foundation has released a report on the pilot and all that we learned. [↗](#)

FAR LEFT: A team of Building Up trainees and tradespeople

RIGHT: NPower leads an IT training course

BELOW: A WoodGreen/DECA pop-up shop



INCLUSIVE LOCAL ECONOMIES 2014-2015 GRANTS

OPPORTUNITIES FUND 7

The 519 Church Street Community Centre

\$220,000 over 2 years
in partnership with the Hospitality Workers Training Centre, to develop a partnership model to improve job quality of workers in the hospitality sector

\$44,900
in partnership with the Hospitality Workers Training Centre, to explore the feasibility of a workforce development strategy in Toronto's institutional food services sector

ABC Life Literacy Canada

\$70,000
in partnership with the Canadian Manufacturing Network, to pilot workplace training for low-wage workers in the manufacturing sector

ACCESS Community Capital Fund

\$65,000 over 2 years
to refine its community-based micro-lending model and support services through a mentorship program

FoodShare Toronto

\$50,000
to develop a business case on how high school cafeterias can provide local employment, healthy and affordable food, and be financially sustainable

\$105,810 over 2 years
in partnership with Thorncliffe Park Women's Committee, to develop organizational leadership to strengthen the economic outcomes of its newcomer micro-entrepreneurs

Goodwill Industries of Toronto, Eastern, Central & Northern Ontario

\$65,941
to design and implement retail-specific career ladders to increase the employability of low-income workers

Houselink Community Homes

\$40,833
in partnership with The Dream Team, to adapt its personal narrative model to raise awareness regarding accommodations and supports that enable consumers/survivors to participate in the labour force

John Howard Society of Ontario

\$50,000 over 18 months
to research police record checking practices and their impact on employment, recommend best practices, and develop a web-based resource hub

Labour Community Services

\$182,250 over 2 years
in partnership with the Toronto Community Benefits Network, to support the implementation of a Community Benefits framework with Metrolinx

The Learning Enrichment Foundation

\$40,000
in partnership with Building Up, to support partnership development that advances its trades-based training and employment social enterprise

NPower Canada

\$30,000
to develop a coordinated workforce development strategy for IT employers in Toronto

Ontario Employment Education and Research Centre

\$240,000 over 3 years
\$220,000 over 2 years
to support public education, network building, leadership development, and research and policy development to advance decent work conditions for low-wage workers

\$31,367
in partnership with the Migrant Workers Alliance for Change, to strengthen the leadership of migrant workers and document best practices

Parkdale Activity-Recreation Centre

\$43,750
to explore how its Co-op Cred program can be integrated into a neighbourhood workforce development strategy for low-income and marginalized community members in Parkdale

Scadding Court Community Centre

\$66,825
in partnership with Food Forward Advocacy Alliance, to formalize the organizational structure of caterToronto and build a business model that supports community-based caterers

\$188,816 over 2 years
to implement its "Business in a Box" franchise model in three low-income communities

The Stop Community Food Centre

\$20,000
to explore the feasibility of a food sector employment strategy for their service users

Toronto Centre for Community Learning & Development

\$25,740
to develop a framework for a micro-entrepreneurship food incubator in Regent Park

\$45,020
to strengthen its micro-entrepreneurship food incubator's business training model and develop a retail strategy

Toronto Region Immigrant Employment Council

\$80,000
to increase the social capital of under/unemployed immigrants through a referral process pilot project

West Neighbourhood House

\$115,000 over 2 years
to explore and develop policy responses that improve the safety and increase the incomes of low-income workers who are active in the informal economy

\$15,000
in partnership with Wagemark Foundation, to explore a strategic, neighbourhood-level campaign on the benefits of equitable wages

WoodGreen Community Services

\$159,683 over 2 years
in partnership with the Danforth East Community Association (DECA), to share their pop-up shop tenancy model and address the legislative framework around vacant storefronts

RESILIENT NEIGHBOURHOODS

FoodShare Toronto

\$12,163
in partnership with the Thorncliffe Park Women's Committee, to strengthen the economic capacity of the bazaars and support participating micro-entrepreneurs

Tides Canada Initiatives Society

\$34,000
to support a multi-year pilot with East Scarborough Storefront to improve economic opportunities for low-income people in Kingston-Galloway/Orton Park

\$2,056
to enable resident participation in John Stapleton's community-based research on social assistance and self-employment supports



TOP LEFT: Trainees from Building Up construct accessibility ramps

TOP RIGHT: Family Service Toronto holds a focus group with home childcare providers

MIDDLE: A WoodGreen/DECA pop-up shop


LEFT: The Hospitality Workers Training Centre



PERFORMING ARTS PROGRAM

Core activities in the Performing Arts Program continue to reflect the Foundation's desire to provide professional arts organizations with opportunities to explore new strategies for creating, producing, and sharing their work. Over the past two years, organizations and individuals alike moved seamlessly between moments of private exploration and shared growth.

The program's primary funding stream—the Creative Strategies Incubator—reflects the Foundation's commitment to creating a culture of shared learning. Each year a cohort of innovative thinkers in the performing arts, from across organizations and artistic disciplines, comes together to tackle a single pressing issue or promising opportunity. Over a three-year period, each organization pursues a specific initiative that addresses the focus issue while also sharing and learning from each other.

Both the 2013 and the 2015 Creative Strategies Incubator cohorts are exploring new approaches to, or alternative sources of, revenue. Initiatives range from monetizing artistic assets by expanding touring networks to creating an online platform for purchasing digital recordings. The 2014 cohort is working on engaging audiences and building communities by experimenting with participatory performance practices, enabling connections within physical spaces, and developing user-specific digital platforms. With three distinct Learning Networks now beginning to seed a rich variety of initiatives, we created Stories from the Inc., a web-based portal containing text, photos, and video to capture and document meaningful junctures in the work. 

As the Creative Strategies Incubator matured into its third year, we also moved forward with ideas from reports by Metcalf Innovation Fellows Shannon Litzenberger and Jane Marsland. Metcalf convened a consortium of five public funders—an unprecedented collaboration—to explore the possibility of piloting a shared charitable platform for the arts sector. Shared charitable platforms are entities that can provide artists with governance oversight, legal compliance, financial management, and administrative and human resource support.

In 2014 and 2015, through the Internships Program, thirty-six emerging arts professionals were given opportunities to bridge self-identified gaps in their experience. Internships include mentorship in leadership, professional skills, and networking in a variety of streams such as artistic direction, curation, arts management, theatre production, and dance stage management. As most interns find gainful employment within the sector at the conclusion of their internships, this investment in leadership supports our broader commitment to building a more resilient arts sector.



Supporting the performing arts at intersections where artists, non-artists, technology, the business world, neighbourhoods, and communities come together

How often do we imagine that if we build it—a website, a performance, a meeting place—people will come? Yet on its own, this is only wishful thinking. Engagement requires clear goals and a thoughtful path of action. Much of Metcalf's recent work in the performing arts sector addresses how to strengthen engagement and diversify or expand sources of revenue. We see the greatest opportunities for this work at points of shared interest—intersections where cultural and artistic work meets technologies, business interests, community leadership, neighbourhoods, or public space.

Reflecting our desire to share ideas and approaches to this work, Metcalf hosted a one-day forum called **Stories from the Inc.**, in early 2015. Over 90 representatives from Toronto-based arts organizations came out to hear the inaugural 2013 Creative Strategies Incubator cohort talk about their work on new and alternative approaches to revenue. **Toronto Fringe** is developing an app to boost sales; **Art of Time Ensemble** is reimagining its digital presence to increase engagement; **TAPA**, **ArtsBuild Ontario**, and **WorkInCulture** are collaborating on an online marketplace to help Toronto venue-based organizations maximize their rental revenue; **Tafelmusik** is using its vast asset library to build a proprietary shop to increase revenue; **Acting Up Stage** is boosting sales by extending the run of an existing performance and enhancing and customizing the attendance experience for corporate, social, and charitable groups.

Two participants from the 2014 Creative Strategies Incubator are imagining and creating compelling ways to bring audience members closer to the centre of the creative process. Their work challenges our assumptions about who makes art, where art happens, and how an audience is engaged. Through its Audience in Residence (AiR) program, **Anandam Dancetheatre** runs public workshops during which they invite the audience to participate in co-authoring new creations with the Artistic Director. In professional development workshops they build the skills of their artists to engage more directly with audience members. From the deconstruction of the rehearsal space to reconsiderations regarding the positioning of an audience for a performance, Anandam's work disrupts assumptions of power and authority. Through participatory performance practices they are widening and deepening cultural literacy.

Kaeja d'Dance created *Porch View Dances* in order to reach new types of audiences and to nurture an appreciation of dance, choreography, and theatre. Kaeja breaks down barriers between professional art and the general public in the creation of dances performed by families and residents, for neighbours, outside on the front porches of their homes. For the company, this work has been highly emergent. As they expand the program into communities beyond the city core they are learning the importance of finding a non-threatening way of encouraging participation, such as inviting family members to spend time together working on a fun and creative project.



FAR LEFT: Nightswimming,
Why We Are Here! 2015

LEFT: Kaeja d'Dance,
Porch Views Dances, 2012

BELOW: Aluna Theatre,
The Refuge of Dreidel, 2016



PERFORMING ARTS 2014-2015 GRANTS

CREATIVE STRATEGIES INCUBATOR 7

2013 FOCUS ISSUE – NEW APPROACHES TO REVENUE

Acting Up Stage Company

\$100,500 over 3 years
to transform their annual
concert into a social
enterprise

Art of Time Ensemble
\$130,000 over 3 years
to build primary revenue
through online
engagement

**The Fringe of
Toronto Theatre
Festival**
\$109,000 over 3 years
to investigate crowd-
sourced funding for
independent theatre

**Tafelmusik Baroque
Orchestra and
Chamber Choir**
\$185,000 over 3 years
to build online sales
revenues

**Toronto Alliance for
the Performing Arts**
\$125,000 over 3 years
in partnership with
ArtsBuild Ontario and
WorkInCulture, to
increase earned revenue
from facility rentals

2014 FOCUS ISSUE – ENGAGING AUDIENCES AND BUILDING COMMUNITIES

**Anandam
Dancetheatre**
\$94,000 over 3 years
to investigate how
audiences engage with
participatory performing
arts

Jumblies Theatre
\$120,000 over 3 years
to explore community-
engaged arts practice
through knowledge
exchange

Kaeja d'Dance
\$210,788 over 3 years
to create a public space
animation initiative in the
inner Toronto suburbs

Nightswimming
\$101,000 over 3 years
to develop online hubs
for each of their projects

**SummerWorks
Performance Festival**
\$160,000 over 3 years
to create an audience
engagement platform
using Beacon technology

The Theatre Centre
\$135,000 over 3 years
to open their new facility
to social innovators and
the local community

**Toronto Summer
Music**
\$160,650 over 3 years
to establish the Toronto
Summer Music
Community Academy

2015 FOCUS ISSUE – NEW APPROACHES TO REVENUE

**b current Performing
Arts Co.**
\$70,000 over 3 years
to create a revenue-
generating series of
courses and retreats

**The Company
Theatre**
\$125,000 over 3 years
to create and manage a
website on Canadian
performing arts

Nightwood Theatre
\$133,271 over 3 years
to develop a leadership
training program for
women

**Soundstreams
Canada**
\$111,500 over 3 years
to redesign past and
upcoming productions
for use by regional
presenters

PERFORMING ARTS INTERNSHIPS 7

**Acting Up Stage
Company**
\$25,208
Ari Weinberg
(artistic direction)

**Acting Up Stage
Company**
\$29,950
in partnership with
Canadian Dance
Assembly, for Laura
Paduch (administration)

Aluna Theatre
\$30,000
Victoria Mata
(artistic direction)

Arraymusic
\$30,000
Kelley Mitchell
(music production)

Art of Time Ensemble
\$27,500
Joanne Williams
(administration)

bluemouth inc.
\$17,000
Mariel Marshall
(artistic direction/
producing)

**Cahoots Theatre
Projects**
\$27,500
Indrit Kasapi
(artistic producing)

Canadian Stage
\$27,500
Danny Tran
(properties)

\$30,000
Aaron Willis
(artistic producing)

**Clay and Paper
Theatre**
\$27,500
Kathryn Durst
(administration)

Crow's Theatre
\$21,154
Andrew Kushnir
(directing)

**Debajehmujig
Storytellers**
\$27,305
Jamie Oshkawbewisens
(community arts)

The Grand Theatre
\$15,865
Danielle Poirier
(scenic artist)

Jumblies Theatre
\$27,500
Angela Loft
(artistic direction)

\$30,000
Nikki Shaffeeullah
(artistic direction)

National Arts Centre
\$4,800
Marcus Jamin
(direction/puppeteering)

Nightwood Theatre
\$30,000
Naz Afsahi
(administration)

**Ottawa Fringe
Festival**
\$30,000
Emily Carvell
(artistic producing)

**Playwrights Guild
of Canada**
\$27,500
Jennie Egerdie
(administration)

**The School of
Toronto Dance
Theatre**
\$11,250
Stuart Wright
(rehearsal direction)

Shaw Festival
\$16,500
Paul Moody
(music direction)

\$16,000
Joseph Tritt
(music direction)

**Sony Centre for the
Performing Arts**
\$30,000
in partnership with
Dance Collection Danse,
for Sarah Anderson
(archivism)

Soulpepper Theatre
\$20,769
Casey Hudecki
(fight direction)

**SummerWorks
Performance Festival**
\$25,208
Meara Tubman-Broeren
(artistic producing)

Tapestry Opera
\$27,500
Anastasia Tchernikova
(artistic direction)

\$12,035
Blanche Israël
(artistic direction)

Tarragon Theatre
\$22,878
Claire Cavanagh
(design)

**Toronto Dance
Theatre**
\$17,600
Caitlyn Albanese
(production)

\$20,160
Kaitlin Cheel
(production)

\$30,000
Cassandra Piroutz
(administration)

Volcano Theatre
\$27,500
in partnership with
Peggy Baker Dance
Projects, for Adiyana
Morris (administration)

\$30,000
Rachel Penny
(administration)

**Young People's
Theatre**
\$30,000
Nick Tracey
(administration)

STRATEGIC INITIATIVES*

Crow's Theatre
\$150,000 over 3 years
to support community
consultation, audience
development, and
organizational capacity

Nova Dance
\$99,960 over 3 years
to instigate a Creation
Lab project

**Obsidian Theatre
Company**
\$119,100 over 3 years
to support more
Black artists in the
development of work

**Young People's
Theatre**
\$162,000 over 3 years
to engage local students
and educators in YPT
programming



TOP LEFT: SummerWorks,
Progress Festival, 2016

TOP RIGHT: Kaeja d'Dance,
Porch Views Dances, 2012

MIDDLE: Toronto Fringe
Festival

RIGHT: SummerWorks,
Progress Festival, 2016



ENVIRONMENT PROGRAM

Mobility is essential to our daily lives. It is how we move around our neighbourhoods and cities, get to work or to school, run errands, connect with family and friends. But how we move—our transportation systems, infrastructure, and modes—fundamentally impacts our environment. In fact, the largest and fastest growing source of greenhouse gas emissions in Ontario is the transportation sector.

The goal of our Environment Program is to help build a low-carbon, resource efficient, and resilient Canada. The program supports initiatives that integrate environmental and economic interests and that help to mitigate the impact and severity of climate change. We are drawn to the possibilities of connecting our environmental goals with other desired outcomes such as affordable transportation choices, active and healthy lifestyles, and prosperous local economies.

In 2014, the Foundation launched three distinct yet complementary areas of focus for the program: Cycle City, Electrifying Movement, and Enabling Solutions. In defining these three focus areas, we determined that our efforts would be driven by the nature and characteristics of issues or challenges the Foundation seeks to address, rather than by geography or sector alone. This necessitates supporting interconnected work at multiple scales—municipal, provincial, federal—and requires engaging with partners across multiple sectors—business, labour, government, and non-profit.

Through Cycle City we are helping to build a constituency and a culture that support cycling in Toronto. This work addresses issues ranging from the environment, to health and local economies, to public space design—often framed through a city building and healthy communities lens. Electrifying Movement supports an array of partners working to imagine and build a society that is propelled largely by clean, electrified transport modes. Much of this work is centered on public transit and other forms of shared mobility. Encompassing all of this work is Enabling Solutions. While not exclusively focused on mobility, this funding stream is supporting work at the provincial and national levels to advance fiscal policy reforms, regulatory changes, and new narratives to create greater opportunities for building low-carbon solutions in Canada.



Working at multiple scales and across multiple sectors to build a low-carbon Canada creates intersections among actors, issues, and geographies

Metcalf's support for **Canada's Ecofiscal Commission**—a group of leading economists from across the country supported by an advisory board that spans Canada's political spectrum—is helping to integrate environmental and economic interests by advancing fiscal policy reforms. From road congestion pricing and municipal user fees, to carbon pricing and subsidy reform, there are many opportunities to spark innovative approaches to protecting our environment while supporting sustainable economic prosperity. Helping to create policy change and regulatory reform at the federal, provincial, and municipal scale also enables more climate action at the neighbourhood level.

As Canada seeks to transition away from a heavy reliance on fossil fuel based transportation, the Foundation is supporting initiatives that connect energy and transportation in renewable ways. A desire to help change the way we power and propel our transportation system is what led us, in 2013, to support the creation of a solar powered electric vehicle charging station at **York University**. Initiated by Dr. Jose Etcheverry, Professor and Co-Chair of York's Sustainable Energy Initiative, this project, completed in late 2015, demonstrates the possibilities of powering electric mobility with renewable sources of energy.

Where Canadians live and how we design our cities and streets also has a profound impact on our environment. At the intersections of public space and mobility, health and local business, the Foundation is drawn to the possibilities of building a new road order in Toronto.

Working with partners at the City and groups such as **Cycle Toronto** and the **Toronto Centre for Active Transportation (TCAT)**, we are convening stakeholders from a diverse range of sectors, hosting events, and supporting research and programming to advance cycling initiatives across the city.

In partnership with two local Business Improvement Associations—the **Bloor Annex BIA** and the **Korea Town BIA**—we are co-funding a research study led by TCAT on the economic impact of pilot bike lanes along a key Bloor Street corridor. This funding partnership reflects the Foundation's desire to gather data to better understand the impact bike lanes have on local economies and is an opportunity to test a different approach to community-based philanthropic support.

Convening timely public events is another way that we are helping advance progressive action in areas closely aligned with our programs. In late 2015, Metcalf hosted Janette Sadik-Khan, Principal with Bloomberg Associates, for an event called **Changing Lanes: Blueprints for a New Road Order**. Sadik-Khan is well known for her leadership in transforming New York City's streets and public spaces. During her tenure as NYC Transportation Commissioner she oversaw the pedestrianization of Times Square, the installation of 400 miles of bicycle lanes and 60 public plazas across the city, and the launch of the nation's largest bike share program. The event illustrated what can be accomplished here in Toronto with the right combination of vision, tenacity, and creativity. ➔



FAR LEFT: Revitalized
Queens Quay streetscape

LEFT: Changing Lanes event
with Janette Sadik-Khan

BELOW: Wellesley Street
separated bike lane



ENVIRONMENT 2014-2015 GRANTS

CYCLE CITY 7

City of Toronto
\$85,000 over 2 years
to address barriers to cycling in Toronto's tower communities

Clean Air Partnership
\$299,069 over 2 years
to support Toronto Centre for Active Transportation in collaboration with CultureLink, Cycle Toronto, and the University of Toronto's Cycling Think & Do Tank, to establish two bike hubs in Scarborough

\$12,000
to study the economic impact of pilot bike lanes on Bloor Street

Evergreen
\$100,000
for Evergreen CityWorks to convene stakeholders to identify opportunities to advance cycling in Toronto

Malvern Family Resource Centre
\$15,000
to help develop a community-based cycling initiative in East Scarborough

The Pembina Foundation
\$24,750
in partnership with Pembina Institute, to conduct comparative research on cycling infrastructure in Canadian cities

Regent Park Community Health Centre
\$82,000 over 2 years
in collaboration with Charlie's FreeWheels, to support a summer youth cycling program in Toronto's Regent Park

ELECTRIFYING MOVEMENT 7

Evergreen
\$53,200
for the Move the GTHA collaborative to identify and promote transportation solutions to reduce emissions

The Living City Foundation
\$51,000
in partnership with Partners in Project Green, to create an Open Electric Vehicle Charging Network in the Pearson Eco-Business Zone and beyond

The Pembina Foundation
\$50,400
in partnership with Pembina Institute, to undertake research and policy analysis on increasing transit mobility

University of Ontario Institute of Technology
\$100,000 over 2 years
to investigate neighbourhood-level challenges to electrified personal transportation in three GTHA communities

HEALTHY LANDS*

Ontario Farmland Trust
\$50,000 over 2 years
to address the growing interest and need for farmland securement services

ENABLING SOLUTIONS 7

Environmental Defence Canada
\$100,000 over 2 years
to build the capacity of the Clean Economy Alliance in Ontario

Nature Canada
\$15,000
to support the Green Budget Coalition's 2016 activities

The Neptis Foundation
\$50,000
to redevelop the Neptis Geoweb interactive online mapping platform

The Pembina Foundation
\$15,000
to support the Strathmere Group, a coalition of the Executive Directors of Canada's leading environmental organizations

Simon Fraser University
\$75,000
to support Clean Energy Canada's research, convening, and communications efforts in Ontario
\$75,000
to support and enhance Clean Energy Canada's national research and communications efforts

University of Toronto
\$20,000
in partnership with the Institute for Competitiveness and Prosperity and the Martin Prosperity Institute at the University of Toronto, to research and envision a low-carbon economy in Ontario

METCALF GREEN PROSPERITY CHALLENGE*

Ryerson University
\$31,000 over 2 years
for Dr. Miljana Horvat to produce guidelines for solar zoning in an urban context

\$14,674
for Dr. Cheryl Teelucksingh to explore opportunities to include marginalized groups as a central component in the transition to a green economy

University of Guelph
\$40,000 over 2 years
for Dr. Andrea Bradford to produce a detailed cost-benefit analysis of green infrastructure retrofit projects

University of Ottawa
\$15,000
for Dr. Stewart Elgie at Sustainable Prosperity to research environmental price reform as a means of improving urban sustainability outcomes

\$15,000
for Stephanie Cairns at Sustainable Prosperity to research fee, incentive, and market-based programs that can support the expansion of green infrastructure in southern Ontario cities

University of Toronto
\$12,682
for Dr. Beth Savan to develop policy and practice recommendations for cities, communities, and citizens to harness demand for cycling

University of Waterloo
\$39,800 over 2 years
for Dr. Amelia Clarke in partnership with Sustainable Prosperity, to develop a methodology identifying how local government pricing signals can support community sustainability plans

\$14,729
for Dr. Ian Rowlands to highlight connections between energy poverty advocacy and energy systems transformation strategies

York University
\$15,000
for Dr. Mark Winfield to examine barriers to the decision-making processes regarding resource development and infrastructure projects in Canada

REINVENTING GROWTH*

Everdale Environmental Learning Centre
\$82,271 over 2 years
to support Black Creek Community Farm and the launch of the Driftwood Food & Artisan Market

Green Communities Foundation
\$60,000 over 2 years
to support a WALK Friendly Ontario designation system

The Living City Foundation
\$100,000 over 2 years
to increase community sustainability in Toronto's Jane-Finch area apartment towers

North York Harvest Food Bank
\$30,000 over 2 years
in partnership with Toronto Urban Growers, to promote urban agriculture in Toronto

Ontario Horticultural Trades Foundation
\$116,000 over 2 years
in partnership with Green Roofs for Healthy Cities and the Ontario Parks Association, to assist four communities to develop green infrastructure plans

Ontario Nature
\$168,000 over 2 years
to explore, develop, and promote models for biodiversity offsetting in Ontario

\$200,000 over 3 years
in partnership with Cornerstone Standards Council, to launch and promote a voluntary certification system for sustainable aggregates extraction

Social Planning Toronto
\$159,562 over 2 years
in partnership with Toronto Environmental Alliance and Environment Hamilton, to support a street-level air quality monitoring program

SUSTAINABILITY INTERNSHIPS*

CultureLink Settlement Services
\$26,600
Pallavi Roy

Everdale Environmental Learning Centre
\$29,600
Michael Gebu

Evergreen
\$30,000
Jesse Darling

Hamilton Naturalists' Club
\$30,000
Giuliana Casimirri

Meal Exchange
\$29,766
Michael Waglay

Tides Canada Initiatives Society
\$625
to support the transition of Toby Davine's internship from Land Food People Foundation to Sustain Ontario

University of Ottawa
\$28,000
in partnership with Sustainable Prosperity, for Mercedes Marcano



TOP LEFT AND INFOGRAPHICS BELOW:
Public education and program support for Cycle Toronto

TOP RIGHT: Solar-powered electric vehicle charging station at York University

LEFT: Spadina and College intersection



INNOVATION FELLOWSHIP

The Metcalf Innovation Fellowship program supports leading experts and critical thinkers in the exploration of bold new solutions to systemic issues in the areas in which we work. Their research informs and enhances our granting programs, unites diverse audiences in conversation, and helps Metcalf advance new approaches to policy perspectives.

Over the past two years, Innovation Fellows Fay Faraday, John Stapleton, and Tom Zizys have delved deeper into their respective investigations of the workforce. Their reports, listed at right, have documented the experiences of migrant workers, mapped the changing faces of Toronto's working poor, and charted widening income disparities across the Canadian labour market. All three continue to build upon their research.

Senior arts administrator Guy de Carteret created a blueprint, called *INCITE*, for an interconnected, trans-disciplinary forum series. The series is designed to explore contemporary issues using innovative practices and technologies.

To further disseminate their ideas to a national audience, two reports from our Performing Arts Program, *Choreographing our Future* by Shannon Litzenberger, and *Shared Platforms and Charitable Venture Organizations* by Jane Marsland, were translated into French. Both Litzenberger and Marsland were invited to present their findings on emerging ideas in arts funding at the 2014 Where Next BC arts conference in Vancouver.

Our most recent Innovation Fellowships are providing fresh perspectives to long-standing challenges. Social policy thinker Sarah Schulman is investigating alternative research and data collection models as a means of improving outcomes for street-involved individuals. Elizabeth MacKinnon and Christine Pellerin are examining the feasibility of social finance as a revenue generation tool for the Canadian arts sector.

Profiting from the Precarious

APRIL 2014

How recruitment practices exploit migrant workers

by Fay Faraday



METCALF
FOUNDATION

INCLUSIVE LOCAL ECONOMIES



The Working Poor IN THE TORONTO REGION

Mapping working poverty in Canada's richest city

APRIL 2015

by John Stapleton
with Jasmin Kay

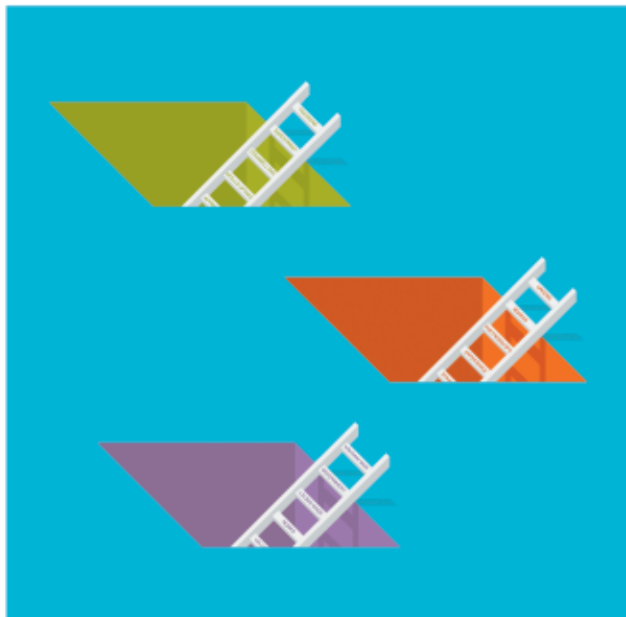
METCALF
FOUNDATION
Inclusive Local Economies

Better Work

OCTOBER 2014

The path to good jobs is through employers

by Tam Zuzys



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INCLUSIVE LOCAL ECONOMIES

Bios of our Innovation Fellows and their published reports can be accessed on the Metcalf website.

Partner publications

EXPLORING INTERSECTIONS OF POLICY AND PRACTICE

In addition to the Metcalf Innovation Fellowship reports, the Foundation also supports research undertaken by grantee or sector partners. Sometimes we do this directly, sometimes in collaboration with other funders. Our investment in this work is a way of connecting to a wider range of experts and diverse thinkers on issues that can be enriched by timely research, reflection, and critical study.

Dollars & Sense: Opportunities to Strengthen Southern Ontario's Food System, produced with support from Metcalf, The J.W. McConnell Family Foundation, and the Friends of the Greenbelt Foundation, explores the economic and environmental benefits of increasing regional food production and distribution. *A Tale of Three Carrots*, written by Ran Goel of Fresh City Farms, tells the story of three different carrots, from three different farms, comparing and contrasting options that are available for growing, selling, and purchasing food. Both publications reflect the Environment Program's previous focus on building local sustainable food systems.

The phase out of coal-fired power in Ontario eliminated a significant source of air pollution, equivalent to taking seven million cars off the road. Lessons from the remarkable 17-year campaign that led to the shut down are captured in a report, *Ontario's Coal Phase Out: Lessons learned from a massive climate achievement*, written by former Metcalf grantee Ontario Clean Air Alliance Research with support from Metcalf and the Ivey Foundation.

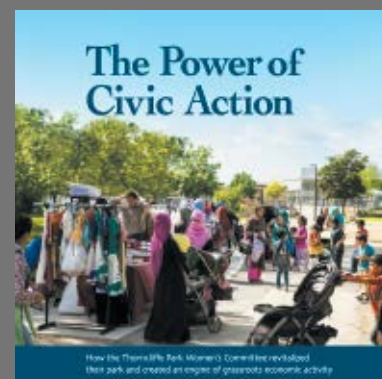
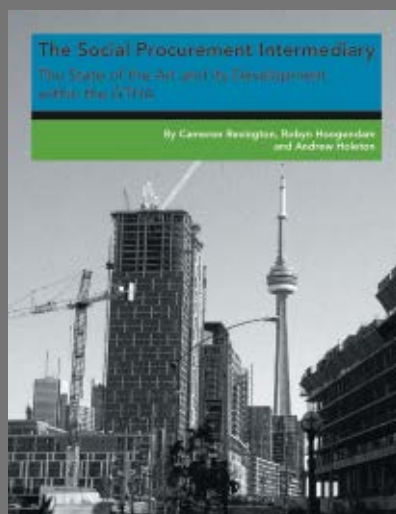
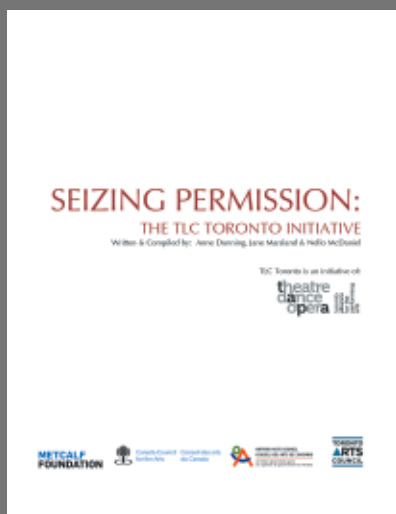
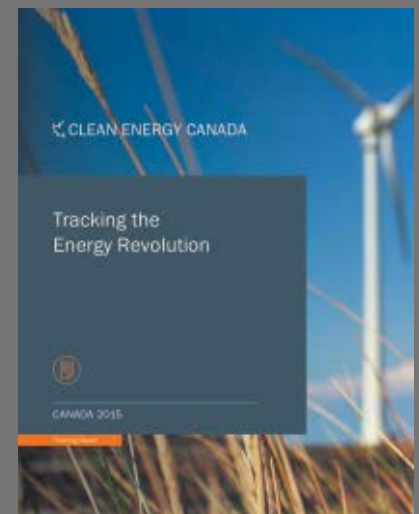
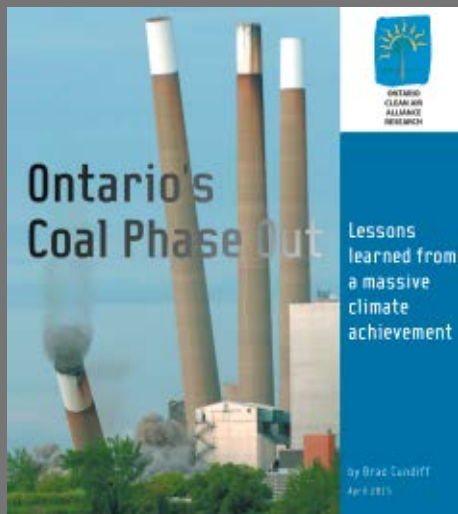
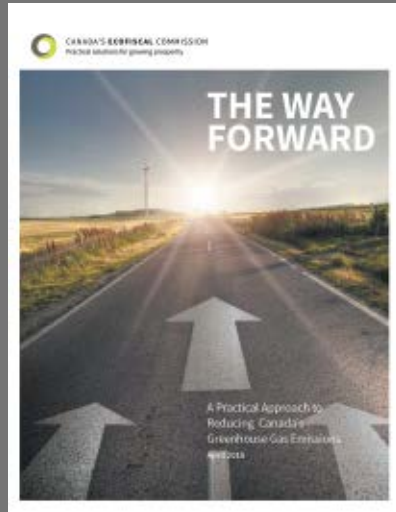
Sustainable Prosperity, in collaboration with Dr. Amelia Clarke from the University of Waterloo, published the *Sustainability Alignment Manual* in 2015. It is a practical guide that offers municipalities an inventory of market-based instruments for achieving goals outlined in their sustainability community plans.

Aligned with the Environment Program's current focus, the Foundation's support of Canada's Ecofiscal Commission has helped provide funding for reports on topics such as Canada's greenhouse gas emissions, carbon pricing, the price of traffic congestion, and Ontario's cap-and-trade system. With Metcalf support, Clean Energy Canada released their second annual set of *Tracking the Energy Revolution* reports that highlight key transitions toward a clean energy future.

Metcalf provided funding to Theatres Leading Change—a collaborative project, facilitated by ARTS Action Research, which encouraged arts leaders to find solutions collectively rather than face challenges independently. The project had several phases and in early 2015, following two years of research, *Seizing Permission: The TLC Toronto Initiative* was published by ARTS Action Research. The paper addresses challenges such as resource distribution, audience development, and the nature of collaborative creation both within and between organizations. Metcalf was one of four funders of the paper.

The Social Procurement Intermediary: The State of the Art and its Development within the GTHA was produced with support from Metcalf and Social Enterprise Toronto. Published by The Learning Enrichment Foundation in early 2015, it investigates the potential of connecting the purchasing power of businesses, governments, and non-profit organizations with the productivity of social enterprises in the GTHA.

A few years ago, Metcalf began working with the Thorncliffe Park Women's Committee through our Resilient Neighbourhood Economies pilot project. As the relationship developed, what emerged was an extraordinary example of inclusive, grassroots city building. Metcalf published *The Power of Civic Action* to tell the story of how the Women's Committee revitalized their park, created an engine of grassroots economic activity, and changed practice and policy across the city.



RENEWAL PROGRAM

Since its inception in 2010, the Metcalf Renewal Program has provided non-profit leaders with opportunities for professional development and renewal. Opportunities have extended to training seminars, fellowships, research opportunities, and international residencies and retreats. After careful reflection, the Foundation decided to wind down its Renewal Program at the end of 2015. We are currently exploring new approaches to continue our commitment to strengthening the Canadian non-profit sector by investing in its leaders.

The 519 Church Street Community Centre

[Danielle Olsen, Executive Director, Hospitality Workers Training Centre](#) participated in the Aspen Institute's Sector Skills Academy

Ecojustice Canada

[Kaitlyn Mitchell, Staff Lawyer and National Program Director – Priorities](#) participated in the Art of Leadership program at Rockwood Leadership Institute in New York

EcoSpark Environmental Organization

[Joyce Chau, Executive Director](#) participated in the Max Bell Foundation's Public Policy Training Institute and a negotiation course at the University of Toronto's School of Continuing Studies

The Essential Collective Theatre

[Stephanie Jones, Artistic Director](#) participated in a teaching and research placement at The Neighborhood Playhouse School of the Theatre in New York City

Peggy Baker Dance Projects

[Meredith Potter, Manager](#) investigated possible changes to her cluster management model with consultant Judy Wolfe

Shadowpath Theatre Productions

[Alex Karolyi, Artistic Director](#) participated in the International Physical Theatre Lab in Leirtrig bei Leibnitz, Austria

SKETCH Working Arts

[Phyllis Novak, Artistic Director and Founder](#) documented the development of SKETCH Working Arts and its evolution as a community arts organization

Tides Canada Initiatives Society

[Renee Devereaux, Director of Learning, School for Social Entrepreneurs](#) participated in Graphic Facilitation and Art of Hosting training

TREC Charitable Foundation

[Judith Lipp, Executive Director](#) undertook coursework, participated in networking events, and traveled to Aboriginal communities to strengthen connections with leaders in the renewable energy co-op sector

SPECIAL INITIATIVES

The Foundation maintains a small reserve fund for making grants outside of our formal program areas. These grants give the Foundation the opportunity to support worthy initiatives that are consistent with our objectives but do not neatly fit into our program areas.

GENERAL FUND

<p>Caledon Institute of Social Policy \$25,000 in support of the Canada Social Report</p> <p>Canadian Environmental Grantmakers' Network \$6,000 in 2014 \$6,000 in 2015 for general support</p> <p>\$5,000 to support a landscape assessment of efforts to build a low-carbon economy in Canada</p> <p>\$5,000 in 2014 \$5,000 in 2015 to support the annual CEGN conference</p> <p>The Canadian Institute for Advanced Research \$225,000 over 3 years in support of the Bio-inspired Solar Energy Program which is creating new renewable energy technology</p> <p>The Canadian Network for Arts & Learning \$5,000 for general support</p> <p>Carleton University \$7,500 in support of the C2UExpo</p> <p>CIVIX \$25,000 over 5 years in support of the CIVIX Caucus</p> <p>Clean Air Partnership \$12,000 in support of the 8th annual Complete Streets Forum</p> <p>Community Food Centres Canada \$200,000 over 2 years for core support</p> <p>Crow's Theatre \$50,000 towards completion of their capital campaign</p>	<p>Cultural Human Resources Council \$50,000 over 2 years to create Meeting the Succession Challenge, a skills development program for mid-level arts managers</p> <p>CultureLink Settlement Services \$5,000 in 2014 \$5,000 in 2015 in partnership with Cycle Toronto, to help deliver the Street Smarts program</p> <p>Evergreen \$50,000 for Evergreen CityWorks' Tower Renewal Showcase to develop plans and financial models</p> <p>\$2,000 for Evergreen CityWorks to undertake research and polling on attitudes towards cycling</p> <p>Fort York Foundation \$50,000 in support of the Liquid Landscape project</p> <p>Imagine Canada \$45,000 over 3 years in support of Leadership for a Stronger Canada</p> <p>International Board on Books for Young People \$30,000 over 3 years in support of the National Reading Campaign</p> <p>Jumblies Theatre \$1,500 to support a public conversation with John Fox and Sue Gill</p> <p>Land Food People Foundation \$6,500 to support the organization's transition from staff-run to volunteer-run</p>	<p>The Lewa Wildlife Conservancy (Canada) \$15,000 in support of the NRT's Research & Monitoring and Micro-Credit Programs</p> <p>Literary Review of Canada \$5,000 in support of Spur Toronto</p> <p>\$10,000 in support of strategic counsel and a business plan</p> <p>MaRS Discovery District \$10,000 in partnership with WISIR, McConnell Foundation, and the Ontario Trillium Foundation, to test the Solutions Lab model for food systems change</p> <p>The J.W. McConnell Family Foundation \$2,075 in support of a training event for Metcalf Sustainability Interns with Cities for People</p> <p>\$20,000 in support of the Possible Canadas project</p> <p>McGill University \$360,000 over 3 years to support Canada's Ecofiscal Commission to advance fiscal policy solutions</p> <p>Nature Canada \$15,000 to support the Green Budget Coalition's 2015 Green Budget</p> <p>Obsidian Theatre Company \$19,000 to support Hack Cab, where performing arts companies use technology to cultivate new audiences</p>	<p>The Omega Foundation \$250,000 in support of SmartSAVER, a national project that helps low-income families save for their children's post-secondary education</p> <p>Ontario Clean Air Alliance Research Inc. \$5,000 to support a paper detailing how Ontario eliminated the burning of coal</p> <p>Ontario Employment Education and Research Centre \$1,000 in 2014 \$1,000 in 2015 on behalf of an advisory committee member</p> <p>Ontario Nature \$1,140 to support Dr. Anne Bell's professional development related to biodiversity offsetting strategies</p> <p>Parkdale Activity-Recreation Centre \$75,000 to support the start-up collaborative process of a community-based food procurement and distribution system in Toronto</p> <p>\$100,000 to support the FoodReach Collaborative in scaling their food procurement and distribution system</p> <p>Pelee Island Bird Observatory \$10,000 to support ongoing fieldwork and nature educational programs</p>	<p>Philanthropic Foundations Canada \$45,000 over 3 years for general support</p> <p>Professional Association of Canadian Theatres \$1,500 to engage smaller, independent, and culturally specific theatre companies in their 2015 conference</p> <p>Ryerson University \$25,000 to support the Ryerson City Building Institute's Visiting Scholar position</p> <p>Sanctuary Toronto \$10,000 in 2014 \$10,000 in 2015 for general support</p> <p>Sierra Club Canada Foundation \$5,000 in partnership with Ecology Ottawa, to research opportunities for reducing greenhouse gas emissions in Ottawa</p> <p>Simon Fraser University \$85,000 to support Clean Energy Canada to expand its research and communications efforts in Ontario</p> <p>Sistema Toronto Academy \$150,000 over 2 years to expand the Sistema program to the Kingston-Galloway/Orton Park neighbourhood</p> <p>Social Planning Council of Ottawa \$20,000 over 2 years for the Citizens Academy learning program</p> <p>\$10,000 in support of Citizens Academy</p>	<p>The Stop Community Food Centre \$50,000 in support of the Community Action Program</p> <p>The Theatre Centre \$50,000 in support of the capital campaign</p> <p>Tides Canada Initiatives Society \$5,000 in partnership with Canada Conserves, to report on conservation challenges and opportunities</p> <p>\$15,000 in partnership with the Global Alliance for the Future of Food, to support the 2014 Global Alliance Gathering</p> <p>\$32,450 to support Sustain Ontario's strategic planning process</p> <p>\$10,000 to support Project Neutral in delivering neighbourhood-level carbon reduction programs</p> <p>\$20,000 in 2014 \$10,000 in 2015 in support of Jane's Walk</p> <p>\$175,000 over 2 years to support East Scarborough Storefront in fostering economic opportunities for low-income people (legacy to Resilient Neighbourhood Economies pilot project)</p> <p>\$10,000 to support East Scarborough Storefront to measure the economic landscape of Kingston-Galloway/Orton Park (legacy to Resilient Neighbourhood Economies pilot project)</p>
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SPECIAL INITIATIVES

GENERAL FUND

Toronto Alliance for the Performing Arts \$2,000 to support the launch of the final report from "Theatres Leading Change"	University of Toronto \$40,000 in support of the Not-for-Profit Sector Research Hub at the Mowat Centre
Toronto Arts Council \$10,000 to support a symposium for cultural leaders to re-imagine Canada's cultural policy framework	The Walrus Foundation \$20,000 in support of their strategic plan
Toronto Arts Foundation \$15,000 over 2 years to evaluate new models for supporting independent producers and report on best practices	West Neighbourhood House \$50,000 to work with street-involved adults to co-develop and prototype interventions that can lead to better outcomes
Toronto Artscape Foundation \$180,000 over 3 years in support of Launchpad, a dynamic creative incubator space	Writers' Trust of Canada \$50,000 in 2014 \$50,000 in 2015 in support of the Vicky Metcalf Award for Literature for Young People
Toronto Foundation \$15,000 in support of the Toronto Social Capital Project	
Toronto Park People Projects \$5,000 to support the convening of park organization leaders to examine a national urban parks network	
United Way Toronto \$5,650 to develop communication materials for the City of Toronto's Residential Apartment Commercial Zone	
University of Ottawa \$10,000 to support the 2014 Big Ideas for Sustainable Prosperity: Innovation for Greening Growth conference	

DIRECTOR-INITIATED

Alma Children's Education Foundation \$10,000 for general program support	Dixon Hall \$5,000 in 2014 to support their homeless shelter and music program \$4,000 in 2015 in support of the shelter program	Museum of Contemporary Canadian Art \$2,000 in support of their capital campaign	Toronto Mendelssohn Choir \$1,000 for general support \$2,500 for the Conductor's Challenge
Art of Time Ensemble \$5,000 for operational support	Family Service Toronto \$2,500 in support of the Keep the Promise project	Nova Dance \$5,000 in 2014 \$2,000 in 2015 for general support	Toronto Public Library Foundation \$15,000 in 2014 \$10,000 in 2015 to support the Literary Circle program
B'Nai B'Rith Jewish Community Camp Inc. \$5,000 in 2014 \$5,000 in 2015 in support of the capital campaign	FoodShare Toronto \$5,000 in 2014 \$5,000 in 2015 in support of the Student Nutrition and School Program	Peggy Baker Dance Projects \$2,000 for operational support	Toronto Youth Wind Orchestra \$2,500 in 2014 \$3,500 in 2015 for general support
Buddies in Bad Times Theatre \$5,000 for general support	Fort York Foundation \$20,000 over 2 years to support the building of the Visitor Centre	The Scott Mission \$2,000 for general support	War Child Canada \$5,000 for general support
Canada's National Ballet School \$2,000 for operational support	Foundation for Enriching Education Perth Huron \$5,000 in support of the World Festival of Children's Theatre in Stratford	Shaw Festival Theatre \$10,000 in 2014 \$10,000 in 2015 for operational support	YWCA Toronto \$2,000 in support of the YWCA Girls Centre
The Canadian Institute for Advanced Research \$10,000 in 2014 \$10,000 in 2015 for general support	Friends of Fort York and Garrison Common \$5,000 in 2014 \$7,000 in 2015 for the Precinct Advisory Committee	SKETCH Working Arts \$5,000 in 2014 \$5,000 in 2015 for general support	
Canadian Opera Company \$8,000 for general support	High Park Nature Centre \$5,000 in 2014 \$3,000 in 2015 for general support	The Stratford Chefs School \$10,000 in 2014 \$10,000 in 2015 for general program support	50TH ANNIVERSARY GRANTS*
Casey House Foundation \$250,000 over 5 years in support of the "Rebuilding Lives" Capital Campaign and Day Health Program	INNERchamber Inc. \$5,000 in 2014 \$10,000 in 2015 for general support	Stratford Festival \$25,000 in 2014 \$25,000 in 2015 in support of the Michael Langham Director's Workshop	Tides Canada Initiatives Society \$421,000 over 5 years to support East Scarborough Storefront in building an eco-food hub
The Chimera Project \$5,000 in support of Jacob Niedzwiecki's "Jacqueries" project	JUMP Math \$10,000 in 2014 \$10,000 in 2015 for general support	Talk is Free Theatre \$2,000 for operational support	
Community Food Centres Canada \$12,000 in 2014 \$10,000 in 2015 in support of Stratford's Local Community Food Centre \$10,000 for general support		The Theatre Centre \$5,000 in 2014 \$5,000 in 2015 for operational support	
		Tides Canada Initiatives Society \$20,000 in 2014 \$20,000 in 2015 in support of Pacific Wild	



FINANCIAL INFORMATION

CONDENSED STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2015

	2015	2014
ASSETS		
Cash and cash equivalents	18,991,947	11,850,299
Accrued interest and dividends receivable	1,270,687	5,105,989
Investments at market value	132,499,463	133,443,025
Other receivables and capital assets	8,144,226	6,716,857
	160,906,323	157,116,170
LIABILITIES		
Accounts payable and accrued liabilities	1,920,826	2,213,040
NET ASSETS	158,985,497	154,903,130

CONDENSED STATEMENT OF REVENUE AND EXPENDITURES

REVENUE	10,476,236	13,202,290
EXPENDITURES		
Investment-related	345,627	503,202
Other	662,954	594,329
	1,008,581	1,097,531
REVENUE BEFORE GRANTS	9,467,655	12,104,759
GRANTS & DIRECT CHARITABLE ACTIVITIES		
Performing Arts	1,172,961	1,206,798
Environment	1,331,358	1,145,449
Inclusive Local Economies	1,076,577	1,037,315
Special Initiatives	897,500	993,600
Direct charitable activities	906,892	862,061
	5,385,288	5,245,223
EXCESS OF REVENUE OVER EXPENDITURES	4,082,367	6,859,536

Our financial statements have been audited by KPMG, LLP, Chartered Professional Accountants.

DIRECTORS & OFFICERS

Kirsten Hanson
Chair

Johanna Metcalf
Vice Chair

Peter Hanson
Treasurer

Luke Metcalf

Pamela Robinson

Ken Rosenberg

Robert Sirman

Sandy Houston
President and CEO
(ex officio)

STAFF

Sandy Houston
President and CEO

Robert Sirman
Acting President
and CEO
(March through
September 2015)

Adriana Beemans
Inclusive Local
Economies Program
Director

Michael Trent
Performing Arts
Program Director

Andre Vallillee
Environment Program
Director

Janet Lewis
Director of Finance

Heather Dunford
Grants Manager

Anne Perdue
Writer and
Communications Lead

Stephanie Sernoskie
Executive Assistant
and Office Manager

Michael Jones
Performing Arts
Program Director
(through September
2015)

Shahil Thomas
Local Economies
Developer
(through March 2015)

PERFORMING ARTS PROGRAM ADVISORS

CREATIVE STRATEGIES INCUBATOR
—
David Abel
Art of Time Ensemble

Chris Lorway
The Corporation of
Massey Hall and
Roy Thomson Hall

Mitchell Marcus
Acting Up Stage
Company

Meredith Potter
Meredith Potter Arts
Management

Pamela Robinson
Ryerson University

Rupal Shah
Toronto Arts Council

PERFORMING ARTS INTERNSHIPS
—
Philip Akin
Obsidian Theatre
Company

Nova Bhattacharya
Nova Dance

Katherine Carleton
Orchestras Canada/
Orchestres Canada

Kate Fenton
Freelance Artist

Shawn Kerwin
Freelance Designer

Michael Trent
Independent Dance Artist

Nancy Webster
Young People's Theatre

CREATIVE STRATEGIES INCUBATOR 2013 & 2015 LEARNING NETWORKS
—
Daniel Bernhard
Mushroom Cloud

Jerry Doiron
(through July 2014)

Shannon Litzenberger
Independent Artist/
Advocate

Cathy Smalley
Project Management/
Consultant

CREATIVE STRATEGIES INCUBATOR 2014 LEARNING NETWORK
—
Micheline McKay
Micheline McKay +
Associates

Liam McQuade
Liam McQuade Inc.

Nancy Webster
Young People's Theatre

ENVIRONMENT PROGRAM ADVISORS

CYCLE CITY
—
Yvonne Bambrick
Forest Hill Village BIA

Hannah Evans
Ministry of Municipal
Affairs and Housing

Matt Galloway
Metro Morning on
CBC Radio One

Jennifer Keesmaat
City of Toronto

David McKeown
Toronto Public Health

Shawn Micallef
Spacing Magazine

ELECTRIFYING MOVEMENT
—
Pamela Blais
Metropole Consultants
Ltd.

Tyler Hamilton
Writer & Researcher

Eric Miller
University of Toronto

Sevaun Palvetzian
CivicAction

André Sorensen
University of Toronto

Henry J P Wiercinski

ENABLING SOLUTIONS
—
Mark Bekkering
City of Toronto

Robert Gibson
University of Waterloo

Andrew Heintzman
InvestEco Capital

Tanzeel Merchant
Ministry of Municipal
Affairs and Housing

Ersilia Serafini
Summerhill Group

Enid Slack
University of Toronto

GREEN PROSPERITY CHALLENGE*
—
Robert Gibson
University of Waterloo

Jamie James
Tower Labs @ MaRS

Judith Lipp
TREC Renewable Energy
Cooperative

Tanzeel Merchant
Ministry of Municipal
Affairs and Housing

Beth Savan
University of Toronto

Peter Victor
York University

REINVENTING GROWTH*
—
Hannah Evans
Ministry of Municipal
Affairs and Housing

Larry Onisto
SENES Consultants

Ken Rosenberg
Paliare Roland
Rosenberg Rothstein LLP

Greg Searle
Bioregional
North America

Ersilia Serafini
Summerhill Group

Sarah Winterton
WWF – Canada

Doug Wright
United Nations
Development Program

SUSTAINABILITY INTERNSHIPS*
—
Mark Bekkering
City of Toronto

Jerry DeMarco
Environmental Review
Tribunal

Mary McGrath
Small Change Fund

Caroline Schultz
Ontario Nature

Sarah Winterton
WWF – Canada

INCLUSIVE LOCAL ECONOMIES PROGRAM ADVISORS

OPPORTUNITIES FUND
—
Phil Frei
Entrepreneur

Karim Harji
Purpose Capital

Anne Jamieson
Toronto Enterprise Fund

Deena Ladd
Workers' Action Centre

Robert Sirman
University of Toronto
Scarborough

Tom Zizys
Independent Labour
Market Expert

*Previous program

DESIGN
The Office of Gilbert Li

PRINCIPAL PHOTOGRAPHY
Peter Andrew Luszyk

PRINTING
Warren's Waterless

PAPER
Rolland Enviro Print

This brochure has been printed with a waterless printing press. Waterless printing eliminates the use of vast amounts of water and the need to dispose of effluents into the environment.

The paper is made from 100% post-consumer waste fibre, is acid-free, processed chlorine free, EcoLogo-certified, and was manufactured with biogas energy in Quebec. The paper and printer are certified by the Forest Stewardship Council.

