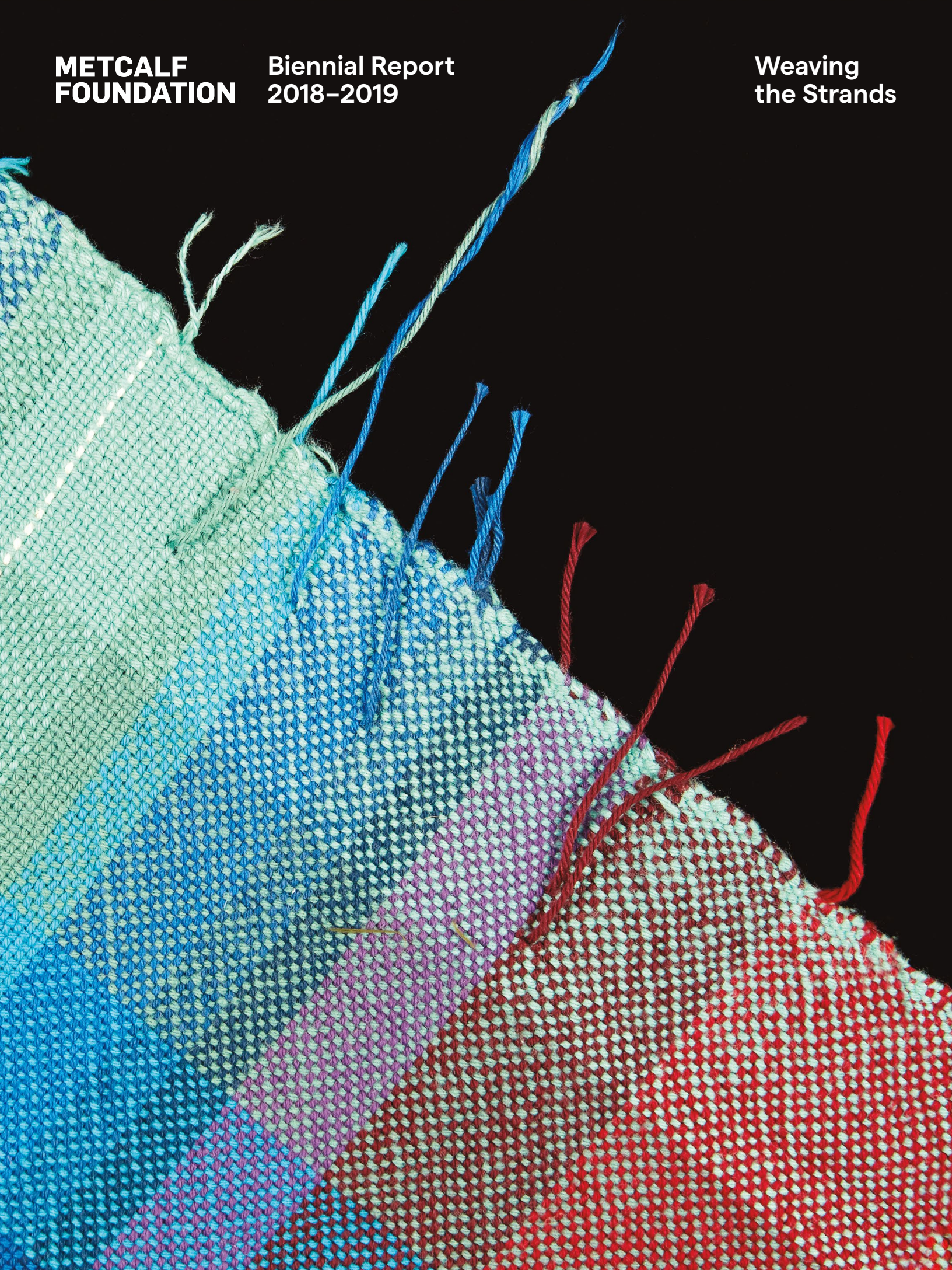


**METCALF
FOUNDATION**

**Biennial Report
2018–2019**

**Weaving
the Strands**





Throughout the report, please click on this icon if you would like more information online.

The mission 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 create change by:

- Working at the intersection of climate, biodiversity, and sustainable livelihoods
- Focusing on sustainable economic opportunities for low-income people and communities in Toronto
- Supporting leadership and innovation in the performing arts

Crafting Capacity

Non-profit leaders are the heart of their organizations, helping to engage and mobilize communities on a range of pressing social, cultural, and environmental issues. Investing in the leadership, capacity, and passion of those working on the front lines of social change is core to all of Metcalf's work.



Threading Together

Metcalf believes that change happens when we share hopeful visions of the future, work and learn collectively, and think broadly in pursuit of comprehensive solutions. By supporting organizations to develop new strategies that strengthen the social fabric, the Foundation is helping to weave together relationships, connections, and experiences for common good and purpose.



Interwoven Actions

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 impacts of climate change—are often not adequate. Metcalf partners with a range of philanthropic peers and sector leaders to collectively push into new spaces, building movement and momentum around emerging insights, ideas, and opportunities.



Chair's and President's Message



Chair's and President's Message

BRITISH WRITER L.P. HARTLEY famously called the past “a foreign country.” It’s an apt description of the divide between the period we’re reporting on and what has happened since. We were in the midst of producing this biennial report when the global pandemic swept across Canada, disrupting all of our lives, transforming politics, the economy, and everyday life in its wake. Yet the theme we had chosen pre-COVID, *Weaving the Strands*, feels more relevant than ever.

The pandemic has emphasized how profoundly we rely on each other for our health and material well-being, and how much our lives are interwoven. It has also revealed that some of the strands that connect us have worn thin. Resilience comes from recognizing our interdependence and reinforcing those strands before they break. This report documents how the Metcalf Foundation has been working to protect and strengthen that mesh.

While designed as standalone programs, the Foundation’s three areas of focus, the environment, inclusive local economies, and the performing arts, are grounded in shared values and guided by a common goal to help Canadians imagine and build a just, healthy, and creative society. Through our Environment program we are working at the intersection of climate, biodiversity, and sustainable livelihoods to advance integrated solutions to two of the major societal challenges of our time—climate change and biodiversity loss. Well-aligned and connected strategies among many partners are core to the work of our Inclusive Local Economies program, where we are focused on creating sustainable economic opportunities for low-income people and communities in Toronto. And our Performing Arts program’s long-standing support for leadership and innovation

Chair's and President's Message

in the arts sector is all the more essential, as this vital part of our community and culture is challenged as never before.

The world has changed dramatically, and the future is full of unknowns. Nevertheless, the stories and highlights that follow give us confidence about where we go from here. The remarkable accomplishments of our partners and allies deserve all the more recognition during these challenging circumstances, as do the generosity and vision of our board, advisors, fellows, friends, and staff. As we look toward our post-pandemic future, we are certain that their tireless efforts and dedication will continue to strengthen Canada's social fabric, and champion greater equity and opportunity for all.



Kirsten Hanson

CHAIR



Sandy Houston

PRESIDENT
AND CEO

Environment

Metcalf's Environment program is working at the intersection of climate, biodiversity, and sustainable livelihoods.



FROM FORESTS TO FARMLANDS and grasslands to wetlands, Canada's globally significant ecosystems sustain people and wildlife, and help to maintain a stable climate here on Earth. Two of the major societal challenges of our time—climate change and biodiversity loss—are interconnected and growing in scope, threatening these life-support systems.

Historically, governments and environmental organizations have largely addressed climate and biodiversity issues separately.

A few years ago, the Foundation's Environment program launched *Carbon Landscapes*, a new funding stream designed to connect climate and conservation work, helping to advance natural climate solutions across Canada. This new stream complemented the Environment program's two other climate initiatives, *Cycle City* and *Climate Blueprints*.

Through *Carbon Landscapes*, the Foundation has invested in sector and community capacity to build public understanding of and support for integrated approaches to climate action, biodiversity conservation, and sustainable livelihoods. On the ground, the initiative supports Indigenous-led conservation in two regions with unique climate and biodiversity values: the Hudson Bay and James Bay Lowlands and the Mackenzie River Basin.

The past two years have seen growing interest, attention, and support for advancing natural climate solutions within Canada and beyond. With colleagues and partners, the Foundation celebrated new national and sub-national commitments to natural climate solutions, along with government investments in Indigenous-led conservation to protect and steward vital ecosystems across the country.



Northwest Territories.

Based on the early successes of its *Carbon Landscapes* initiative and the growing interest in work at the intersection of climate, biodiversity, and sustainable livelihoods, the Foundation announced it would deepen its commitment to natural climate solutions.

Starting in 2020, the Environment program will direct 100% of its funding to *Carbon Landscapes*.

The decision to commit fully to natural climate solutions also meant that the Foundation would be winding down its *Cycle City* and *Climate Blueprints* funding streams as it headed into the new year.

Over the past half-decade of Metcalf support for cycling issues in Toronto, the Foundation helped launch innovative programs like Scarborough Cycles, mobilizing diverse constituencies from different parts of the city to advance cycling issues. And after years of effort and hard work, new bike lanes have been installed on Bloor, University, Dundas, and other major corridors throughout the city.

For its *Climate Blueprints* work, the Foundation believed the value of this stream's focus on policy implementation could be integrated

Environment

with *Carbon Landscapes*, where there exists a need to provide thoughtful, well-researched advice on how best to advance natural climate solutions in both policy and practice. So while it formally wound down *Climate Blueprints* as a standalone stream in 2019, the initiative's strategies and approach are carried forward under *Carbon Landscapes*.

In April 2019, 40 environment sector leaders from across Canada convened in Toronto for a gathering called *Nature and Climate Change*. This Metcalf-funded event, the first of its kind in Canada, provided a much-needed space for leaders to discuss ways in which climate and biodiversity work could be better integrated. This gathering established several working groups to guide and coordinate cross-sector efforts to stem biodiversity loss, mitigate climate change, and sustain livelihoods. Participants also committed to organize a national gathering in early 2020 to advance nature-based climate solutions in Canada.

Support for on-the-ground efforts that benefit biodiversity, sustain livelihoods, and mitigate climate change is a key focus of the Foundation's *Carbon Landscapes* initiative. A 2018 grant through the MakeWay Foundation supported Lutsel K'e Dene First Nation, K'atl'odeeche First Nation, Dehcho First Nations, Sambaa K'e First Nation, Ka'agee Tu First Nation, Jean Marie River First Nation, Tlicho Government, and the community of Fort Good Hope, to engage in the protected areas planning process in the Northwest Territories. In 2019, the Foundation committed funds to five First Nations working to design and establish Indigenous Protected and Conserved Areas in their traditional territories, located throughout the Hudson Bay and James Bay Lowlands. This region is home to one of the largest peatland complexes in the world.

A Metcalf-funded gathering in May 2019 convened Indigenous leaders from across the country, as well as representatives from non-governmental organizations, universities, and other sector partners who are interested in aligning Indigenous-led conservation and

Environment



TOP: Marilyn Slett, Chief Councillor, Heiltsuk Tribal Council and President, Coastal First Nations speaks to participants at the *Indigenous-led Conservation and Carbon Storage* gathering about the use of carbon finance as part of an agreement reached between Coastal First Nations and the Province of British Columbia.

ABOVE: Moderator Risa Smith, Chair, International Union for the Conservation of Nature's Protected Areas Climate Change Specialist Group, Tonio Sadik, Director of Environment, Assembly of First Nations, and Catherine Abreu, Executive Director, Climate Action Network Canada examine barriers to, and better opportunities for, working together across areas of shared interest with nature and climate NGOs at the *Nature and Climate Change* gathering.

Environment

carbon storage efforts. A subsequent report, *Nature-Based Solutions: Indigenous-led Conservation and Carbon Storage in Canada*, along with video interviews of attendees, captured key insights from the gathering.

Through *Carbon Landscapes*, the Foundation funds timely, well-researched, and accessible reports that inform new policies and programs, financing mechanisms, and other levers to support natural climate solutions. *Finding Common Ground: Six Steps for Tackling Climate Change and Biodiversity Loss in Canada*, a Metcalf-funded report released in August 2019, demonstrates how Canada's vast forests, grasslands, oceans, and wetlands could play a much larger role in climate change mitigation. Authored by Florence Daviet, the report recommended establishing a Nature-Based Climate Solutions Fund to invest in activities that reduce emissions from land-use change and ecosystem degradation while benefitting biodiversity. A \$3-billion Natural Climate Solutions Fund was subsequently announced in September 2019 as a commitment of the re-elected federal government.



Participants at the *Indigenous-led Conservation and Carbon Storage* gathering discuss shared challenges, opportunities, and other areas of interest including carbon finance, negotiating carbon agreements, establishing guardians' programs, and more.

Inclusive Local Economies

Metcalf invests in organizations, communities, and leaders, working on long-term strategies and innovative approaches that create sustainable economic opportunities and decent work for low-income people in Toronto.



POVERTY IS NOT a new issue for Toronto. Despite being a prosperous and vibrant city, disparities are intensifying, exacerbated by inequities of race, gender, ethnicity, and neighbourhood. It is imperative that we reverse this trend—not only to improve the lives and working conditions of people in low-wage and unstable employment, but also to continue our progress in building a just, healthy, creative society.

The Foundation's Inclusive Local Economies program supports organizations and leaders who are creating long-term, sustainable economic opportunities and outcomes for low-income people and communities in Toronto. The *Opportunities Fund* cultivates new models, bold ideas, creative partnerships, and promising public policies aimed at increasing access to quality jobs, improving low-wage and precarious work, and strengthening neighbourhood economies.

Metcalf has been deeply engaged in workforce development in Toronto. For low-income people who are seeking to enter or to advance in today's labour market, the challenges are profound. Effective solutions require partnerships among business, government, funders, workers, and community. Fostering this joint effort means investing in the knowledge, skills, and relationships of the region's workforce leaders.

The *Toronto Sector Skills Academy (TSSA)*, a Metcalf-led 10-month fellowship program developed in partnership with the Washington-based Aspen Institute, welcomed its second cohort of fellows in 2018. The *TSSA* is a forum for workforce leaders to work collaboratively on local systems-based challenges. Together, they craft shared solutions and strategies for change.

Inclusive Local Economies



Hospitality Workers Training Centre works with employers, labour, and community partners to connect job seekers and industry workers to high-growth opportunities across the sector.

Participants who come from non-profit organizations, labour, workforce intermediaries, colleges, and government, spent 12 days together learning about effective system-changing workforce models, applying insights to their own strategies. They expanded their networks, deepened their knowledge, and fostered new partnerships.

In 2019, the Ontario government announced an extensive overhaul of employment services, social assistance, apprenticeships, and education programs, with the stated aim of improving employment outcomes and better aligning skills and training programs with the needs of business. This significant alteration to Ontario's workforce system is an opportunity to develop more responsive and effective solutions to address poverty. Metcalf collaborated with the Toronto Region Board of Trade and United Way Greater Toronto on the report

Inclusive Local Economies



Lynessa White and Sunil Johal discuss recommendations from the *Help Wanted* report launch at the Toronto Region Board of Trade.

Help Wanted: Modernizing Employment and Skills Training Services in Ontario. This report provides principles and recommendations to help develop solutions for generating economic development and meaningful jobs.

Improving economic opportunities for low-income people requires multi-faceted solutions. In partnership with JPMorgan Chase Foundation, Metcalf and four philanthropic organizations explored the potential of working jointly to strategically invest in workforce solutions that focus on systems change and greater equity and inclusion. After a year-long learning and planning process, The Counselling Foundation of Canada, JPMorgan Chase Foundation, Ontario Trillium Foundation, TD Ready Commitment, United Way Greater Toronto, and the Metcalf Foundation formalized their commitment to pool funds forming the Toronto Workforce Funders Collaborative. It is the first entity of its kind in Canada.

Our grantee partners inspire and inform Metcalf's program strategy. **Jane/Finch Centre** and **East Scarborough Storefront** analyzed

Inclusive Local Economies

how upcoming infrastructure development could result in local employment, and developed relationships to work on community wealth strategies with their neighbourhoods' university anchor organizations. The **Parkdale People's Economy**, a network of more than 30 neighbourhood-based organizations and hundreds of local members, researched how financial capital and neighbourhood investment can assist in achieving their vision for decent work, shared wealth, and equitable development. This effort culminated in the *Parkdale Community Wealth Building: Community Financing Report*.

Metcalf helped the **Better Way Alliance** solidify its network of business and employers who champion a \$15 minimum wage for Ontario workers, the **CEE Centre for Young Black Professionals** to test alumni retention strategies, and **Margaret's** to upskill its staff. By investing in community organizing, leadership development, and participatory research to address precarious work, Metcalf funding backed the priorities led by migrant workers, caregivers, international students, and personal support workers.

Metcalf has been heavily involved with **FoodReach**, a community-led food procurement and online distribution system for the non-profit sector, since its inception. The initiative with Metcalf's support, has now merged into the **North York Harvest Food Bank**, to enhance its food sourcing, warehousing, logistics training, and delivery activities.

Strong responses to the ongoing toll of working poverty require tenacity, creativity, and leadership. While much has been accomplished through the actions of many, the Foundation continues to seek partnerships and support ideas that can help mitigate and reverse the systemic barriers faced by low-income Torontonians.

Inclusive Local Economies

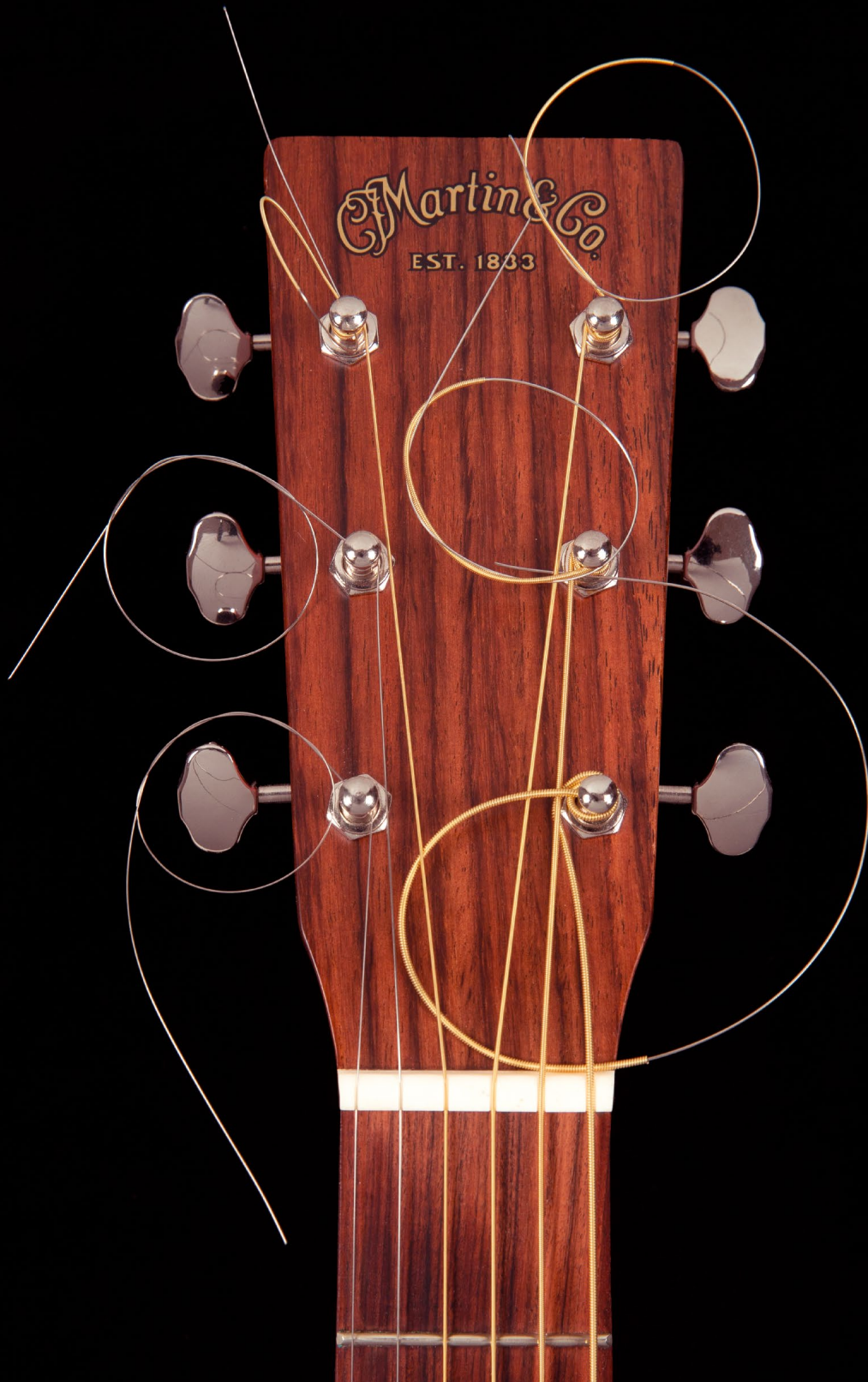


TOP: North York Harvest Food Bank leverages its warehouse facility to provide workforce training in logistics.

ABOVE: TSSA fellows examine complex workforce challenges and the implications for their work.

Performing Arts

Metcalf's Performing Arts program supports and celebrates people and organizations in their engagement with the learning, experimentation, and reinvention necessary to deepen connections between a healthy arts community and the public in an ever-changing world.



ENGAGING WITH THE PERFORMING ARTS, as creators or consumers, cultivates our shared humanity. The program's two main streams focus on nurturing organizational innovation and developing individual leadership.

Since 2003, the Foundation's primary support for the arts has come through multi-year strategic initiatives to support organizational innovation. Going beyond day-to-day operations, these initiatives allow leaders to test new responses to persistent challenges and to strategically pursue exciting opportunities. Experimentation, learning, and peer-to-peer exchange are at the heart of these initiatives.

During this reporting period, we began to wind down one version of the initiative, the *Creative Strategies Incubator (CrSI)*, and launched its replacement, *Staging Change (SC)*.

Through *CrSI*, Toronto performing arts organizations developed strategic responses to commonly-shared topics such as building new revenue streams, increasing audience and community engagement, and unlocking artistic potential. Through a Learning Network, participants amplified their collective efforts and shared their outcomes and best practices externally to foster change across the sector.

Collaborating with an external service provider for the first time, the Foundation introduced *SC* in 2018 to offer organizations a more robust set of tools to better respond to the ever-increasing complexity of their challenges and opportunities. Our delivery partner, EmcArts, works with individuals and organizations to systematize innovation and adaptive change in the arts and culture field.

Performing Arts



Neema Bickersteth, Mikaela Bennett, Divine Brown, Jewelle Blackman, Arlene Duncan, and Cécile Muhire workshop Volcano Theatre's *Treemonisha*.

SC is a tiered initiative that begins with a large group of grantees and ends with a smaller cohort that has demonstrated exceptional capacity to iterate and amplify radical new visions. By the end of 2019, four organizations—the National Ballet of Canada, Tapestry Opera, The Theatre Centre, and Theatre Direct—worked with cross-departmental teams to examine the significance and openness of legacy art forms for today's audiences, to reposition the role and agency of young people in the creative process, and to prioritize generosity across all segments of an organization's constituents.

We celebrate extraordinary artists and develop individual leadership through four initiatives: our long-standing *Internships* program; the train-the-trainer component of *Staging Change*; our Leading and Learning program; and starting in 2019, *The Johanna Metcalf Performing Arts Prizes/Les Prix Johanna-Metcalf des Arts de la scène*.

Performing Arts

Since 2001, more than 300 people across Ontario have benefitted from year-long internships with arts organizations that close gaps in their skill sets under a mentor's guidance. Over the past two years, internships were awarded across various practices including community arts and education, playwriting, festival direction, administration, wardrobe construction, and music direction. Many Metcalf interns go on to make lasting contributions to the field and some have mentored a second generation of performing arts leaders.

The Foundation's *Staging Change Adaptive Facilitator Initiative* provides local consultants with specialized training and opportunities to deliver the program in partnership with Metcalf and EmcArts. It also helps participants deepen their own practices outside the Foundation. Our Leading and Learning program supported a group of three organizations to expand their relationship with reconciliation and a dance artist to explore leadership and diversity with an international gathering of peers. And finally, our newest initiative, the *Johannas*, celebrates artists across Ontario who have made an impact on the field and who have shown great promise in the pursuit of their practices.

In addition to its core funding initiatives, the Performing Arts program engages with partners on opportunities of common interest that influence and support change. The Arts Funder Consortium, which includes the Canada Council for the Arts, the Ontario and Toronto Arts Councils, the Ontario Trillium Foundation, and Metcalf, continued its collective efforts to explore revenue diversification projects for a sector whose financial demands exceed available resources. Originally established to pilot a shared charitable platform, the consortium now focuses on social finance, an emergent practice that is beginning to show promise for the arts sector.

We work with highly regarded thought leaders to articulate new ideas and approaches that we think will impact the sector. We curated a six-part series for the online journal *The Philanthropist* on the relationship between art, culture, and philanthropy in Canada. Along with our sector partners, the Foundation hosted a gathering with

Performing Arts



TOP: The Canadian Opera Company's Maureen Callaghan and Nina Draganic listen to Art of Time's David Abel in a 2016 & 2017 *Creative Strategies Incubator* forum.

ABOVE: Luminato Festival's Artistic Director Naomi Campbell and Communications Manager Christine Achampong attend a workshop along with members from the fourteen Toronto-based performing arts companies and organizations participating in *Staging Change*.

Performing Arts

Professor Geoffrey Crossick, one of the world's leading experts on the value of arts and culture, which brought together 250 sector leaders to engage with his Arts and Humanities Research Council Cultural Value Project. We also launched a new Innovation Fellowship with artist and academic David Maggs, who is investigating how the intersection of aesthetic and instrumental values affects the social impact of art.



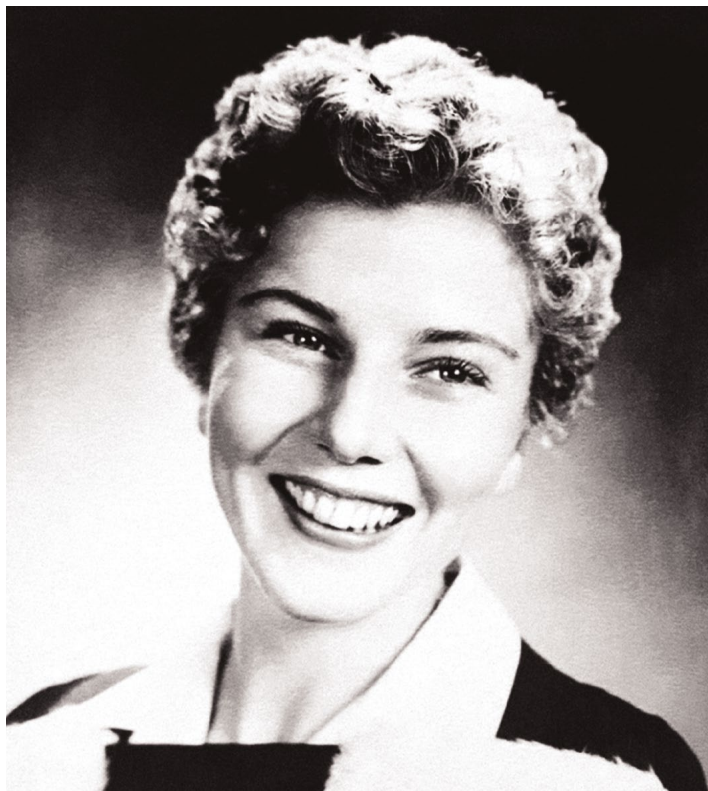
Professor Geoffrey Crossick delivers the keynote address to *Reshaping How We Understand the Impact of the Arts*.

The Johanna Metcalf Performing Arts Prizes/ Les Prix Johanna-Metcalf des Arts de la scène

On December 12, 2019, friends of the Foundation gathered to celebrate the inaugural winners of *The Johanna Metcalf Performing Arts Prizes/Les Prix Johanna-Metcalf des Arts de la scène*. Johanna Metcalf was at the heart of the Foundation's work for over 40 years and the prizes carry on her legacy as a tireless advocate for the arts. Each winner has made a recognized impact on the field and the public, and has shown great promise in the ongoing pursuit of their ambitious and visionary practice. Winners received \$25,000 each and named a protégé who was awarded \$5,000. The *Johannas* will be delivered on a biennial basis in partnership with the Ontario Arts Council.



The Johanna Metcalf Performing Arts Prizes/ Les Prix Johanna-Metcalf des Arts de la scène [↗](#)



PREVIOUS: Commissioned for the *Johannas*, the Seed Vase Prize was designed and created by ceramic artists Thomas Aitken and Kate Hyde.

TOP LEFT: Johanna Metcalf

TOP RIGHT: Guests and winners celebrate after the ceremonies.

ABOVE: Emcee Joël Beddows introduces the winners and their protégés.

The Johanna Metcalf Performing Arts Prizes/ Les Prix Johanna-Metcalf des Arts de la scène



LEFT: Metcalf Board Chair Kirsten Hanson tells guests that the new prize, named in honour of her mother, carries on her legacy as a tireless advocate for the arts.

TOP RIGHT: Anne Little, Jean Wright speak with guests.

BOTTOM RIGHT: Sunny Drake, Michael Trent, James Rolfe, and Andy McKim in conversation.

The Johanna Metcalf Performing Arts Prizes/ Les Prix Johanna-Metcalf des Arts de la scène—Winners and Protégés

Sunny Drake is a playwright, theatre creator, and performer. His inventive works have been translated into four languages and presented to a wide range of audiences in 59 cities across the world.



Bilal Baig, protégé of Sunny Drake, is a trans-feminine muslim playwright, director, and actor. Bilal facilitates story creation workshops through Story Planet and anti-Islamophobia workshops with Rivers of Hope Collective.



The Johanna Metcalf Performing Arts Prizes/ Les Prix Johanna-Metcalf des Arts de la scène—Winners and Protégés

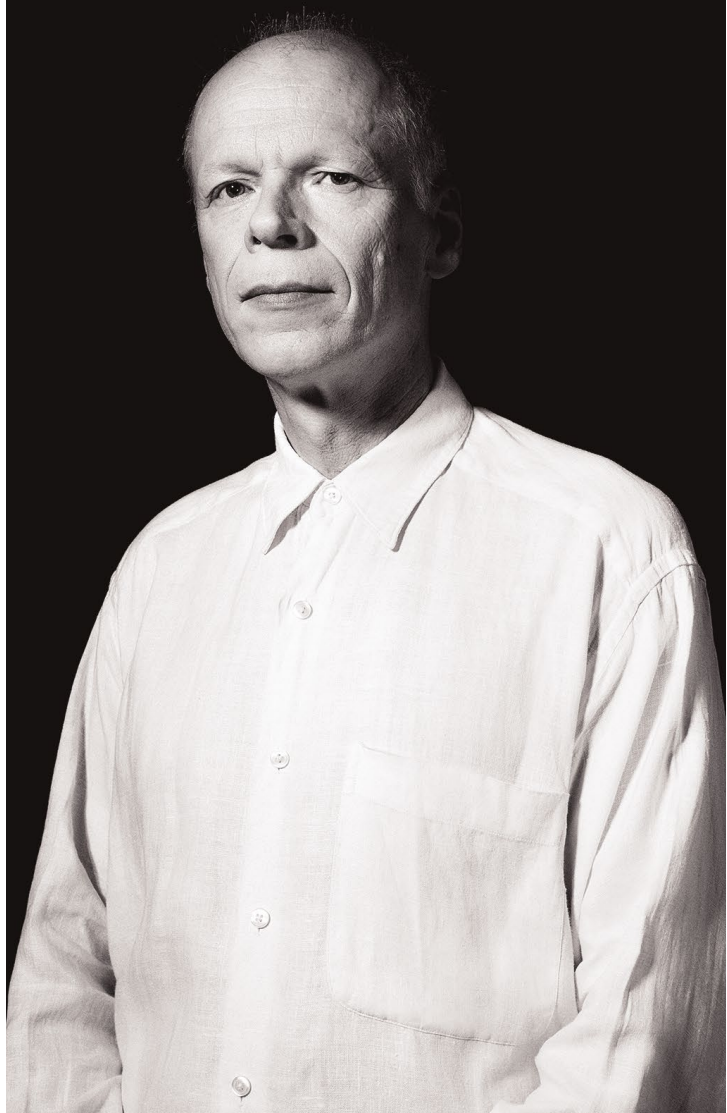
Alice Ping Yee Ho is a prolific award-winning Canadian composer and noted classical pianist. The two-time JUNO Award nominee effortlessly crosses and references many musical genres.

Dr. Roydon Tse, protégé of Alice Ping Yee Ho, is an award-winning composer, pianist, and educator originally from Hong Kong. He holds a Doctorate in composition from the University of Toronto.



The Johanna Metcalf Performing Arts Prizes/ Les Prix Johanna-Metcalf des Arts de la scène—Winners and Protégés

Toronto composer **James Rolfe** has been commissioned and performed by ensembles, orchestras, choirs, theatres, and opera companies in Canada, the USA, Europe, Asia, Australia, and New Zealand.



Sophie Dupuis, protégé of James Rolfe, is a composer, violinist, and music educator from New Brunswick based in Ottawa. Her composition work focuses on acoustic, electroacoustic, and interdisciplinary art music.



The Johanna Metcalf Performing Arts Prizes/ Les Prix Johanna-Metcalf des Arts de la scène—Winners and Protégés

Santee Smith (Tekaronhiáhkwa) is a multidisciplinary artist and founder of Haudenosaunee company Kaha:wi Dance Theatre from the Kahnien'kehàka Nation, Turtle Clan, Six Nations of the Grand River, Haldimand Treaty Territory, Ontario.



Raised in Lac La Croix First Nation and based in Toronto, **Cody Berry**, protégé of Santee Smith (Tekaronhiáhkwa), identifies as a two-spirited Ojibway contemporary dance artist. His work combines traditional knowledge (protocol) with conventional movement methods.



The Johanna Metcalf Performing Arts Prizes/ Les Prix Johanna-Metcalf des Arts de la scène—Winners and Protégés

Maryem Tollar has been an integral part of the development and reach of world music in Canada. She has performed, composed, and worked with artists across a variety of musical traditions and disciplinary genres nationally and internationally in English, French, and Arabic.

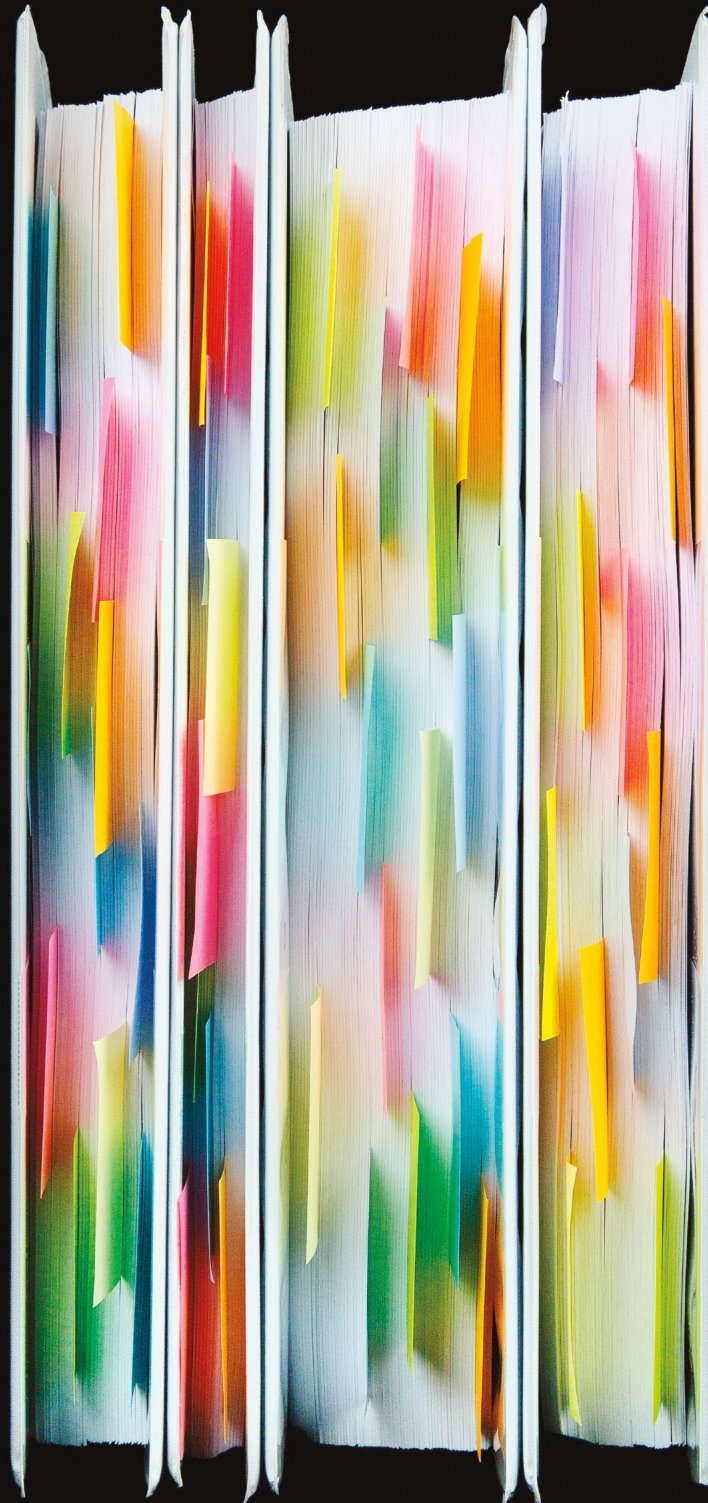


Demitrios Petsalakis, protégé of Maryem Tollar, is a Toronto artist who focuses on creating music that represents both his Greek heritage and the multicultural community of which he is a part.



Innovation Fellowship

The Metcalf Innovation Fellowship program supports critical thinkers as they address challenging ecological, social, economic, and cultural issues. Fellows' new work and innovative practices connect to the broader world, advance policy priorities, and strengthen the Foundation's programs.



FOR 25 YEARS, environmentalist Graham Saul has grappled with society's slow progress on environmental issues, even in the face of crisis.

For his paper, *Environmentalists, what are we fighting for?* he interviewed more than 100 leading Canadian environmentalists, many of whom feel they have not sufficiently galvanized a social movement. The report garnered strong media coverage, including an episode of CBC Radio's *Ideas*, and a feature interview with TVOntario's Steve Paikin.

Longtime Metcalf Innovation Fellow John Stapleton wrote *The Working Poor in the Toronto Region: A closer look at the increasing numbers*, his third report on working poverty. Between 2006 and 2016, working poverty increased in the Toronto region, growing by 27% in areas north of the city centre—despite strong employment, minimum-wage increases, and new government transfers. Stapleton separated data by gender, age, education, and ethno-cultural and immigration status. Additional analysis by Dr. Carl James and Dr. Kofi Hope provided contextual framing for the findings that in Toronto, racialized people

Environmentalists, what are we fighting for?

OCTOBER 2018

by Graham Saul



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ENVIRONMENT



The Working Poor IN THE TORONTO REGION

A closer look at the increasing numbers

NOVEMBER 2019

by John Stapleton

with contributions by Dr. Carl James and Dr. Kofi Hope

METCALF
FOUNDATION
Inclusive Local Economies

Innovation Fellowship

comprise 46% of the general working-age population, but make up 63% of the working poor, with the city's Black communities affected the most. This work aims to provoke further research and improve wages, job stability, anti-racism strategies, and support programs. Metcalf commissioned follow-up essays from Ajeev Bhatia, Claire-Hélène Hesse-Boutin, and Maya Roy to share their reflections. The report also earned front-page coverage in the *Toronto Star*.

In 2017, Stapleton and anti-poverty activist Bee Lee Soh were selected for the federal government's Ministerial Advisory Committee on Poverty. The committee informed Canada's first-ever National Poverty Reduction Strategy.

Despite best intentions, Soh faced many challenges to participation as she navigated organizers' assumptions about her access to technology and financial credit. In *Voice of Experience: Engaging People with Lived Experience of Poverty in Consultations*, she reflects on the barriers she faced. She and Stapleton offer a practical guide for meaningful, valuable engagement with people who have lived experience of poverty.

In *Good Food, Good Jobs*, Metcalf Innovation Fellow and labour market researcher Tom Zizys reports on Ontario's agri-food sector, which accounts for over eight per cent of jobs in the province. In his opening essay, Zizys chronicles how supporting a good food/local food economic agenda has failed to address the sector's high proportion of low-quality jobs. Five leaders and activists in the food, social justice, and workforce development movements, respond to Zizys' essay. Mandie Abrams, Fay Faraday, Joshna Maharaj, Kathryn Scharf, and Paul M. Taylor provide a wide-range of perspectives on how to improve quality of food and food jobs, while ensuring accessibility and affordability. Zizys' concluding essay explores the relationship between food-worker wages and food prices.

Danielle Olsen and David Maggs are our most recent fellows. Olsen, a workforce strategy consultant, is profiling four Ontario workforce initiatives to highlight how to connect low-income people with good jobs. Maggs, an artist and academic, is examining the

Innovation Fellowship

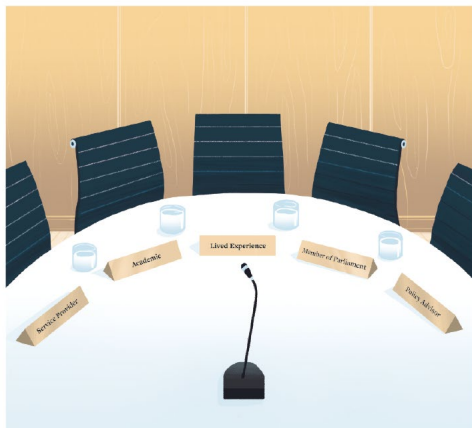
social impact and value of art in terms of personal experience and other goals. He is also developing a framework that empowers artists, arts organizations, funders, policymakers, and researchers to navigate questions of social impact on artistic terms.

Voice of Experience

OCTOBER 2019

Engaging people with lived experience of poverty in consultations

by John Skipton and Bee Lee Soh



METCALF
FOUNDATION

INCLUSIVE LOCAL ECONOMIES



Good Food, Good Jobs

2018

Inclusive Local Economies / Innovation Fellowship

Leading and Learning

The Foundation supports non-profit leaders on the front lines of social change to develop and apply new skills. Through its two funding streams, the Leading and Learning program strengthens generative relationships among sector peers, and also helps individual leaders seeking professional development.



Six Nations retreat participants from the Canadian Dance Assembly, Canadian Alliance of Dance Artists East, and the Playwrights Guild of Canada.

Leading and Learning

The Network Learning Fund strengthens relationships through shared learning opportunities. One charitable organization leads each grant, partnering with other groups to explore a shared challenge or area of interest.

The **Canadian Dance Assembly** with the Canadian Alliance of Dance Artists (Ontario) and the Playwrights Guild of Canada, took part in a Cultural Competency Training Intensive to deepen their relationship with reconciliation. The five-day event on the Six Nations Reserve exposed the participants to new Indigenous knowledge that encouraged them to reconsider our responsibility to care for the land we share.

Staff from the **Friends of the Greenbelt Foundation** along with Équiterre and Régénération Canada, traveled to California to learn more about the critical role that agriculture can play in mitigating climate change. The three grantees met with leading policymakers, scientists, farmers, ranchers, environmental groups, and representatives from the food industry in order to better understand the factors driving a reduction in agriculture's carbon footprint in the Golden State.



Representatives from Équiterre, Friends of the Greenbelt Foundation, and Régénération Canada in California learning about how agriculture can mitigate climate change.

Leading and Learning

The Individual Leadership Fund gives senior non-profit managers resources to broaden and refine their leadership capacities.

The National Ballet of Canada

Joanna Ivey, the National Ballet's Associate Director of Development, attended the Dance East Rural Retreat in the United Kingdom.

The gathering was an opportunity to engage with peers from around the globe on issues affecting classical ballet including new forms of leadership, relevance of the art form, and the role of diversity.

MakeWay Foundation

Wendy Cooper, at the time a Senior Solutions Advisor at the MakeWay Foundation (formerly Tides Canada Foundation), participated in RSF Social Finance's Integrated Capital Institute, a training program that pushes people beyond traditional philanthropy and fundraising to mobilize other types of financing and investment to address social and environmental issues.

Community Food Centres Canada

Emily Van Halem, at the time Knowledge Exchange Senior Manager, participated in workshop design, leadership, and facilitation training.



Members of the Canadian Dance Assembly, Canadian Alliance of Dance Artists East, and the Playwrights Guild of Canada at the Six Nations Reserve for their work on reconciliation.

Grants and Other Funding



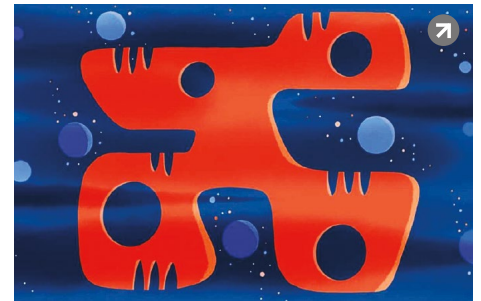
IN 2018–2019, the Foundation invested over \$11 million in charitable activity amongst our three program areas: the environment, inclusive local economies, and the performing arts. In addition, we reserve a small fund for making grants outside of our formal program areas. These grants provide us with the opportunity to support important initiatives that are harmonious with our goals but do not exactly fit into our program areas. One of the highlights of our granting in this period is the collaborations undertaken by all three program areas with electronic and print publications.

The Environment program's *Carbon Landscapes* initiative partnered with *The Narwhal*, an award-winning online magazine that publishes in-depth and investigative journalism about Canada's natural world. With Metcalf support, *The Narwhal* produced a series of eight stories on opportunities and challenges related to natural climate solutions in Canada. As a non-profit, *The Narwhal* can accept donations to support coverage of particular topics but maintains editorial control.

The Local, an independent online magazine exploring urban health and social issues in Toronto, received two years of support from the Inclusive Local Economies program to help build its operations. With its singular focus on Toronto, the magazine reports from corners of the city too often ignored or misunderstood. It aims to fill a role that many media outlets neglect, turning complex policy issues into compelling narratives, and addressing problems that are pressing and ongoing. The magazine borrows tools from ethnography, digital storytelling, and journalism to look beyond what data can tell us about the issues, needs, gaps, and opportunities from a human experience standpoint and gives voice to people who are often not heard.

Grants and Other Funding

The Performing Arts program collaborated with *The Philanthropist* on a series of stories about Canadian arts and culture philanthropy. The purpose of the series is to highlight the current state of the field, animate some of the pressing questions it is facing, and illuminate the impacts and the benefits that flow from arts and culture. The series features diverse voices, perspectives, and expertise, covering politics, strategies, and impact of supporting the arts in Canada.



LEFT: *The Narwhal* magazine's co-founders Emma Gilchrist (left) and Carol Linnitt (right).

TOP RIGHT: *The Philanthropist* is an online journal for those interested and engaged in the charitable and non-profit sector in Canada.

ABOVE RIGHT: *The Local* is an independent online magazine exploring urban health and social issues in Toronto. Illustration is from its Parks and Rec Issue.

Photo: Taylor Roades / The Narwhal
Illustration top right: Paul Dotey
Illustration above: Gina Park

Environment 2018–2019 Grants

CARBON LANDSCAPES

Cree Nation Government

\$150,000 over 3 years

to help establish a network of new protected areas based on areas of importance to the Crees of Eeyou Istchee

Environmental Defence Canada

\$75,000 over 2 years

to help ensure that new forest carbon accounting rules and related policies in Canada do not incentivize negative impacts on biodiversity or climate action

Équiterre

\$375,000 over 3 years

in collaboration with Friends of the Greenbelt Foundation, to support research, convening, and advocacy efforts to advance low-carbon agricultural policies in Canada

International Institute for Sustainable Development

\$40,000

in partnership with Poplar River First Nation, to assess a carbon management and benefits sharing agreement between the Government of Manitoba and Poplar River First Nation

MakeWay Foundation

\$225,000 over 3 years

in partnership with Indigenous governments working to advance Indigenous protected areas in the Northwest Territories

Moose Cree First Nation

\$100,000 over 2 years

to help develop and establish an Indigenous Protected Area in the North French River watershed or kâhpânayâw sîpiy in Cree

Nature Canada

\$25,000

to support the Nature and Climate gathering, a strategic convening of leaders from Canada's major conservation and climate organizations

\$25,000

to support the Nature-Based Climate Solutions Summit, a two-day national gathering organized by Canada's leading nature and conservation organizations

Nature Conservancy of Canada

\$63,250

in partnership with the International Union for Conservation of Nature, to report on opportunities to strengthen the role of nature-based climate solutions in Canada's Nationally Determined Contributions to the Paris Climate Agreement

\$50,000 over 2 years

to organize a conservation finance conference with a goal to help mainstream conservation finance in Canada

Nature United

\$200,000 over 2 years

to support a landmark two-year, peer-reviewed study, led by Nature United in partnership with scientists from 16 institutions, on the mitigation potential of natural climate solutions in Canada

Sayisi Dene First Nation

\$150,000 over 3 years

to help establish an Indigenous Protected Area in the Seal River watershed

Environment 2018–2019 Grants

CARBON LANDSCAPES CONTINUED

Soil Conservation Council of Canada

\$149,570 over 2 years

to build capacity to advance soil carbon sequestration efforts in Canada

University of Guelph

\$66,000

to support Dr. Faisla Moola and partners to convene, discuss, and report on how Indigenous-led, nature-based carbon sequestration efforts can align with more universal conservation and climate objectives while advancing Indigenous rights

University of Ottawa

\$47,500

to support Smart Prosperity Institute in collaboration with Nature United, to research conservation finance tools and assess their applicability in Canada

Wildlands League

\$10,000

to support time-sensitive mapping and travel expenses **\$100,000 over 2 years** in partnership with Kitchenuhmaykoosib Inninuwug First Nation, to help establish an Indigenous Protected Area in the Fawn River Watershed

Wildlife Conservation Society Canada

\$36,275

to synthesize research related to carbon values and valuation processes in the Hudson Bay and James Bay Lowlands

York Factory First Nation

\$150,000 over 3 years

in collaboration with four other First Nations, to support Kitaskiinan, a project to propose a new Indigenous Protected Area in the traditional homeland of Ininiwak (Cree People) from five First Nations in northeastern Manitoba



Indigenous leaders from across the country, representatives from non-governmental organizations, academics, and others at the *Indigenous-led Conservation and Carbon Storage in Canada* gathering.

Environment 2018–2019 Grants

CLIMATE BLUEPRINTS

The David Suzuki Foundation

\$48,000

to identify policy options for expanding British Columbia's carbon tax to include fugitive methane emissions from the oil and gas sector

Pembina Institute for Appropriate Development

\$63,000

to analyze the gap between Alberta, British Columbia, and the federal commitments to methane emissions-reduction targets and offer policy options

\$45,000
to identify policy and program options for the implementation of existing climate commitments related to heavy-duty vehicles

Simon Fraser University

\$18,000

in partnership with Clean Energy Canada, to outline recommendations to strengthen federal, provincial, and municipal capacity to invest in low-carbon infrastructure in the built environment

York University

\$28,000

to support Dr. Mark Winfield and research partners to assess the potential for energy efficiency in Canada

ENABLING SOLUTIONS

Ecotrust Canada

\$210,000 over 3 years

in partnership with Wahkohtowin, to develop a forest carbon project for the Chapleau Crown Game Preserve

Équiterre

\$60,000 over 3 years

to support EcoAnalytics, a shared public opinion research service for environmental organizations across Canada

McGill University

\$450,000 over 3 years

for continued support of Canada's Ecofiscal Commission

Pembina Institute for Appropriate Development

\$90,000 over 2 years

for research and policy analysis related to clean fuel standards in Canada

RESEARCH AND PARTNER PUBLICATIONS



Canada's vast forests, grasslands, oceans, and wetlands provide essential ecosystem services. In *Finding Common Ground*, a publication from the Canadian Parks and Wilderness Society, lead author Florence Daviet and her team present a road-map for both scientists and policymakers to build a bridge between conservation and climate goals.

Environment 2018–2019 Grants

CYCLE CITY

Charlie's FreeWheels Youth Education Society \$20,000

in collaboration with three community bike shops, to build the collective capacity of community bike shops in Toronto through shared resources, training, and workshops

\$20,000

to support the development of a youth cyclist podcast and storytelling series for individuals and communities who are underrepresented and underserved in Toronto's biking community

Clean Air Partnership

\$281,920 over 2 years

to help launch Scarborough Cycles, an initiative designed by The Centre for Active Transportation in collaboration with community partners

CultureLink Settlement and Community Services

\$187,800 over 2 years

through its Bike to School Project, to help build the capacity of teachers and parents to become cycling advocates

The David Suzuki Foundation

\$408,000 over 2 years

in collaboration with Cycle Toronto, to support community organizing, business engagement, government relations, and media outreach, to accelerate the implementation of protected bike lanes on Toronto's streets

Pembina Institute for Appropriate Development

\$75,000 over 2 years

to research the conversion potential of delivery truck trips into bike trips through a partnership with UPS

\$58,000

to research how cycling infrastructure can be designed to accommodate the needs and concerns of different curbside users

Ryerson University

\$55,832

to support research by Ryerson epidemiologist, Dr. Anne Harris, focused on the relationship between protected bike lanes and public health and safety

York University

\$150,000 over 3 years

in partnership with Regenesys York, to help launch York University's new community bike centre

RESEARCH AND PARTNER PUBLICATIONS



NATURE-BASED SOLUTIONS
Indigenous-led Conservation
and Carbon Storage in Canada



ANNAATIN

BEAVER HILL
SOLUTIONS

KAP
DESIGN

METCALF
FOUNDATION

Emerging from two years of research, *Nature-Based Solutions: Indigenous-led Conservation and Carbon Storage in Canada*, explores the critical role of Indigenous Peoples in advancing nature-based climate solutions.

Inclusive Local Economies 2018–2019 Grants

OPPORTUNITIES FUND

The 519 Church Street Community Centre

\$174,050 over 2 years

to develop a neighbourhood-based local economic development strategy as part of the Moss Park redevelopment

ACORN Institute Canada

\$30,000

in partnership with Toronto ACORN, to support low-income workers in leadership development and public education on improving Employment Insurance

Canadian Roots Exchange

\$10,000

in partnership with Free Geek Toronto, to research grassroots tech repair models for Indigenous youth

Dixon Hall Neighbourhood Services

\$168,133 over 2 years

in partnership with the Toronto Shelter Network, to develop a workforce strategy that enables people with lived experience of homelessness to work in the shelter system

Jane/Finch Community and Family Centre

\$195,000 over 2 years

in partnership with the Hospitality Workers' Training Centre to create an employment pipeline to advance incumbent institutional food workers

Labour Community Services

\$90,000 over 2 years

in partnership with the Toronto Community Benefits Network, to champion, monitor, support, and negotiate for community benefits in infrastructure and urban development

The Learning Enrichment Foundation

\$220,000 over 2 years

in partnership with Building Up, to test financial stability strategies to improve its participants' apprenticeship completion rates

\$133,669 over 2 years

in partnership with Mothercraft College of Early Childhood Education, to develop a career pathway model for Early Childhood Assistants



Guest faculty Jodi Sturgeon joins the 2018 *Toronto Sector Skills Academy* to lead a case study.

Inclusive Local Economies 2018–2019 Grants

OPPORTUNITIES FUND CONTINUED

MakeWay Charitable Society

\$183,333 over 2 years

in partnership with East Scarborough Storefront in developing a model to support local residents in accessing good jobs on upcoming infrastructure development

Margaret's Housing and Community Support Services

\$28,751

to work in partnership with Ralph Thornton Centre, to develop an adult education model for peer workers

North York Harvest Food Bank

\$125,000 over 2 years

to strengthen industry engagement for its logistics and forklift workforce development strategy

NPower Canada

\$30,000

to test recruitment strategies to support the expansion of their programs

\$49,777

to partner with Indigenous leaders in co-designing new strategies to support Indigenous programming

Ontario Employment Education and Research Centre

\$150,736 over 2 years

in partnership with the Caregivers' Action Centre, to enable worker leadership, research and knowledge dissemination

\$142,000 over 2 years

in partnership with Caregivers' Action Centre, to support workers in accessing and understanding program changes, and propose policy recommendations

\$589,000 over 3 years

to advance decent work conditions and capacity-building for grassroots organizations, and leadership development for workers in precarious jobs

\$119,749 over 2 years

in partnership with the Better Way Alliance, to strengthen the network of decent work employers

\$166,526 over 2 years

in partnership with Better Way Alliance, to develop employer focused decent work resources and grow its networks of business owners

\$154,540 over 2 years

in partnership with the Migrant Workers Alliance for Change, to build the capacity of migrant students to inform public policy on decent work for international students

RESEARCH AND PARTNER PUBLICATIONS



Responding to the Province's overhaul of employment services, the Toronto Region Board of Trade, United Way Greater Toronto, and the Metcalf Foundation collaborated on *Help Wanted: Modernizing Employment and Skills Training Services in Ontario*. This report provides principles and recommendations to enhance the Province's employment and skills training system to better serve people and create more value for the economy.

Inclusive Local Economies 2018–2019 Grants

OPPORTUNITIES FUND CONTINUED

Parkdale Activity-Recreation Centre

\$40,000

in partnership with the Parkdale People's Economy Network, to establish a framework, and identify best practices for community-oriented investments

Scadding Court Community Centre

\$50,629

in partnership with Thorncliffe Park Women's Committee, to develop the operational model for the shipping container café in R. B. Burgess Park

St. Michael's Hospital Foundation

\$161,571 over 2 years

to support The Upstream Lab in examining working conditions and the health of personal support workers

Toronto Neighbourhood Centres

\$80,000 over 2 years

to enable its network to explore non-profit investment strategies to support mission aligned neighbourhood investment

WoodGreen Community Services

\$133,400 over 2 years

in partnership with the CEE Centre for Young Black Professionals, to develop and test effective alumni engagement strategies

The Yonge Street Mission

\$58,650

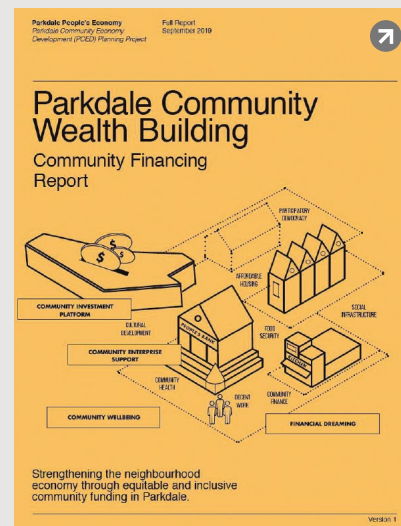
to explore how their retail social enterprise can support a retail workforce development intermediary

York Entrepreneurship Development Institute

\$145,500 over 2 years

in partnership with DUKE Heights BIA to develop career pathway strategies in food and furniture manufacturing

RESEARCH AND PARTNER PUBLICATIONS



The Metcalf funded *Parkdale Community Wealth Building: Community Financing Report* shows how financial capital and impact investing can support community priorities. Led by the Parkdale People's Economy, a network of community organizations, the report builds a shared language around community investing, community health, and economic justice, and provides a roadmap to develop new opportunities for community financing.

Inclusive Local Economies 2018–2019 Grants

2018 TORONTO SECTOR SKILLS ACADEMY PARTICIPANTS*

Paula Calderon

Director of Services, Peel Region
ACCES Employment

Shalini da Cunha

Executive Director
Peel-Halton Workforce Development Group

Jacqueline Cureton

Director of Program Delivery Support Branch
Ministry of Advanced Education and Skills
Development

Richard Derham

Executive Lead of Opportunities for All Youth
MaRS Discovery District

Georgina Elliott

Manager, Community and Labour Market
City of Toronto, Employment and
Social Services

Kris Erickson

Consultant

Stefany Hanson

Manager of Youth Development
City of Toronto, Social Development,
Finance & Administration

Qazi Hasan

Manager of Workforce Development
WoodGreen Community Services

Heather Marshall

Campaigns Director
Toronto Environmental Alliance

Kim Marshall

Director of Projects and Strategic Initiatives
Ontario Tourism Education Corporation

Adam Melnick

Business Agent
Heat and Frost Insulators and Allied Workers
Local 95

Bronwyn Oatley

Manager, Toronto Enterprise Fund
United Way Greater Toronto

Jodi O’Gorman

Vice President of Public Partnerships
VPI Working Solutions

Gladys Okine

Executive Director
First Work

George Okurapa

Manager, Community and Labour Market
City of Toronto, Employment and
Social Services

Kim Patel

Director of Employment Services
St. Stephen’s Community House

Fawzia Ratanshi

Senior Program Design and Development Analyst
Ministry of Advanced Education and
Skills Development

Andrew Reddin

Vice-President Partnerships
NPower Canada

*The titles of the fellows reflect the jobs they held while participating in the TSSA.

Inclusive Local Economies 2018–2019 Grants

2018 TORONTO SECTOR SKILLS ACADEMY PARTICIPANTS* CONTINUED



Twenty-four *Toronto Sector Skills Academy* fellows celebrate their graduation.

Glory Ressler
Director of Education, Training, and Data
Canadian Mothercraft Society

Carolyn Saenz-Esterhuyse
Manager of Local Economic Opportunities
East Scarborough Storefront

Marc Soberano
Executive Director
Building Up

Jeanie Son
Director of Strategic Initiatives
Yonge Street Mission

Annu Sood
Manager, Community and Labour Market
City of Toronto, Employment and
Social Services

Ken Tang
Project and Data Manager
Hospitality Workers' Training Centre

*The titles of the fellows reflect the jobs they held while participating in the TSSA.

Performing Arts 2018–2019 Grants

STAGING CHANGE ↗

Stage 1

\$3,000 per company

to support their Stage 1 organizational team, representing artistic, administrative, and board leadership, to participate in a series of six interactive workshops designed to uncover and name a complex challenge and begin to identify a potential response

- Business for the Arts
- Coal Mine Theatre
- Harbourfront Centre
- Luminato Festival
- The National Ballet of Canada
- Nova Dance
- Pratibha Arts
- ProArteDanza Performance Inc.
- Roseneath Theatre
- The School of Toronto Dance Theatre
- Studio 180 Theatre
- Tapestry Opera
- The Theatre Centre
- Theatre Direct Canada

Stage 2

\$5,000 per company

for on-site organizational coaching, during which a large stakeholder working group will assess each organization's adaptive capacities, investigate barriers to adaptive change, identify significant complex challenges that they are facing, and carry out Small Experiments with Radical Intent to test emerging responses

- Luminato Festival
- The National Ballet of Canada
- ProArteDanza Performance Inc.
- The School of Toronto Dance Theatre
- Studio 180 Theatre
- Tapestry Opera
- The Theatre Centre
- Theatre Direct Canada

Stage 3

\$25,000 per company

to support Incubating Innovation, a one-year process that offers a full immersion in an innovation project with the larger aim of leveraging significant increases in capacity and, potentially, organizational transformation. Each company is working on its self-identified complex challenge listed below:

The National Ballet of Canada

to engage deeply with today's diverse audiences and artists as the ballet company for all of Canada

Tapestry Opera

to dramatically increase their audiences outside of current opera goers and in the general public

The Theatre Centre

to apply reckless generosity to the company members themselves

Theatre Direct Canada

to develop relationships in their community in order to raise awareness about their renewed mission and presence, to bring more diverse voices into their work, and to find unconventional spaces to create and perform in their neighbourhood

Performing Arts 2018–2019 Grants

PERFORMING ARTS INTERNSHIPS

Aluna Theatre

\$32,000

for Camila Diaz-Varela in artistic direction and playwriting

Buddies in Bad Times Theatre

\$21,569

for Daniel Carter in artistic direction

Canadian Stage

\$32,000

for intern Tawiah Ben M'Carthy in artistic direction

Dance Collection Danse/Arts Inter-Media Canada

\$32,000

for intern Elisabeth Dobson in archiving/programming

Factory Theatre

\$32,000

for intern Natasha Mumba in artistic direction

The Fringe of Toronto Theatre Festival

\$32,000

for intern Jules Vodarek Hunter in administration

The Grand Theatre

\$18,450

for intern Melinda Moynihan in wardrobe construction

Great Canadian Theatre Company

\$32,000

for intern Jillian Keene in administration

Jumblies Theatre

\$30,000

for intern Tijana Spasic in artistic direction

Kitchener-Waterloo Symphony

\$31,980

for intern Anita Walsh in community arts and education

The Musical Stage Company

\$32,000

for intern Jordan Laffrenier in artistic direction

Nightswimming

\$32,000

for intern Olivia Shortt in producing

\$32,000

for intern Myekah Payne in dramaturgy

Odyssey Theatre

\$32,000

for intern Madeleine Hall in artistic direction

Ottawa Fringe Festival

\$32,000

for intern Brittany Johnston in festival direction



2018 Performing Arts interns Back Row (L to R): Olivia Shortt, Griffin McInnes, Elisabeth Dobson, Ryan Cowl, Tijana Spasic, and Hannah Rittner Front Row (L to R): Jules Vodarek Hunter, Miriam Fernandes, C.J. Astronomo, and Felix Mills.

Performing Arts 2018–2019 Grants

PERFORMING ARTS INTERNSHIPS CONTINUED

Outside the March Theatre Company

\$30,000

for intern Griffin McInnes
in artistic direction

Pat the Dog Theatre Creation

\$31,980

for intern Rebecca Ballarin
in producing

Peggy Baker Dance Projects

\$32,000

in partnership with Volcano
Theatre, for intern Steven
Smits in administration

Public Energy Performing Arts

\$32,000

for intern Peyton Le Barr
in artistic producing

\$32,000

for intern Eryn Lidster in artistic
and technical production

Shaw Festival

\$25,830

for intern Ryan Cowl in
music direction

\$20,800

for intern Kimberley
Rampersad in artistic
direction

\$7,688

for intern Rachel O'Brien
in music direction

Soundstreams Canada

\$32,000

for intern Felix Mills
in administration

The Stratford Shakespearean Festival of Canada

\$13,330

for intern C.J. Astronomo
in production management

\$23,994

for intern Hannah Rittner
in dramaturgy

Why Not Theatre

\$32,000

for intern Miriam Fernandes
in artistic direction

Young People's Theatre

\$18,461

for intern Neha Ross
in administration



Young People's Theatre Lindy Kinoshameg at the Long Table
portion of the 2015 *Creative Strategies Incubator* public sharing
and reception.

Performing Arts 2018–2019 Grants

CREATIVE STRATEGIES INCUBATOR ↗

2016 FOCUS ISSUE – PROVIDING OPPORTUNITIES FOR ARTISTIC WORK TO REACH ITS POTENTIAL

Art of Time Ensemble

\$110,000 over 3 years

to foster new creation,
enhance existing works,
and realize artistic ideas

The Musical Stage Company

\$137,000 over 3 years

to develop collaborative
relationships with American
regional theatres

Native Earth Performing Arts

\$160,000 over 3 years

to launch The Mskomini Giizis
Residency for emerging and
midcareer Indigenous artists

Public Recordings Performance Projects

\$102,000 over 3 years

to build presence and
partnerships by drawing
on the company's history
and reputation

Toronto Dance Theatre

\$150,000 over 3 years

to reimagine the company's
body of work for creative
and organizational growth

Volcano Non-Profit Productions Inc.

\$195,482 over 3 years

to re-enter the international
touring arena

2017 FOCUS ISSUE – ENGAGING AUDIENCES AND BUILDING COMMUNITIES

Aluna Theatre

\$225,000 over 3 years

to develop three new
community and audience
outreach channels

Canadian Opera Company

\$215,000 over 3 years

to animate the company's
underused rehearsal space
in Toronto

The Fringe of Toronto Theatre Festival

\$170,000 over 3 years

to explore ways to include
people living with both
visible and invisible disabilities

Le Théâtre français de Toronto

\$180,000 over 3 years

to meet the needs of
a younger and diversified
francophone audience

Young People's Theatre

\$221,325 over 3 years

to welcome newcomer and
Indigenous people through
cultural exchange

THE JOHANNA METCALF PERFORMING ARTS PRIZES/ LES PRIX JOHANNA- METCALF DES ARTS DE LA SCÈNE ↗

Ontario Arts Council

\$150,000

to support the 2019 Johanna
Metcalf Performing Arts
Prizes/Les Prix Johanna-
Metcalf des Arts de la scène

INNOVATION FELLOWSHIP ↗

Gros Morne Summer Music

\$10,000

to support convening and
research for David Maggs'
work on the social impact
of the arts

Special Initiatives

GENERAL FUND

Alberta Ecotrust Foundation

\$15,000

to support a co-funded
climate communications
initiative

Business for the Arts

\$4,000

to support the inaugural
Funder's Forum at the
2019 Canadian Arts Summit

The Canadian Institute for Advanced Research

\$300,000 over 3 years

in support of the Bio-inspired
Solar Energy Program

City of Toronto

\$1,500

in support of Designing Cities
2019: National Association
of City Transportation Officials
Conference

CivicAction Leadership Foundation

\$150,000 over 3 years

in support of core operations

Community Food Centres Canada

\$200,000 over 2 years

(2017 & 2018)

\$200,000 over 2 years

(2019 & 2020)

in support of core operations

\$250

on behalf of an advisory
member

\$15,000

in support of The Local
Community Food Centre
in Stratford

Community Foundations of Canada

\$600,000 over 3 years

to support the Toronto
Workforce Funders
Collaborative that aims
to improve workforce devel-
opment and advance
system change across
the Greater Toronto Area

Environment Funders Canada

\$10,000 in 2018

\$10,000 in 2019

for general support

Environmental Defence Canada

\$60,000 over 2 years

in support of the Clean
Economy Alliance

First Work: Ontario Association of Youth Employment Centres

\$5,000

to support Amplify: Ontario's
Employment Sector
Leadership Summit 2018

FoodShare Toronto

\$250

on behalf of an advisory
member

The Glenn Gould Foundation

\$5,000

to support the Freedom
Through the Arts workshops

Gros Morne Summer Music

\$1,500

to support a gathering of
stakeholders for a discussion
on the topic of "Impact
and Agency in Canadian Arts
Practices, Policy, Funding,
and Evaluation"

Harbourfront Centre

\$5,000

in support of The Ward
Cabaret

Special Initiatives

GENERAL FUND CONTINUED

Indspire

\$500 in 2018

\$500 in 2019

on behalf of an advisory committee member

\$5,000

to support a bursary in honour of Hilary Pearson

INNERchamber Inc.

\$15,000 over 2 years

for general support

John Howard Society of Ontario

\$15,540

for general support

Literary Review of Canada

\$10,000

for general support

\$10,000

to support ongoing publishing

London InterCommunity Health Centre

\$60,000

to support the Dental Outreach Clinic

MakeWay Foundation

\$30,000 over 2 years

in support of the Strathmere Group

MakeWay Charitable Society

\$30,000

in partnership with Powered by Data, to build a coalition to research the policy changes required for increased administrative data-sharing

\$60,000 over 2 years

in partnership with Powered by Data, to continue coalition building to develop a common policy agenda regarding Ontario's data policy development processes

\$10,000

in support of Jane's Walk

Maytree Foundation

\$75,000

in support of The National Urban Project

Museum of Contemporary Art Toronto Canada

\$37,500

in partnership with Akin Collective, to support a strategic planning process to enable Akin and MOCA to develop a plan for Akin's growth and a sustainable model for operations

National Arts Centre

\$200

on behalf of an advisor

National Theatre School of Canada

\$80,000 over 2 years

to support an Ontario-based artistic practitioner to take part in the Artistic Leadership Residency Program

Nature Canada

\$30,000 over 2 years

in support of the Green Budget Coalition

Nightswimming

\$15,000 over 3 years

in support of the 5x25 initiative

North York

Harvest Food Bank

\$75,000

to support the FoodReach Collaborative to continue the scaling of a community-based food procurement and distribution system

Nova Dance

\$4,000

to support work on communicating the company's identity

Special Initiatives

GENERAL FUND CONTINUED

Ontario Council of Agencies Serving Immigrants

\$5,000

in support of the All in 4 Canada initiative

Ontario Employment Education and Research Centre

\$500 in 2018

\$1,000 in 2019

on behalf of an advisory committee member

Outside Looking In

\$15,000

for general support

Park People

\$5,000

to support the National City Parks Conference

Pratibha Arts

\$4,000

to provide technical support for the Diversity Dance Initiative

Public Policy Forum

\$50,000

in support of Mowat NFP

\$75,000 over 3 years

to support policy action focused on building prosperity in the changing nature of work

Roseneath Theatre

\$4,000

for technical assistance

Ryerson University

\$5,000

in support of the Ryerson Leadership Lab

\$15,000

to develop a multimedia educational tool for case-based learning

Sanctuary Toronto

\$30,000 over 3 years

(2016, 2017 & 2018)

\$45,000 over 3 years

(2019, 2020 & 2021)

for general support

The Sheridan College Institute of Technology and Advanced Learning

\$10,000

to support the Sheridan Furniture Program, AETS and the Thunder Bay Library project

Simon Fraser University

\$15,000

to support Seth Klein to write a book about the intersection of politics and climate science in Canada

Sistema Toronto Academy

\$125,000 over 2 years

to support a collaboration with East Scarborough Storefront to expand the Sistema program to the Kingston-Galloway/Orton Park neighbourhood

Social Planning Council of Ottawa

\$30,000 over 3 years

in support of Synapcity

Sustainability Network

\$15,000 in 2018

\$30,000 in 2019

in support of the GreenPAC Parliamentary Internship

Sustainability Network

\$15,000

to support the research related to a proposed environment sector leadership program

The Theatre Centre

\$2,500

for the Franco Boni Legacy Campaign

Special Initiatives

GENERAL FUND CONTINUED

Toronto Arts Council

\$7,500

to enable British academic and cultural thinker Geoffrey Crossick to present findings from his Arts and Humanities Research Council Cultural Value Project at an open community gathering in Toronto

United Way

Greater Toronto

\$500

on behalf of an advisory committee member

Université du Québec à Montréal

\$18,000 over 6 years

to support a collaborative research project on the philanthropic action of Canadian grant-making foundations

University of Toronto

\$24,975

led by Dr. Shauna Brail of The School of Cities, in collaboration with *Spacing* magazine, to create an economic and social baseline study and portrait of Regent Park

Wellesley Institute

\$50,000 over 2 years

in partnership with *The Local*, to support data-driven storytelling that focuses on social determinants of health in Toronto

The Word on The Street Canada

\$5,000

in support of The Word on The Street Canada 2018 festivals

Writers' Trust of Canada

\$55,000 in 2018

\$55,000 in 2019

in support of the Vicky Metcalf Award for Literature for Young People

\$5,000 in 2018

\$5,000 in 2019

to support the donation of books to schools in Indigenous communities

Special Initiatives

DIRECTOR-INITIATED

**Alma Children's
Education Foundation**

\$10,000 in 2018

\$10,000 in 2019

for general support

**Another Chance
Wildlife Rehabilitation**

\$3,000 in 2018

\$2,500 in 2019

for general support

Art of Time Ensemble

\$10,000 in 2018

\$10,000 in 2019

for operational support

**Assiniboine Park
Conservancy**

\$10,000

for general support

**B'Nai B'Rith Jewish
Community Camp Inc.**

\$10,000

in support of their capital
campaign

\$2,500

for general support

**Beautiful World Canada
Foundation**

\$4,000

in support of the Miles on
the Nile campaign

Book Clubs For Inmates

\$10,000

for general support

**Canada's National
Ballet School**

\$2,500 in 2018

\$2,500 in 2019

for operational support

**The Canadian
Canoe Museum**

\$2,500

for general support

**The Canadian Institute
for Advanced Research**

\$10,000 in 2018

\$10,000 in 2019

for general support

**Community Food Centres
Canada**

\$15,000

in support of Stratford's Local
Community Food Centre

\$5,000 in 2018

\$5,000 in 2019

for the areas of highest needs

Covenant House Toronto

\$4,000 in 2018

\$5,000 in 2019

for general support

Daily Bread Food Bank

\$1,000

in support of their holiday
challenge

Diaspora Dialogues

\$5,000

for general support

Events for Life Centre Inc.

\$10,000

for general support

Fall For Dance North

\$5,000

for general support

FoodShare Toronto

\$5,000 in 2018

\$5,000 in 2019

in support of the Student
Nutrition and School Program

**Glen Cairn Community
Resource Centre**

\$15,000

in support of the London
Community Dental Alliance

**Haliburton Highlands
Health Services Foundation**

\$5,000

in support of Haliburton
Hospital Health Services

Harbourfront Centre

\$5,000

in support of The
Ward Cabaret

High Park Nature Centre

\$5,000 in 2018

\$5,000 in 2019

for general support

INNERchamber Inc.

\$10,000

for general support

Special Initiatives

DIRECTOR-INITIATED CONTINUED

JUMP Math

\$10,000 in 2018

\$10,000 in 2019

for general support

Loran Scholars Foundation

\$5,000 in 2018

\$5,000 in 2019

for general support

MakeWay Charitable Society

\$5,000

in support of Diasporic Genius
for The Ward Cabaret project

Nova Dance

\$2,500 in 2018

\$2,500 in 2019

for operational support

Off the Wall Stratford

\$10,000

for general support

Ontario Nature

\$1,000

for general support

Orkidstra

\$10,000

for general support

Parkdale Activity- Recreation Centre

\$5,000 in 2018

\$5,000 in 2019

in support of the Parkdale
Neighbourhood Land Trust

Paul Gerin-Lajoie Foundation

\$30,000

to support a partnership with
the Digital Self-Publishing
Foundation

\$30,000

to support the partnership
established between
Paul Gerin-Lajoie Foundation
and the Digital Self Publishing
Foundation

Peggy Baker Dance Projects

\$2,500 in 2018

\$2,500 in 2019

for operational support

Shorefast Foundation

\$2,500 in 2018

\$2,500 in 2019

for operational support

SKETCH Working Arts

\$5,000 in 2018

\$5,000 in 2019

for general support

The Stratford Shakespearean Festival of Canada

\$30,000

in support of the Michael
Langham Director's Workshop

The Theatre Centre

\$10,000 in 2018

\$10,000 in 2019

for operational support

Toronto Mendelssohn Choir

\$2,000

for general support

Toronto Public Library Foundation

\$20,000 in 2018

\$15,000 in 2019

for the areas of highest needs

Toronto Youth Wind Orchestra

\$5,000 in 2018

\$2,500 in 2019

for general support

VIBE Arts

\$5,000 in 2018

\$5,000 in 2019

for general support

Volcano Non-Profit Productions Inc.

\$5,000

in support of the new
opera Treemonisha

Why Not Theatre

\$10,000

for general support

Word-Play

\$10,000 in 2018

\$15,000 in 2019

for general support

Financial Information

CONDENSED STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2019

	2019	2018
ASSETS		
Cash and cash equivalents	16,039,493	23,578,816
Accrued interest and dividends receivable	159,785	98,682
Investments at market value	154,554,230	135,671,711
Other receivables and capital assets	2,247,530	2,303,276
	173,001,038	161,652,485
LIABILITIES		
Accounts payable and accrued liabilities	1,718,109	1,984,094
NET ASSETS	171,282,929	159,668,391

CONDENSED STATEMENT OF REVENUE AND EXPENDITURES

REVENUE	18,734,159	(2,325,482)
EXPENDITURES		
Investment-related	352,046	303,768
Other	692,334	641,761
	1,044,380	945,529
REVENUE BEFORE GRANTS	17,689,779	(3,271,011)
GRANTS AND DIRECT CHARITABLE ACTIVITIES		
Performing Arts	1,016,805	1,190,854
Environment	1,372,640	1,326,148
Inclusive Local Economies	1,341,005	1,245,090
Special Initiatives	757,000	808,000
Direct charitable activities	1,587,791	1,285,935
	6,075,241	5,856,027
EXCESS OF REVENUE OVER EXPENDITURES	11,614,538	(9,127,038)

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

Our People

DIRECTORS AND OFFICERS

Kirsten Hanson
Chair

Johanna Metcalf
Vice Chair
(to July 2018)

Peter Hanson
Treasurer

Luke Metcalf

John McNee
(from June 2019)

Pamela Robinson

Ken Rosenberg

Robert Sirman

Sandy Houston
President and CEO
(ex officio)

STAFF

Sandy Houston
President and CEO

Adriana Beemans
Inclusive Local
Economies Program Director

Michael Trent
Performing Arts
Program Director

Andre Vallillee
Environment Program
Director

Janet Lewis
Director of Finance
(to May 2019)

Catherine Annau
Communications Manager

Heather Dunford
Grants Manager

Anne Perdue
Senior Editor

Annie Rawlings
Office Manager and
Executive Assistant

Ali Houston
Programs Intern
(to July 2018)

Molly Willats
Programs Intern
(July 2018 to June 2019)

Alicia Richins
Programs Intern
(from June 2019)

Our People

ENVIRONMENT PROGRAM ADVISORS

CARBON LANDSCAPES

Valérie Courtois
Indigenous Leadership
Initiative

Steve DeRoy
The Firelight Group

Brodie Guy
Coast Funds

Dr. Joseph LeBlanc
Northern Ontario School
of Medicine

Tonya Makletzoff
Government of
Northwest Territories

Dr. David Pearson
School of the Environment,
Laurentian University

Dr. Risa Smith
Protected Areas Climate
Change Specialist Group,
World Commission on
Protected Areas,
International Union for the
Conservation of Nature

James Stauch
Institute for Community
Prosperity, Mount Royal
University

CLIMATE BLUEPRINTS

Karim Bardeesy
Ryerson Leadership Lab

Stephanie Cairns
Wrangellia Consulting

Lois Corbett
Conservation Council
of New Brunswick

Dave Harvey
Park People

Sunil Johal
Brookfield Institute and
Public Policy Forum

Jessie Sitnick
Argyle Public Relationships

Ed Whittingham
Whit & Ham

Mark Winfield
York University

CYCLE CITY

Monica Campbell
Dalla Lana School of
Public Health,
University of Toronto

Hannah Evans
Ontario Ministry of Municipal
Affairs and Housing

Matt Galloway
The Current on
CBC Radio One

Jennifer Keesmaat
The Keesmaat Group

Albert Koehl
Environmental Lawyer

Siva Vijenthira
8 80 Cities

Our People

INCLUSIVE LOCAL ECONOMIES PROGRAM ADVISORS

OPPORTUNITIES FUND

Alex Dow

United Way Greater Toronto

Phil Frei

Entrepreneur

Margaret Hancock

Independent Consultant

Anne Jamieson

Toronto Enterprise Fund

Deena Ladd

Workers' Action Centre

Robert Sirman

Metcalf Foundation

Paul Taylor

FoodShare Toronto

Tom Zizys

Independent Labour Market
Expert and Metcalf Fellow

TORONTO SECTOR SKILLS ACADEMY

Mandie Abrams

Hospitality Workers
Training Centre

Nation Cheong

United Way Greater Toronto

Dr. Trina Foster

MAXIMUS Canada

Sandy Houston

Metcalf Foundation

Joanne Kviring

Medavie Health Foundation

Bruce Lawson

The Counselling Foundation
of Canada

Jamison Steeve

Schwartz Reisman Institute
for Technology and Society

Kaylie Tiessen

Unifor

Our People

PERFORMING ARTS PROGRAM ADVISORS

STRATEGIES INCUBATOR LEARNING NETWORK SUPPORT LEADS

Naomi Campbell
Luminato

Menon Dwarka
Soundstreams Canada

Shannon Litzenberger
Independent Artist/Advocate

Liam McQuade
Liam McQuade Inc.

Cathy Smalley
Project Management/
Consultant

PERFORMING ARTS INTERNSHIPS

Keith Barker
Native Earth Performing Arts

Katherine Carleton
Orchestras Canada/
Orchestres Canada

Shawn Kerwin
Freelance Designer

Andy McKim
Independent Artist/Consultant

Caroline O'Brien
Ryerson University

Natasha Powell
Holla Jazz

JOHANNA METCALF PERFORMING ARTS PRIZES 2019

Nina Lee Aquino
Factory Theatre

Joël Beddows
Le Théâtre français
de Toronto

Elaine Calder
Performing Arts Executive

Ben Dietschi
DeVos Institute of
Arts Management

Menon Dwarka
Soundstreams Canada

Aria Evans
Independent Dance Artist

Kirsten Hanson
Metcalf Foundation

Lisa O'Connell
Pat the Dog Theatre Creation

STAGING CHANGE

Patti Pon
Calgary Arts Development

DESIGN
The Office of Gilbert Li

PRINCIPAL PHOTOGRAPHY
Chris Thomaidis