

METCALF LEADING AND LEARNING PROGRAM

Network Learning Fund

2017 Application Guidelines

METCALF FOUNDATION

The George Cedric Metcalf Charitable Foundation's mission 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:

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

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 that 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 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.

METCALF LEADING AND LEARNING PROGRAM

The Metcalf Foundation has a long history of investing in the professional development of leaders working in the non-profit sector. Non-profit leaders are the bedrock of their organizations. They catalyze or accelerate change within organizations and nurture spaces for people to connect, communicate, and engage on a range of pressing social and cultural issues. Non-profit leaders harness creative ideas and develop collaborative partnerships to champion compelling visions of a hopeful future. Such capacity and commitment should not be taken for granted.

We believe that it is important to support non-profit leadership to: build and strengthen relationships among peers working on the frontlines of change; learn from promising practice and innovative models; and continue to hone their leadership skills.

The Leading and Learning Program has two funding streams.

- **The Network Learning Fund** supports a group of organizations, led by a charitable partner, in exploring a shared concern, challenge, or area of common interest. Although we encourage groups to travel to another jurisdiction to learn about promising practices, models, and initiatives, it is not a requirement.
- **The Individual Leadership Fund** supports senior non-profit management individuals in their pursuit of professional leadership development with recognized teaching or training institutions.

These two funds constitute a multi-layered approach that builds individual leadership capacity, strengthens ties between talented peers working in common cause across a sector, and exposes networks to new ideas.

Below, you will find additional information and application guidelines for the **Network Learning Fund**.

NETWORK LEARNING FUND

The Metcalf Network Learning Fund supports a group of organizations, led by a charitable partner, with an opportunity to explore a shared concern, challenge, or area of common interest. We encourage groups to travel to another jurisdiction to learn about promising practices, models, and initiatives. Our hope is that participants return with innovative ideas and the interest and energy for greater collaboration within Toronto's cultural, economic, or environmental sectors.

In order to provoke a range of responses around a broad spectrum of individual, organizational, and sectoral needs, this program is intentionally flexible.

Partner organizations will submit a group application that details their proposed initiative. This could be: (1) A curated tour that includes a mix of events, meetings, and learning opportunities identified and organized by the applicant, or (2) an event organized by a third party, paired with specific learning opportunities organized by the applicant. Examples could include: a study tour, peer shadowing at a specific organization engaging in innovative practices and initiatives, or attending a conference, festival, or symposium, coupled with pre- and post-event meetings.

The program has five main goals: deeper understanding about a subject matter; professional leadership growth; shared learning; strengthened sector relationships; and an informal community of peers who are motivated to pursue collaborative work.

Partners are expected to organize at least one pre- and post-event activity. This could include convening participants pre-event to prepare for a group process, and a debrief, training, or public event upon the group's return to provoke reflections on lessons learned and to share knowledge within the community.

Eligibility

Applications can be submitted from a group consisting of representatives from a minimum of three non-profits, one of which must be identified as the lead charitable organization. Each non-profit may have more than one leader participate in the program. For 2017 deadlines, only organizations based in the City of Toronto are eligible to apply.

We encourage organizations with a significant track record of accomplishments and a history of collaboration in the charitable sector to partner with newer and/or smaller-scale non-profits working on similar issues or areas of focus.

Applicants must work in one of Metcalf's three program areas: the Environment, the Performing Arts, or Inclusive Local Economies.

Funding Limits

Applicants can apply for grants up to \$16,000. Funding can be used to cover travel and accommodation expenses, conference fees, festival passes, and/or honorariums for local organizations that are engaged as part of the learning opportunity (eg: to lead a site tour).

Application Deadlines

The deadline for 2017 applications is **2:00pm on May 29 and November 13**.

Funding Decisions

Applications will be reviewed by the Foundation's Board and staff. Funding decisions will be made in mid-June and in December. Applicants may be asked to provide more detail on their proposal, outlining the learning agenda, project timelines, evaluation measures, and a budget. We will assess applications according to the following criteria:

- the proposed learning agenda and rationale for the curated events;
- the cumulative leadership and experience of the collaboration, and rationale for their involvement;
- the alignment between the group's learning goals, the proposed agenda, and Metcalf program areas;
- commitment and creativity of pre- and post-events to explore implications and share learning; and
- the potential of the learning to contribute to the charitable sector, both within organizations and the sector as a whole.

Application Requirements

PART A: General Information – maximum 1 page

Lead Charitable Organization:

Primary Contact Name and Position:

Mailing Address:

Telephone, Email, and Website:

Charitable Registration Number:

Additional Project Partners (must list a minimum of two):

Amount Requested:

Project Duration:

Projected Completion Date:

Please provide a summary of the proposed work (maximum 200 words):

PART B: Project Details – maximum 5 pages total

Organizations must submit a joint application. The project details must not exceed **five pages** and should address the following items.

1. What is the area of interest your partnership is pursuing? Why is this a timely issue?
2. Who will be involved in this initiative? Why these partners?
3. What is the basic design of your network learning trip? When would the proposed trip take place?
4. How do you hope this learning trip will inform the work of those involved in the collaborative? What impact do you hope this experience will have?
5. What are your ideas for pre- and post-event activities? How will you share your collective learnings?
6. What are the expected costs of the initiative?

PART C: Additional Information

In addition to your 5-page proposal, applications must include the following materials.

1. Biographies or résumés of each member of the group.
2. Two letters of reference from professional colleagues who can comment on the value of the proposed outline of activities in relation to the sector.
3. If applicable, letters from at least two external contacts that confirm their engagement in the planning and participation of a collaborative learning trip.

Applications are to be submitted in electronic form only. Please submit one pdf file with all three parts to hduford@metcalffoundation.com by the date and time listed above.