



**METCALF
FOUNDATION**

HOW MIGHT WE SEE THE WORLD DIFFERENTLY?

Biennial Report 2004–2005



Through Passionate People

Canada is graced with creative, committed people making enormous contributions towards strengthening Canadian society. But for these individuals, time and resources to innovate, build skills and develop new knowledge are often limited. Through all of our work, the Metcalf Foundation is cultivating, supporting and celebrating these leaders.

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.

How times have changed! When I was first involved with the Metcalf Foundation, it was 1986; my stepfather, George Metcalf (junior) hired me to coordinate and record the many small grants he, my mother, Johanna Metcalf, and their advisory board made to various extraordinary grassroots organizations in Canada, and indeed around the world. The Foundation at that time was endowed with about \$16 million. It was engaging work for me, and I saw that the Foundation had a small but significant impact in a broad spectrum of communities. But that was then.

Twenty years on, the Foundation has changed enormously, owing in part to an endowment from George Cedric Metcalf (senior) that has turned it into one of Canada's largest private foundations. But the true change is of course in the methods and mandate of the new Foundation. Over the last few years, the Foundation has been rebuilt on the vision of using all its resources to support long-term change, so that we might all see the world differently, and better.

Central to the re-imagining of the Metcalf Foundation's goals and ideals was the leadership of our President, Sandy Houston. His vision for a highly engaged, intuitive and thoughtful Foundation has brought us to this point. Our work is focused—the result of committed study and consultation by program directors, advisors and grantees. Our once broad spectrum of granting areas has been more precisely identified. I still find this work deeply engaging, and I am proud to be involved in this vital and evolving organization.

I am looking forward to what the next twenty years may bring.



Kirsten Hanson, *Chair*

REMARKABLE TWENTY YEARS

FROM THE CHAIR



Through Creative Ideas

Many of the issues we face are complex. We need potent new ways of thinking about and acting on these issues. One of the great advantages a foundation has is the ability to create opportunities at the margin—to make space for the cultivation of powerful new ideas.

In 2005 the Metcalf Foundation concluded a multiyear process of transformation and reinvention. In this, the first biennial report in our forty-six-year history, we will give you some sense of what our journey has yielded.

Seven years ago the Foundation received a large bequest from the estate of George Cedric Metcalf and entered a new era. Metcalf gave the Foundation two extraordinary gifts: a great deal of money and an unfettered opportunity to imagine how best to deploy it. The Board of Directors began to explore a series of questions: What should we do?, How should we do it?, Where can we be most helpful?, How we will know? or, as our inquiries progressed, How can we best contribute to making substantive change in Canada?

There was much to do. At the time of the bequest, the Foundation had a part-time administrator, and made a wide variety of small grants to grassroots organizations across the country. The board chose to focus the Foundation's resources on three areas: the performing arts, the environment and anti-poverty work. Our process was incremental. We began to develop a series of programs to support our areas of focus and we engaged our board, grantees, advisors, friends and growing staff in an ongoing series

of reflections on these questions and our responses to them. It was clear to us that the Foundation's role was not to determine what our grantees should do or how they should do it. Rather, by trying to give organizations the potential to follow their best thinking, to determine their own path forward, we can encourage the possibility of new ideas, new practice and ultimately new solutions.

In the course of designing and delivering our programs, we developed a set of objectives and principles that inform our grant making. We aspire to contribute to positive change in individuals, in organizations, in civic engagement, in public policy and ultimately in social values. We work from the premise that a healthy and empowered not-for-profit sector is fundamental to our society. Our programs seek to foster healthy organizations. We believe that an organization's sense of priorities and approach should be respected. We make multiyear commitments on the theory that organizations require financial predictability in order to plan and deliver effectively. We look to establish impact through demanding rigour and strategy in the thinking underlying the work funded. We try to cultivate relationships premised on trust and mutual respect with the organizations we support. And we attempt to achieve the maximum amount of work with the minimum amount of bureaucracy and unnecessary process.

OUR JOURNEY

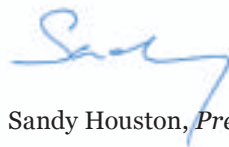
FROM THE PRESIDENT

As we entered more deeply into our engagement with the not-for-profit sector, our appreciation of the severity of challenges it faced increased. Canada asks a great deal of its civil society. It does not, however, support it in a manner proportionate to its tasks. Not-for-profit groups play a crucial role in everything from addressing complex social issues to creating our culture and monitoring and sustaining our natural environment. The sector is filled with people of enormous ability and commitment who are achieving extraordinary things under very difficult circumstances. The Metcalf Foundation is increasingly focused on supporting these people in their work. We want to ensure that they are able to draw more deeply on their gifts and that they have time to think, to collaborate, to innovate and to renew themselves. We are committed to creating opportunities for new ideas, fresh perspectives, unlikely alliances and unorthodox approaches to familiar problems.

We want to ensure that young people, filled with talent and idealism, coming into the sector are given thoughtful opportunities to work, contribute and stay in the field. We want to provide support for emerging leaders and ensure that our organizations reflect more completely the communities they serve. We are also committed to celebrating and sustaining the contributions made by the senior leadership of the sector.

Our progress throughout has been informed and underpinned by the unwavering support and leadership of the Metcalf board and family. Their willingness to accept risk, their long view on the Foundation's role and value and their comfort with uncertainty and ambiguity have been the cornerstones of our development. We are also fortunate to have surrounded ourselves with advisors who bring wisdom and rigour to our deliberations. Finally, the Foundation's staff, Catherine Smalley, Ruth Richardson, Colette Murphy, Janet Lewis, Craig Leroux and Sharon McLean, give their skill, passion and imagination to the Foundation's work each day.

In all our work, we are profoundly interested in the question posed on the cover of this report—how might we see the world differently? The charitable sector is deeply engaged in this question and in providing us all with vision. We are enormously privileged to participate in this generative, unpredictable and exciting journey.



Sandy Houston, *President*

NUMBERS ARE PART OF THE EQUATION.

5.5

The Metcalf Foundation currently makes grants averaging approximately \$5.5 million each year.

134

The Metcalf Foundation currently has an asset base of approximately \$134 million.

46

The Metcalf Foundation was established in 1960. It has been supporting Canada's charitable sector for forty-six years.

OUR APPROACH

We believe change happens when people 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 their lives.

We focus our efforts in three areas: the performing arts, the environment and the reduction of poverty. We advance our goals by:

- supporting dynamic leaders who are contributing to positive change;
- nurturing innovative approaches to tackling tough problems and seizing opportunities; and
- encouraging dialogue and learning to inform action.

While much of our work consists of making grants to charitable organizations in Canada, periodically we augment our grant making by acting as a convenor or facilitator. In this role we bring people together around areas of mutual interest to seed conversations or initiatives across organizations or sectors.

THREE PROGRAMS

Performing Arts. Art is a transformative way of learning about ourselves and the world. By supporting arts organizations as they make strategic decisions about the future and by strengthening the skills and experience of individuals in arts organizations, the Foundation helps them to realize their full potential.

Environment. The health of our natural and working lands is crucial. The Foundation's goal is to enable individuals and organizations to work collaboratively and innovatively to cultivate long-term solutions that benefit both land and people.

Community. People and communities should be able to realize their individual and collective potential. The Foundation seeks to enrich the development of strong community voices and comprehensive, collaborative long-term approaches to issues of poverty in Toronto.

DISCRETIONARY GRANTS

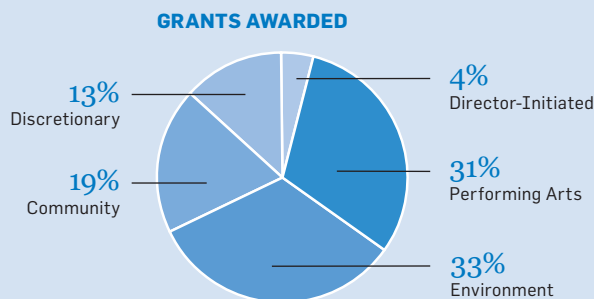
The Foundation maintains a small reserve fund for making grants outside of its three program areas. These grants give the Foundation the opportunity to support worthy initiatives that are consistent with our objectives but that do not fit neatly into any one of our program areas. Typically these grants are by invitation.

DECISION MAKING

One of our primary challenges is selecting which initiatives submitted to us we will support. Proposals are reviewed carefully by the Foundation's board, staff and advisory committees. Our advisory committees are composed of leaders in the fields served by our various programs. In making decisions, we look for evidence of a rigorous context analysis, a compelling vision, a well-considered strategic course of action, alignment with our charitable goals and the potential to learn about new approaches and practices.

METCALF AT A GLANCE

In the past two years the George Cedric Metcalf Charitable Foundation has furthered its role as a catalyst of change through its commitment to the transformative possibilities of leadership, engagement and imagination.



HOW WE LEARN

In our work, we aim to be clear, open, reflective and responsive. We actively seek to learn from our experiences with funded projects, and from our ongoing exploration of issues and ideas. The Metcalf Foundation wants to know if it is making the difference it hopes for and how it can realize the full potential of its resources. At the Metcalf Foundation, evaluation is how we learn from what we do—it helps us to improve our programs and it informs our decision making.

For us, evaluation is not an event that occurs only at the end of something, it is learning through a continuous feedback loop. Ongoing dialogue between the Foundation and funded organizations is the cornerstone of our evaluation process and it helps both parties come to a better understanding of the initiatives underway and their ultimate effect.

OUR GEOGRAPHIC SCOPE

Most of our programs concentrate on one place in order to increase the impact of our investments on a particular issue or community. Consequently, in both our Performing Arts and Community Programs, most grants are made to organizations working within the Toronto area. In the Environment Program, where in some cases our programs are focused on bio-regions, our geographic focus widens to span Canada's Boreal Forest in one program stream, and includes Southern Ontario and the Northern Appalachians in another.

OUR WEBSITE

Our full information is available online at: www.metcalffoundation.com where you can learn more about everything mentioned in this Biennial Report. You can also download items such as financial templates and grant program application guidelines.

BRIEF HISTORY

George Cedric Metcalf had a remarkable career in the grocery business, rising from stock boy to President and CEO of George Weston Ltd. In 1960 he established the Foundation and later endowed it with a gift of \$10 million. Initially, the Foundation concentrated its efforts in the areas of social services, health and education. In the early 1980s George Jr., a history professor, assumed responsibility for the Foundation and broadened its interests and geographic scope. Upon George Jr.'s death in 1990, his wife Johanna, their children and an advisory board directed the Foundation. The Foundation continued to have a broad reach, and had a preference for grass-roots organizations and a willingness to support core costs. In 1998 George Cedric Metcalf died and left his estate to the Foundation, increasing its assets to almost \$110 million. The Foundation now pursues a more focused approach to grantmaking.



The Foundation funds eight paid internships in the editorial and art departments of *The Walrus*, an award-winning general interest magazine. The internship program aims at introducing aspiring writers, editors and art directors to the industry.



In 2005, the Foundation launched its City Builder in Residence initiative with Ryerson University, bringing to Toronto Mark Lakeman (City Repair Project) and Wendy Radmacher-Willis (City Club of Portland) to share fresh city building ideas.



Metcalf was the first and remains the largest private funder of the Creative Trust, a highly innovative organization working to ensure a strong and healthy future for Toronto's small and mid-sized performing arts companies.

Art is a transformative way of learning about ourselves and the world we live in. Artists help us celebrate life. They challenge our assumptions and bear witness to our common humanity.

In 2000, the Metcalf Foundation renewed and strengthened its commitment to the arts. We chose to concentrate our resources on the performing arts in Ontario, focusing primarily on the health of small and mid-sized organizations, because we believe they are an essential component of the performing arts ecology. In deciding how best to help sustain the vibrancy of these important companies, the Foundation saw two areas where we thought we could make a difference.

Firstly, in a rapidly changing and difficult environment, organizations need to be creative, responsive and effective. But they often lack the resources needed to pursue innovative strategies for reaching their goals, to take full advantage of opportunities and to respond to complex issues and problems. Our [Strategic Initiatives](#) Program addresses this by supporting an organization through a three-year initiative, giving it an opportunity to strive to achieve specific strategic goals which they themselves define.

Secondly, in recent years, budgets for assistant and apprentice jobs virtually disappeared from operating budgets, severely limiting access to training and job experience for artistic, administrative and production staff. This access has always been vital to the development of skilled, dynamic people throughout the performing arts field. Our [Professional Development](#) Program addresses this by supporting internships for individuals in the early stages of their careers, and extended periods of renewal or specialized training for senior artists and administrators.

Launched in 2001, the Foundation's new Performing Arts Program had funded sixty Strategic Initiatives grants and ninety internships by the end of 2005. Over these years we have learned a lot from working closely

with our grantees on a variety of imaginative, dynamic initiatives. It is clear that if given the time and resources to fully explore and implement new ideas, arts organizations can be exceptionally creative and effective. Equally, there are enormous benefits that flow to both interns and the organizations who host them when there is a commitment to mentoring and training.

STRATEGIC INITIATIVES

The year 2004 was the beginning of a second three-year cycle for the Strategic Initiatives Program. Forty-four organizations were in various stages of their initiatives throughout 2004-2005.

The Foundation does not suggest what kinds of initiatives organizations should undertake, but we do require applicants to go through a period of rigorous self-assessment in order to describe a strategic course of action which will move them forward—in whatever direction they have chosen. We have had a fascinating range of proposals, which reveal many things about the current preoccupations of small and mid-sized organizations. Our grantees have used the program to:

- make an investment in artistic resources or processes;
- stabilize or expand staff and infrastructure for revenue generation, education and outreach, communications, administration and touring;
- plan for transitions in mature, founder-led organizations;
- develop audiences; and
- explore the impact and use of technology.

Organizations are trying to do things differently and better than before, but things don't always proceed according to plan. When an artistic director says "why did I think a new staff member would mean less work for me?" or a founder reports "for the first time I'm beginning to see that my organization can have a life beyond me," we know learning is taking place. We encourage grantees to adapt to change and new experiences as they move forward over the three-year

PERFORMING ARTS

By supporting organizations as they make strategic decisions about the future and by strengthening the skills and experience of individuals in those organizations, the Foundation hopes to make a significant contribution to sustaining a vibrant performing arts community in Ontario.

We work through innovation



Photo: Orla von Tiedemann

Red Sky's "Shimmer"

Charting a New Course

Red Sky Performance made its debut in February 2000 with Thomson Highway's Caribou Song. From the beginning, this dynamic young company managed to attract tremendous interest for its multidisciplinary, contemporary, aboriginal artistry. Invitations to perform in Canada, the United States and Europe quickly followed. Each appearance of the company created new interest from presenters and festivals around the world.

Red Sky realized that it had extraordinary opportunities within reach. How could it take advantage of its early success? The company knew that it needed a solid touring infrastructure. But how could this work be done in a manner in keeping with indigenous traditions and principles? It had to uphold the company's artistic philosophy: to build bridges between nations and within communities.

Red Sky approached the Foundation with a three-year strategic plan to build a specific touring culture and structure within its company. This would allow them to develop and refine their approach to touring much earlier than would otherwise have been possible.

From Banff to Beijing, Red Sky is traveling its own path, realizing its dream to increase and diversify audiences, raise its profile, and explore new sources of revenue through touring.

grant period. The funds are crucial, but time is another important gift for a strategic initiative.

PROFESSIONAL DEVELOPMENT

In 2004-2005, the Foundation funded twenty-nine Professional Development internships in twenty-two organizations. There was a good mix of placements: twelve were administrative, seven were artistic and ten were in production. Overwhelmingly, interns are retained in the field—many stayed with the organizations that trained them and others moved to new organizations or between disciplines.

Large organizations tend to have the staff and resources that can provide specialized training and mentoring. Internships at these organizations can lead to work in similar companies and can also prepare talented individuals for leadership positions in smaller organizations. Small organizations provide a different but equally powerful experience for interns. Often broader in scope, these placements give interns an intense immersion in the life of a small company.

Senior practitioners have made enormous investments in the health of the organizations they serve, and the vibrancy of the sector as a whole. But these leaders need replenishment and renewed inspiration to ensure that they can continue to contribute to the field. Four Senior Artist and Administrator grants were made. Here too we saw a wide range of ideas about renewal and learning for established professionals. Whether in Canada or overseas, grantees are seeking out best practices and fresh perspectives to bring to their work.

LOOKING AHEAD

The mechanisms we put in place to provide ongoing feedback to the Foundation have given us a lot of information over the past five years. The Foundation will conduct a review of the arts program in 2006. We look forward to learning a great deal more about the impact that this kind of intervention has had on the people and organizations we've supported.

“ THIS YEAR WAS A LITTLE OVERWHELMING, INTENSELY CHALLENGING, AND TOTALLY INSPIRING. I TAKE AWAY FROM THIS A RENEWED PASSION FOR THE ARTS AND A CLEAR PERSPECTIVE ON WHY I WANT TO SPEND MY LIFE WORKING IN THIS FIELD. ”

Alison Mock, *Toronto Consort/Tafelmusik intern*

29

The Metcalf Foundation funded twenty-nine internship positions in theatre, dance, music and opera organizations in 2004 and 2005.

With the growth and persistence of poverty in Toronto—a city so rich and prosperous—we need to imagine new ways forward.

The year 2004 was one of transformation within the Community Program. Over the better part of its history, the Foundation has supported people living in poverty, mainly through assisting community organizations to provide direct services, such as shelter or food programs, to help counter the worst effects of poverty.

In 2004, the Foundation initiated a comprehensive review of the Community Program to reflect on what we had learned and how we could strengthen Metcalf's long-term impact. Over the course of the year, we undertook a process of research and reflection. We listened to what people had to say about the current challenges and opportunities in their work. We examined the shifting economic, social and political landscape. We imagined how the different program decisions we might make would advance an agenda of progressive community change.

In December 2004, the Foundation made two fundamental decisions. The first was to shift the focus of our Community Program from the consequences of poverty to its root causes. This shift stemmed, in part, from the recognition that poverty is the result of systemic issues and not primarily individual behaviour. The second was to narrow the geographic scope of the Community Program to the City of Toronto. This was based on a desire to gain a deeper knowledge of and connection to the communities in which we work and to enhance the impact of our available resources.

A new Community Program was launched in Spring 2005. At its core are three beliefs:

- Tackling the underlying causes of poverty is complex, long-term, incremental work. No one specific

approach is right: rather, many different paths will advance the work.

- Change happens through opportunities to create, experiment and take risks with different ideas, practices and people.
- There is a strong link between effective leadership and progress toward addressing tough social issues.

TWO PROGRAM STREAMS

There are two interconnected program streams. The goal of the [Communities in Action](#) Program is to support poverty reduction efforts. It does this by:

- supporting informed, collaborative community problem solving;
- strengthening the efforts of poor people to address underlying conditions of inequality and linking their efforts to other networks and institutions;
- building grassroots leadership; and
- assisting not-for-profit organizations to strengthen their organizational capacity in order to enhance their community engagement, public policy and mobilization efforts.

In our first year we supported seventeen different projects. In one project, The Stop Community Food Centre and Davenport-Perth Neighbourhood Centre are working with local residents to address inadequate income and chronic unemployment. They are building an active group of grassroots leaders to speak out, take action and create links with labour and business to affect long-term change.

Our second program is called [Leadership in Action](#). Its goal, through three different leadership initiatives, is to foster a reflective, diverse, community sector capable of responding to challenging social issues. It is premised upon the belief that the people in our sector are creative, committed individuals working in challenging environments with few resources that enable time for experimentation, growth and development.

COMMUNITY

We believe in the power of community—people coming together, sharing common hopeful visions for the future while working collectively on issues they care about today. Our grants aspire to build strong community voices and tap into the energy of people at the local level.

LEADERSHIP INITIATIVES

Renewal fellowships. These grants provide sabbatical opportunities for senior leaders in the sector to support their professional and personal replenishment. It is the only program we know of in the country that addresses issues of stress, burnout and attrition in our sector in this way. We awarded three sabbaticals in 2005. As Renewal Fellow Margarita Mendez wrote about the value of a sabbatical *"I have worked for more than twenty years addressing issues of poverty and marginalization, in three different countries. Now is the right time for me to stop, rest and find opportunities to restore my excitement, engagement and inspiration."*

Innovation fellowship. These grants provide structured "think time" for recipients to dream up new ways to improve the quality of life and opportunity for low-income communities. In 2005, we awarded four Innovation fellowships. In one case, Innovation Fellow Tom Zizys is working with community agencies in Regent Park to explore how they take advantage of the redevelopment of the area to generate jobs for local residents. They are exploring the feasibility of setting up a deconstruction firm operating as a social enterprise to salvage materials for reuse and recycling.

Emerging Leaders. This initiative of the Metcalf Foundation, the Schulich School of Business and United Way of Greater Toronto supports building the next generation of not-for-profit leaders. The program targets middle managers in the community sector. In 2005, 24 dynamic leaders graduated from the program.

Through our revitalized Community Program we support people being bold and creative in their visions as they continue to build a just, equitable society. As we look forward to 2006, we will focus our efforts on evolving our initiatives and reaching out to learn and work with others committed to eliminating the root causes of poverty.



The Communities in Action Program is supporting three neighbourhood centres to transform their organizations from a service delivery model to one emphasizing social change and community mobilization.

We work through the power of learning



Photo: Gilbert Prioste

A New Class of Leaders

On December 9, 2005, Faculty, Executive Directors, families and supporters came together to celebrate the inaugural graduation of twenty-four middle managers from the Emerging Leaders Program.

Over the course of the previous eight months, these individuals from across the social services sector had come together weekly at the Schulich School of Business, York University to strengthen their leadership and management skills and knowledge.

The Metcalf Foundation, in partnership with United Way of Greater Toronto, created this program in response to our growing concern that as large numbers of not-for-profit leaders are poised to leave their organizations over the coming years when the baby boomers retire, efforts are needed to anticipate this leadership transition.

Emerging Leaders' goal is to foster a new generation of not-for-profit leadership reflective of, and capable of leveraging, the richness of the ethnocultural diversity of the City of Toronto. We believe high-quality education coupled with ongoing networking opportunities can contribute to this.

As we deliver this program we are also looking for ways to amplify the discussion about not-for-profit leadership beyond the boundaries of individual organizations.

2,362

The Workers' Action Centre, with support from the Communities in Action Program, strengthen the capacity of 2,362 people in low-paid, unstable jobs to address workplace practice, employment standards and labour legislation that affect them negatively.

Throughout its history, the Metcalf Foundation has supported environmental work, but 2004 was marked by the growing realization that we need to look at environmental change differently.

We can't address protected landscapes in isolation from working lands: our urban regions are little without their rural surroundings; environmental leadership comes in all shapes and sizes from farmers to researchers, doctors to elders; and we can't safeguard our farms, fields and forests without giving voice to those closest to the ground. Our grants enable individuals and organizations to cultivate long-term conservation solutions that benefit both land and people.

Out of these realizations the new iteration of our Environment Program was born, focused on ensuring the ecological health and integrity of our natural and working lands through people and organizations pioneering new, creative, inclusive approaches to the tough land use issues.

LAND AND PEOPLE

The [Healthy Lands](#) Program was designed to draw in initiatives which aim to benefit both land and people through long-term solutions and informed discussion, and to seek out organizations that aim to bring greater clarity to the issues to work collectively, think broadly and inspire people and communities to contribute to positive change.

Our first round of grants firmly established this new approach. We gave Monitoring the Moraine—a joint project between Citizens' Environment Watch, Save the Oak Ridges Moraine and Centre for Community Mapping—a \$360,000 grant to enable the collaborative to build partnerships and inform decision making through new models for environmental and policy monitoring and reporting.

Seed funding to FoodShare gave birth to Local

Flavour Plus—an innovative approach to the creation of a local sustainable food system. By reaching out to farmers and farm organizations, Local Flavour Plus promotes the production of food in environmentally and socially responsible ways using an eco-label on food. By telling a story about where food comes from and how it is produced, Local Flavour Plus connects people to their food and lays the basis for deeper connections between consumers, their local farming communities and the natural environment.

Kawartha Heritage Conservancy began to notice that, despite the rich natural and cultural assets of the Kawartha bioregion, overlapping government jurisdictions and the lack of coordinated regional planning was compromising environmental health and economic well-being. The Foundation funded the Conservancy to address these issues. By building strong relationships with local agencies, land-owners and organizations, they are working hard to integrate both natural and cultural heritage into planning as well as to broker a new level of coordinated and comprehensive planning and conservation action for the region.

These are just three examples from our Southern Ontario Program. We supported equally innovative work through our Boreal Forests and Northern Appalachian Programs, where grantees are at the centre of the land use debate, promoting alternative visions and best practices in an effort to resolve difficult conservation issues.

FOSTERING LEARNING

In 2005, we began to think about a second program based on a growing belief that, as the late Donella Meadows said, "In this world that needs so much ingenuity, courage and care, what most deserves support, I have always thought, is people." We undertook a comprehensive survey of the state of the field by taking a look at the current literature and programs aimed at leadership development, interviewing key funders and individuals running these

ENVIRONMENT

Whether to benefit Saskatchewan boreal forest, southern Ontario farm or Acadian woodlot, the Metcalf Environment Program seeks to ensure the ecological health and integrity of our natural and working lands.

programs and asking people on the front lines of environmental work in Canada about their specific needs and challenges.

We discovered a few things:

- Leaders need the space to think—to dream big and look outside the confines of their day-to-day responsibilities.
- Flexibility is key—funders need to be responsive to changing needs, open to the possibility of offering a variety of options.
- There is no single group—younger, older, mid-career individuals—who need leadership development opportunities more than another.

The challenge then was to design a program that would, in the words of Metcalf advisor Nina-Marie Lister, “alternatively empower and mentor both the individual and the organization, although by different means; recognize that age and career-stage require different but equally important inputs; quietly and subtly appreciate that reflexive discovery within an organization is likely the deepest form of learning; and finally, through all of these objectives, foster a truly systemic approach to learning, with the courage to acknowledge that time matters.”

We hope our new program, *Leaders in the Field*, can aspire to these goals. It is designed to develop, strengthen and celebrate exceptional leaders working on land use issues in Southern Ontario, the Boreal Forest and Northern Appalachians. We offer fellowships to outstanding senior leaders for professional development, reflection and renewal and we will develop and nurture new talent through internships. Both these programs have been unleashed and we eagerly await the response.

If 2004 was marked with the growing realization that we need to look at environmental change differently, then 2005 ended with what we think are some inspiring and tangible ways to help people and organizations do just that.

“METCALF IS CHALLENGING ITSELF AND OTHERS TO TACKLE THE TOUGHER ISSUES THAT MANY SHY AWAY FROM BECAUSE OF THEIR COMPLEXITY.”

Mary McGrath, *Citizens' Environment Watch*

We work through collaboration



Photo: Andrew Duffy

Big Beautiful Greenbelt

On January 22, 2004, the Foundation convened a group of funders to discuss collaborative support for the Greenbelt Alliance—a diverse multi-stakeholder coalition of groups, spearheaded by Environmental Defence, sharing a common vision for a “big, beautiful Greenbelt.” The Alliance’s Greenbelt would permanently protect green space, farmland, vibrant communities, wetlands and watersheds around the Golden Horseshoe in Southern Ontario. Their vision was compelling, the funders were persuaded and the Alliance was born.

On February 24, 2005—just over one year later—the Ontario Government passed the Greenbelt Act permanently protecting 1.8 million acres. As Bob Gibson, a Metcalf advisor, noted: “the proposition that any greenbelt should necessarily be designed into a large contiguous network of protected spaces across not only the province, but the continent, is at once scientifically defensible, and logical from a planning perspective. Perhaps more importantly, it is a culturally brave move, and one which is very likely to advance meaningfully the political debate around sustainable development.”

It is culturally brave. The Greenbelt Act has changed the landscape of Ontario compelling us to see things differently – to value our farmers and recognize the deep need to be able to feed ourselves locally; to safeguard the elements of life like fresh water and clean air; and to give small communities the time to grow wisely out from under the shadow of urban pressures.

3.7

The Foundation supported the Silva Forest Foundation to work collaboratively in rural communities in the north-central region of Saskatchewan to complete a 3.7 million hectare ecosystem-based conservation plan.

GRANTS AWARDED

In 2004 and 2005 we invested a total of \$9,290,216 in the following initiatives across the country.

PERFORMING ARTS

In 2004 and 2005 a total of \$2,893,000 was invested in the performing arts to help individuals and companies realize their full potential in music, theatre, dance and opera. The following is a list of organizations supported in 2004 and 2005. For more detailed year-to-year allocations, please refer to our website.

Strategic Initiatives

Art of Time Ensemble

\$60,000 / 3 yrs
to hire its first part-time general manager who will establish a solid foundation of administration, accounting and project management and to invest in a marketing and sales strategy that will help the company build on its achievements to date, and identify new audiences and revenue opportunities.

Ballet Creole

\$60,000 / 3 yrs
to create a part-time administrative position dedicated to marketing and promotion to maximize earned revenues from their new facility, expanded programming, attendance at performances, enrolment in training programs, studio rentals, sales of CDs and tour bookings.

Ballet Jörgen

\$99,285 / 3 yrs
to create a new staff position to significantly improve its effectiveness in dance education, outreach and audience development.

Buddies in Bad Times Theatre

\$205,500 / 3 yrs
to strengthen its ability to reach out to and develop the next generation of artists and audience members by hiring a Director of Youth Initiatives, creating cost-effective, youth-oriented marketing materials, expanding their list of partnering agencies and developing an interactive-specific component of their website.

Cahoots Theatre

\$60,000 / 3 yrs
to access specialist support in marketing, website development and graphic design, to hire a part-time Communications Coordinator on a contract basis, and to upgrade its technical capabilities, in order to improve communications during its 20th Anniversary Season.

Canadian Children's Dance Theatre

\$60,000 / 3 yrs
to support its graduating dancers (age 19) through the transition to professional work and enhance its programming for teen and adult audiences by creating TILT sound+motion lab, a small, mobile, performance-based company of dancers up to 23 years of age.

Centre for Indigenous Theatre

\$70,650 / 3 yrs
to raise the national profile of the Centre, to expand enrolment in its full-time and summer training programs and to work toward a third summer program in Eastern Canada, by using alumni in recruitment, improving materials and their dissemination and formalizing new strategic partnerships.

CORPUS

\$60,000 / 3 yrs
to take advantage of a major opportunity to expand its francophone markets by hiring a bilingual marketing and sales agent to facilitate and coordinate this next step in the company's growth.

Crow's Theatre

\$60,000 / 3 yrs
to build on its preliminary work and experience in touring, to promote their work abroad, attend conferences, showcases and festivals, broker partnerships and develop international touring expertise.

Dancemakers

\$94,050 / 3 yrs
to establish a Centre for Contemporary Creation in its new venue at the Distillery District, making the facility management position full-time, and filling the position of rehearsal director and teaching assistant, to work with Artistic Director Serge Bennathan.

Ensemble Noir

\$60,000 / 3 yrs
to create a general manager's position, to allow the company to develop a new business plan, to devise and coordinate improved marketing and development strategies and to better coordinate Ensemble Noir events and concerts.

Esprit Orchestra

\$85,875 / 3 yrs
to take the orchestra out of the concert hall to perform before targeted new audiences in alternative public spaces not traditionally associated with concerts—this involves free performances and educational activity, conducted in partnership with other cultural organizations.

Fringe of Toronto Theatre Festival

\$99,000 / 3 yrs
to create a dedicated marketing and development position to enable the company to implement a more cohesive and consistent strategy to attract financial support and maintain the Festival's profile throughout the year.

Fujiwara Dance Inventions

\$60,000 / 3 yrs
to create a position of Dance Animateur, in partnership with DUO, to promote dance in the community and to organize public awareness and audience development activities around specific performances of a range of companies.

Hannaford Street Silver Band

\$60,000 / 3 yrs
to create its first staff position for fundraising and development, adding professional skills in this area to allow the HSSB to diversify its revenue streams, to improve its database and information systems and to expand a consistent effort in marketing and audience development.

Lorraine Kimsa Theatre for Young People

\$255,000 / 3 yrs
to undertake an extensive market analysis to address special challenges which face young audience companies, and to integrate the activities of the drama program more completely into the theatre's operations in order to realize its vision of the theatre as a child development centre.

Nathaniel Dett Chorale

\$60,000 / 3 yrs
to bring part-time administrative and artistic salaries to full-time, in order to realize its five-year plan, with components for marketing, fundraising, educational outreach and touring.

Native Earth Performing Arts

\$60,000 / 3 yrs
to continue its process of regeneration and bolster its administrative structure by expanding to full-time a staff position dedicated to marketing, fundraising and outreach programs.

Necessary Angel Theatre Company

\$78,705 / 3 yrs
to create a part-time position focused on touring, in order to take advantage of opportunities coming from strong interest in its current and future work—this will allow for consistent attention to the cultivation and securing of presenters, and the logistical concerns of touring nationally and abroad.

Nightswimming

\$60,000 / 3 yrs
to explore new models for financial participation in the subsequent production of works they have created, to develop a new structure to facilitate independent investment in touring and the company and to take advantage of its expertise in dramaturgy by developing mutually beneficial partnerships with acting schools and universities.

Nightwood Theatre

\$60,000 / 3 yrs
to take advantage of its upcoming 25th anniversary and new venue at the Distillery District to raise the company's profile and to diversify its financial base by creating a staff position to bring dedicated focus to marketing and development.

Opera Atelier

\$255,000 / 3 yrs
to focus on training and apprenticeship in all facets of its highly specialized repertoire, and strengthen administrative capacity, as it works to see the work of the early baroque period take its rightful place as part of the standard repertoire for opera and ballet companies around the world.

Overall Dance

\$60,000 / 3 yrs
to create Momentum Management, a shared management structure for four well-established independent dance artists (Kate Alton, Julia Sasso, Susanna Hood, and Eryn Dace Trudell) that will allow them to combine resources for marketing, administration and development.

Peggy Baker Dance Projects

\$60,000 / 3 yrs
to work with specialized artists and technicians to transform the material developed in The Choreographer's Trust into readily available DVD format. This outstanding resource will illuminate, in an unprecedented way, the physical and aesthetic ideas and the creative process that drives her choreography.

Prologue to the Performing Arts

\$84,000 / 3 yrs
to hire an education resources consultant in order to respond to many changes in the school system and improve service to artists, educators and community presenters—this includes updated resource material and curriculum connection documents and a better performance evaluation system.

Queen of Puddings Music Theatre
\$60,000 / 3 yrs
to take advantage of a prestigious invitation to Covent Garden to showcase their work to key individuals from Europe and around the world, so they can in subsequent years build on this experience to nurture a touring network for this piece and future productions.

Red Sky Performance
\$60,000 / 3 yrs
to take advantage of some extraordinary opportunities, by creating a tour manager position and promotional materials to support touring activities, in order to develop a solid touring infrastructure much earlier than would otherwise have been possible.

Roseneath Theatre
\$60,000 / 3 yrs
to create an administrative position with particular focus on marketing and tour coordination in response to phenomenal growth in its artistic operations.

The School of Toronto Dance Theatre
\$69,000 / 3 yrs
to expand the current repertory program for senior-level students to include duets, trios and small ensemble work, to broaden the performance experience for students and better prepare them for work as independent dance artists or in small contemporary dance companies.

Soulpepper Theatre Company
\$352,500 / 3 yrs
to work with its new academic partner George Brown College, to develop The Soulpepper Academy conservatory program, and test its design and implementation with "mini-academies" in preparation for a full-scale launch in 2005.

Soundstreams Canada
\$88,500 / 3 yrs
to create a new staff position to tackle significant communication challenges the company faces to build and sustain audiences, improve its communication vehicles and strengthen its board.

Storytellers School of Toronto
\$60,000 / 3 yrs
to undertake a process of artistic renewal and re-animation, as it approaches its 25th anniversary, focusing on four specific initiatives designed to put a diverse range of creative artists once again at the centre of its programs.

Talisker Players Chamber Music
\$60,000 / 3 yrs
to hire an operations coordinator on a permanent part-time basis, and share rented space with other music organizations in Trinity St. Paul Church—this will give them a base from which to realize opportunities to bring new visibility, audiences and revenues to the company.

Tarragon Theatre
\$240,000 / 3 yrs
to strengthen the middle stages of its renowned play development process, through WorkSpace, an intensive workshopping program for plays the theatre has decided are destined for production.

The Theatre Centre
\$60,000 / 3 yrs
to restructure and enhance an integral part of its development program by engaging an associate director to work with five emerging but already successful companies in residence at The Theatre Centre as a unit.

Theatre Direct Canada
\$77,640 / 3 yrs
to implement a transition plan to prepare for new ongoing responsibilities that will come with their first home venue—this includes establishing relationships in the new community, working closely with the design/build team and developing new school and weekend programming for the new studio.

Théâtre français de Toronto
\$129,000 / 3 yrs
to implement strategies to ensure that its artistic growth and maturation is reflected in its marketing abilities and its fundraising practices—this includes implementing new sophisticated and integrated software and an effective stewardship program to improve the quality of the relationships it builds through its work.

Theatre Gargantua
\$60,000 / 3 yrs
to create a new staff position to help the company promote and develop partnerships and opportunities for touring, expanding revenue sources and film and/or television adaptations of existing works.

Theatre Passe Muraille
\$150,000 / 3 yrs
to diversify its revenues, and provide an important service to the independent performing community through the implementation of the Central Box Office Project.

Theatre Smith-Gilmour
\$60,000 / 3 yrs
to secure the services of a tour manager and Asia specialist to help them with growing interest in their work from China and other Asian countries; this includes liaison with presenters, sponsors and other partners, Canadian and foreign governments, and help with transportation and logistics.

The Toronto Consort
\$60,000 / 3 yrs
to take advantage of the momentum from the recent Metamorphoses festival, and new audiences identified through the festival, to focus on building their membership and individual donation campaigns; this includes improved communications and website development.

Via Salzburg
\$60,000 / 3 yrs
to solidify their rapid growth and success by developing a professional administrative infrastructure, and securing complementary specialist skills in marketing and sponsorship.

VideoCabaret
\$60,000 / 3 yrs
to create a new administrative position to build on great opportunities for its award-winning cycle of History Plays, such as adaptations to other media, creative collaborations such as Simon Fraser University's History Play Project, school audiences, and the educational uses of their website and archives.

Volcano Theatre
\$60,000 / 3 yrs
to secure a shared office and part-time administrative support, in order to build on the company's momentum and strengths, as it makes the transition from project to operating support from its government funders.

Internships

Blyth Festival
\$19,240
Gil Garratt, artistic direction

Cahoots Theatre
\$25,000
Marjorie Chan, artistic direction

Canadian Music Centre
\$16,700
Jennifer Cianca, administration

Canadian Opera Company
\$12,500
Orenda Cahill, production

Canadian Opera Company
\$12,500
Matthew Hemming, production

Canadian Opera Company
\$12,500
Matthew Hemming, props

Canadian Stage Company
\$17,600
Ashley Gibson, production

Canadian Stage Company
\$17,200
Shelley Hebner, production

Canadian Stage Company
\$20,800
Katherine Grainger, casting

De-ba-jeh-mu-jig Theatre Group
\$25,000
Michael Taylor, production

Factory Theatre
\$25,000
Jennifer Capraru, artistic direction

Foundation for the Recognition of Excellence in Drama (Playwrights Guild of Canada)
\$25,000
Livia Berius, administration

Gallery Players of Niagara
\$25,000
Elizabeth Spear, administration

Gallery Players of Niagara
\$25,000
Allen McCreath, administration

The Georgian Theatre Festival
\$4,675
Jean-Paul Sproule, production

The Grand Theatre
\$18,750
Alexis Buset, production

Jumblies Theatre
\$25,000
Loree Lawrence, artistic direction

Jumblies Theatre
\$25,000
Faye Dupras, artistic direction

Lorraine Kimsa Theatre for Young People
\$25,000
Deann Degrujter, artistic direction

Lorraine Kimsa Theatre for Young People
\$50,000
Monique Stewart, production
Stephen Colella, dramaturgy

Modern Times Stage Company
\$25,000
Alexandra Seay, artistic direction

Muskoka Lakes Music Festival
\$25,000
Jenn Morgan, administration

National Arts Centre
\$25,000
Martina Kuska, education/outreach

National Youth Orchestra of Canada
\$25,000
Karen Osmond, administration

Necessary Angel Theatre Company
\$25,000
Daniel Nyman, producing

Necessary Angel Theatre Company
\$25,000
Vanessa Cassels, producing

Ottawa Children's Festival
\$25,000
Joe Mebrahtu, festival management

The Red Barn Theatre
\$16,000
Stefan Lenzi, administration

Shadowland Theatre
\$12,500
Clea Minaker, production

Shaw Festival
\$18,400
Alexander Cann, musical direction

Shaw Festival
\$16,665
Greg Gibson, musical direction

Stratford Festival
\$24,050
Tami MacDonald, production
Laura Wemyss, production

Theatre Passe Muraille
\$25,000
Jennifer Filippelli, administration

The Toronto Consort
\$20,680
Alison Mock, administration

Toronto Dance Theatre
\$14,580
Ainsley Kendrick, production

Toronto Dance Theatre
\$13,950
Valerie Stevens, production

Senior Artists and Administrator Grants

Continuum New Music
Jennifer Waring
to spend a year in residence at
the Gaudeamus Foundation in
Amsterdam.

da da kamera
Sherrie Johnson
to study international arts
sponsorship and investment with
Serge Grimaux.

Dancetheatre David Earle
David Earle
to travel and attend a retreat
at La Ferme de La Roche D'Hys –
Domaine des Arts, France.

Opera Atelier
David Baile
to attend a series of international
festivals and presenter conferences.

COMMUNITY

In 2004 and 2005 a total of \$1,800,000 was invested in the development of long-term approaches to issues of poverty. The following is a list that includes grants to qualified donee organizations and contracted services for specific charitable work to be carried out on behalf of the Foundation. For more detailed year-to-year allocations, please refer to our website.

Communities in Action

ACORN Institute of Canada
\$25,000 / 1 yr
in support of ACORN Toronto's work with low-income residents in high-rise buildings to organize to improve housing and safety standards. Efforts will focus on improvements within individual buildings as well as engaging with the City of Toronto and provincial authorities to create systemic changes that will ensure safe, liveable, affordable housing. Leadership training and civic engagement opportunities will be offered to enable effective resident participation.

Agincourt Community Services Association
\$39,000 / 1 yr
to assist the work of the Scarborough Civic Action Network (SCAN) to host an annual summit and ongoing action planning for residents to identify issues, community priorities and strategies to promote positive change.

Canadian Women's Foundation
\$500,000 / 5 yrs
to support the Economic Development Collaborative Fund, which assists low-income women to achieve greater self-reliance and economic independence through micro-enterprise, self-employment training, community based business or cooperative strategies. Funds will be used to provide grants, technical assistance, convening and research to support women's community-based agencies working in the field of economic development.

Dixon Hall
\$18,900 / 1 yr
to support the Regent Park Neighbourhood Initiative to offer training in community animation and planning to a group of multi-generational, multi-lingual local residents. This will help to ensure the diverse community has a strong voice and vehicles to participate in issues affecting their lives, particularly throughout the Regent Park redevelopment process.

East Scarborough Boys and Girls Club
\$38,495 / 1 yr
in support of the civic engagement work of the East Scarborough Storefront to undertake a series of community conversations and action planning sessions to address issues of poverty in East Scarborough. Education and training will also be offered to strengthen the ability of residents to organize and participate in public institutions and processes.

For Youth Initiative, (FYI)
\$20,000 / 1 yr
to provide leadership, anti-oppression and workshop facilitation training to extremely marginalized youth to support their development of skills needed to be active FYI Advisory Committee members, staff and catalysts for change in their community.

International Federation of Settlements and Neighbourhood Centres, (IFS)
\$2,500
to support the IFS 20th International Conference, "Neighbourhoods: Building Inclusive Communities."

North York Community House (Partnership with Jane/Finch Community and Family Centre and Delta Family Resource Centre)
\$120,000 / 3 yrs
to transform the three neighbourhood centres from a service delivery model to one emphasizing social change, resident leadership and community mobilization in order to take collective action on issues of poverty in North York.

Parkdale Community Legal Clinic
\$100,000 / 2 yrs
in support of the Workers' Action Centre to strengthen the capacity of contingent workers to act individually and collectively to address workplace practice, employment standards and labour legislation that affects them negatively. This grant will also support the Workers' Action Centre to create new membership and committee structures that enable leadership and active participation of workers directly affected by precarious employment, low wages and employment standards violations.

Phoenix Community Works Foundation
\$30,000 / 1 yr
to assist Toronto Environmental Alliance in partnership with the Low-Income Energy Network, tenants and other stakeholders to develop and build support for a comprehensive policy and program approach to energy poverty in Toronto.

St. Christopher House
\$385,099 / 5 yrs
to establish a senior management position for the Children, Youth and Families program. This staff person will support the St. Christopher community to: influence public policy to create a stable, coherent funding framework for this constituency; foster community-wide planning; develop grassroots parent leaders; engage in community development activities; and stabilize and grow the agency's Children, Youth and Families program activities.

The Stop Community Food Centre (Partnership with Davenport-Perth Neighbourhood Centre)
\$55,000 / 1 yr
to increase the capacity of the Davenport West community to address income security and chronic unemployment issues through grassroots leadership, resident engagement and multi-sectoral dialogue and action.

Street Health Community Nursing Foundation
\$30,000 / 1 yr
to implement the Street Health Survey, a community based research project to explore and report on the current health status and needs of homeless people in Toronto. Advocacy, dissemination and public education will be key elements of the initiative.

Tamarack – An Institute for Community Engagement
\$30,000 / 1 yr
to create a bursary program for Toronto community agency staff and residents who are forming and managing collaborations to affect positive change in order that they may participate in a new training institute focused on community engagement practice. Tamarack will also provide customized support to Toronto agencies working on issues of poverty reduction in such areas as planning, strategy development, leadership and evaluation.

Toronto East End Literacy
\$50,000 / 1 yr
to enhance the skills, knowledge and resources of newcomer women, to analyze systemic issues and organize and participate in local organizations and public institutions so that they may lead in improving conditions in their communities.

Toronto Neighbourhood Centres
\$15,000 / 1 yr
to create a dialogue about community development practice in Toronto in order to enhance the social services sector's capacity to become more engaged in social change regarding poverty.

West Hill Community Services

\$228,500 / 3 yrs
to implement a strategy of resident engagement and leadership building in order to enhance West Hill's capacity to get at root causes of poverty. This strategy will include an organizational change process to integrate community development approaches, such as organizing and advocacy, across programs and services.

Leadership in Action

York University Foundation

\$256,706 / 3 yrs
to support the work of the Emerging Leaders Program, a joint initiative of Metcalf, United Way of Greater Toronto and the Schulich School of Business. This program builds the management skills and capitalizes on the inherent leadership abilities of middle managers in the social services sector. The long-term goal of the program is to assist the entire sector with succession planning and leadership diversification.

Innovation Fellowships

Lynn Eakin

Lynn Eakin & Associates
Lynn will examine the most effective strategies for creating changes in the regulation and financing of not-for-profit community organizations in Ontario. Her research will identify promising reform objectives and change strategies.

Gabriella Micallef

St. Clare's Multifaith Housing Society
Gabriella will research and develop a new model of supportive housing for a mixed tenancy of low-income and working poor and people with histories of homelessness and institutionalization.

Sherri Torjman

Caledon Institute of Social Policy
Sherri will use her Fellowship to examine the application of the concept of "resilience," widely discussed in the environment and psychology fields, to communities and vulnerable neighbourhoods. She will try to identify the factors in households and communities that make the difference between risk and resilience. Her research will also explore the types of infrastructure (such as recreation, culture, education, public space), that are necessary within communities to support people and places to be healthy.

Tom Zizys

Consultant
Tom will explore the feasibility of a social enterprise operating as a deconstruction business, focusing initially on the opportunities generated by the redevelopment of Regent Park. His study would examine the business case for such an enterprise, identify proponents and partners for the initiative and propose the means and steps for putting such an operation into effect.

Renewal Fellowships

Chris Cavanagh

The Catalyst Centre
Chris has worked in the field of popular education practice locally, nationally and internationally for the last twenty-five years. He incorporates community organizing and education, organizational development strategies as well as the use of art, storytelling and popular theatre into his work, in order to support democratic social change. Chris will use his sabbatical to reflect on the thirty-year history of popular education in Canada and to strengthen his capacity to continue contributing to this field of practice. To enhance his future writing on popular education, Chris will join a writers' workshop at the University of Toronto and attend a writers' retreat offered at Tatamagouche Centre in Nova Scotia. He will address issues of personal renewal by pursuing his passion for storytelling and bookbinding and by attending a personal retreat in California and British Columbia.

Keith McNair

Davenport-Perth Neighbourhood Centre
Keith has been working in the community sector in various capacities in local agencies, community colleges and for the City of Toronto for more than twenty years. Over the years Keith has successfully managed to integrate his passion for community arts with his work for positive community change. He will use his Renewal Fellowship to pursue exploring the establishment of a community arts fund to support a Community Arts Institute in Toronto. The institute would be a "playground," a place to support skills building, training and creative experimentation for artists, local residents, not-for-profit agencies and others who enable expression and civic participation. He plans to visit successful community arts enterprises to learn how they operate and to research how to establish and manage a viable community arts fund.

Margarita Mendez

Jane/Finch Community & Family Centre
Margarita has worked for more than twenty-five years addressing issues of poverty in El Salvador, Mexico and Canada. Margarita will use her fellowship to explore how social service organizations can integrate social change strategies in their work to support disadvantaged communities. This will involve literature review and dialogue with others such as Frances Kunreuther, Director of the Building Movements Project, who is currently undertaking research in this area across the US. She also plans to participate in silent, guided retreats at Loyola House and in other activities to support both her personal well-being and professional growth.

Transitional Grants related to former Community Program priorities:

Blake Boulton Youth Outreach Service

\$7,500 / 1 yr
to support their counselling, outreach and life skills training programmes

Boundless Adventures

\$25,000 / 1 yr
to support the Young Family Program—an outdoor adventure camp in the Ottawa Valley which targets children aged 2–8 with severe behavioural disorders, families experiencing domestic violence, parents suffering from substance abuse or who are involved in the criminal justice system, single parent families who are impoverished or isolated and families with inadequate housing, illiteracy and chronic unemployment

Davenport-Perth Neighbourhood Centre

\$15,000 / 1 yr
to support Phase III of the Davenportraits project with Jumblies Theatre

FoodShare Toronto

\$35,000 / 1 yr
to support their Metcalf Youth Leaders: Supporting Youth Employment and Food Activity. This initiative makes it possible for FoodShare to provide employment for 28 high-risk youth each year as a transition to full time employment, and uses food activity at the Field to Table warehouse and the Everdale Learning Centre farm as a vehicle for personal change for the youth and as a model for group change for other disenfranchised youth.

Griffin Centre

\$15,000 / 1 yr
to support their Youth Employment Project, an early intervention service which provides skill development and environmentally based work experience opportunities for emotionally and developmentally delayed youth, 14 years and older.

Homes First Foundation

\$9,147 / 1 yr
in support of operating costs.

Manolson Centre

\$15,000 / 1 yr
for materials, which introduce parenting information and current research on the parent-infant relationship, communication and learning in an accessible engaging way; and a Teaching Aid for group leaders delivering the program.

Project C.A.N.O.E.

\$60,000 / 2 yr
to support Youth Leadership Training summer project.

Rotary Club of Toronto

\$10,000 / 1 yr
to support building ten houses in partnership with Habitat for Humanity in downtown Toronto.

Sage Youth

\$5,000 / 1 yr
in support of programming costs.

SKETCH

\$6,000 / 1 yr
to support programming costs associated with their arts program, job and life-skills training, counseling, referrals and meals to street-involved and homeless youth in downtown Toronto.

Skills for Change

\$7,500 / 1 yr
for their more than 20 Skills and language updating courses.

The Stop Community Food Centre

\$20,000 / 1 yr
to support the Urban Agriculture Program to address issues of food insecurity in the Davenport West community.

Woodgreen Community Centre

\$50,000 / 1 yr
in support of their Homeward Bound housing project.

Youth Assisting Youth

\$5,000 / 1 yr
for their Peer Mentoring and Stop Bullying program in which a youth volunteer is linked with an at-risk, Canadian child who may be the bully or victim of a bully.

ENVIRONMENT

In 2004 and 2005 a total of \$3,027,716 was invested in exploring and developing innovative approaches to tough land use issues. The following is a list that includes grants to qualified donee organizations and descriptions of agency agreements and contracted services for specific charitable work to be carried out on behalf of the Foundation. For more detailed year-to-year allocations, please refer to our website.

Boreal Forests

Canadian Parks and Wilderness Society

\$354,000 / 2 yrs

to support the national coordination of its boreal forest initiative as well as regional work on boreal forest issues in the north-central region of Saskatchewan and the north shore of Quebec.

Canary Research Institute on Mining, Environment and Health

\$160,000 / 3 yrs

to build the capacity of citizen groups in Ontario to deal with mining through research, education and the creation of opportunities for informed discussion of mining issues at local and provincial levels.

Protected Areas Association of Newfoundland and Labrador

\$40,000 / 1 yr

to work towards the establishment of the Lac Joseph-Atikonak Reserve in southwestern Labrador through community outreach and scientific research.

Sierra Club of Canada

\$129,000 / 2 yrs

to achieve improved forest conservation in Newfoundland and Labrador through research on forest management practices and to enable effective public participation in both governmental processes and private sector initiatives.

Silva Forest Foundation

\$120,000 / 2 yrs

to complete an ecosystem-based conservation plan for the north-central region of Saskatchewan and build awareness of this plan with government and other parties involved in the land use planning process.

The Sustainability Network

\$120,000 / 2 yrs

to bring the capacity building services of the Sustainability Network to the prairie provinces through partnerships with Manitoba Eco-Network and the Saskatchewan Environment Network.

Union québécoise pour la conservation de la nature

\$235,000 / 3 yrs

to strengthen institutional capacity by assisting with leadership transition and an expansion of the individual donor base.

Southern Ontario

Canadian Organic Growers

\$45,000 / 1 yr

to increase awareness and adoption of organic farming methods in southern Ontario in collaboration with the Ecological Farmers Association of Ontario through the development of a transition toolkit, transition workshops and farmer-to-farmer mentoring.

Citizens' Environment Watch

\$360,000 / 3 yrs

to create a long-term, community-based monitoring project across the Oak Ridges Moraine, which will enable citizens to share ecological and policy monitoring data using a 'common map' that will connect knowledge about the Moraine and provide a resource for community groups and decision makers.

Conservation Council of Ontario

\$53,000 / 2 yrs

to continue the development of the Ontario Smart Growth Network intended to raise awareness about the need to control urban sprawl, foster compact healthy community development and promote citizen involvement in planning.

Couchiching Conservancy

\$18,600 / 1 yr

to support 'The Land Between'—an initiative to foster a cultural and natural identity for the region along the southern edge of the Canadian Shield through building partnerships, creating a vision, thinking broadly across the landscape and engaging local constituents.

Environmental Defence

\$55,000 / 2 yrs

will research, write and publish a GTA Sprawl Indicators Report to be used as a practical planning and design tool for communities and municipalities throughout the Greater Toronto Area.

Environmental Defence

\$52,000 / 1 yr

to build a broad-based, multi-sectoral alliance, engage community groups and deliver new research and policy directions to support the establishment of a robust continentally significant greenbelt in Ontario.

Environmental Defence

\$52,000 / 1 yr

to inform the Places to Grow regional growth plan including research on the implementation and interpretation of the sub-area assessments, partnering with local community groups, building additional diversity into the Greenbelt Alliance and building the capacity of local constituents to monitor future development activities in their respective areas.

Escarpment Biosphere Foundation

\$2,500 / 6 months

to assist the Coalition on the Niagara Escarpment (CONE) and Protect Our Water and Environmental Resources (POWER) in researching the effects of the proposed expansion of the Milton Quarry.

Evergreen Foundation

\$20,000 / 1 yr

to deliver the Shared Spaces Land Protection Workshops series designed to support municipal staff, land use professionals and community leaders by presenting innovative approaches to protecting and managing natural areas in their communities.

FoodShare

\$75,000 / 1 yr

to initiate a local food eco-label for Southern Ontario as a comprehensive strategy for food system reform that will support farmers and offer consumers a way to support local sustainable agriculture.

Hamilton Naturalists' Club

\$45,000 / 2 yrs

for the Halton Biodiversity Inventory Project run jointly by Hamilton Naturalists Club, Halton/North Peel Naturalists Club, South Peel Naturalists' Club intended to contribute to a better understanding of species status and biodiversity in the Halton region.

Kawartha Heritage Conservancy

\$165,000 / 3 yrs

to catalyze a new level of coordinated and comprehensive regional planning and conservation action toward bioregional protection of natural and cultural resources through increased organizational capacity and the investment in new tools to work with partners and local communities.

Ontario Land Trust Alliance

\$10,000 / 1 yr

to investigate models and strategies to build the capacity of the land trust movement in Ontario.

Pembina Institute

\$65,000 / 1 yr

to deliver a smart growth program including identification of necessary policy changes, reporting on provincial progress, demonstrating the viability of implementation of smart growth policies at the local level and raising awareness among public and decision makers.

Pembina Institute

\$94,000 / 1 yr

to help ongoing work on smart growth and urban sustainability through engagement with provincial agencies, monitoring and public reporting of provincial progress and research comparing key Ontario municipalities on urban form, livability and economic vitality.

Toronto Bay Initiative

\$17,000 / 1 yr

to develop and distribute a map that identifies and interprets the natural and cultural resources in the Toronto Bay area and contributes to the wider understanding of "upstream-downstream" ecological connections of the Bay to Toronto's lost rivers and streams, the Oak Ridges Moraine and Lake Ontario.

Centre for Land and Water Stewardship, University of Guelph

\$150,500 / 2 yrs

to investigate programs to support a new and entrepreneurial near-urban agriculture in southern Ontario, to support the nascent Ontario Farmland Trust, and to work on research questions essential to the development of Foodshare's local food eco-label.

Northern Appalachians

Conservation Council of New Brunswick

\$276,208 / 3 yrs

to enhance its membership and public outreach work in an effort to increase both its effectiveness and long-term sustainability.

Ecology Action Centre

\$146,000 / 2 yrs

to support its efforts to secure and promote the protection of Nova Scotia's Acadian Forest through scientific research, public education, management plan review and coalition activities.

Ecology Action Centre

\$25,000 / 1 yr

to collaborate with industry and other non-governmental organizations on a joint proposal to the Premier of Nova Scotia to create new protected areas candidates and address associated impacts on the participating companies.

Island Nature Trust

\$25,000 / 1 yr

to gather existing data and collect new information relating to the biodiversity of the province toward the publication of a new edition of *Flora of Prince Edward Island*.

Nature Conservancy of Canada

\$208,000

to conduct the research and consultation necessary to broaden the application of its internal revolving loan fund and to support its land securement activities in Quebec.

Nature Conservancy of Canada

\$150,000 / 2 yrs

to standardize, format and package ecoregional blueprint data for the Prairie, Quebec and Atlantic regions and communicate the results for use by Nature Conservancy of Canada chapters and other conservation partners.

Nature Conservancy of Canada

\$100,000 / 2 yrs

to support the development of 2 Countries 1 Forest—an evolving cross-border collaborative dedicated to promoting the Northern Appalachian / Acadian region and providing a pivotal gathering place for information sharing, collaboration and articulation of a clear vision for the region.

Nova Scotia Nature Trust

\$150,000 / 3 yrs

to implement its strategic plan particularly in the areas of human resources development, communications, fundraising and staff training.

University of New Brunswick

\$80,000 / 2 yrs

to support the landscape-level Woodlot Conservation Project aimed at developing tools for private landowners to participate in large-scale conservation planning in southeastern New Brunswick.

Agency Agreements

Carolinian Canada

\$145,000 / 3 yrs

to support The Big Picture Project—the ecological restoration plan for Canada's Carolinian life zone.

Global Forest Watch

\$50,000 / 1 yr

to map and analyze the anthropogenic changes to the forest cover over a ten-year period for the Manitoba and Saskatchewan portions of the Boreal Plains and Boreal Shield Ecozones through satellite monitoring.

Manitoba Protected Areas Society

\$25,000 / 1 yr

to participate in the Memorandum Of Understanding Working Group established by the province to identify, establish and manage a network of protected areas representative of all natural regions of Manitoba.

Northwatch

\$100,000 / 2 yrs

to improve the ability of the public to participate in forest management planning in northeastern Ontario by supporting the local advisory committees to the Ministry of Natural Resources, establishing local forest networks and providing linkages between local, regional and provincial policy processes.

North Mountain Old Forest Society

\$30,000 / 2 yrs

to research, write and publish a guide to the Ecological Restoration of Old-Growth Forests providing a tool for habitat conservation and enhancement for the entire Appalachian/Acadian ecoregion.

DISCRETIONARY

The Foundation maintains a small reserve fund for making grants outside of its three program areas. These discretionary grants give the Foundation the opportunity to support worthy initiatives that are consistent with our objectives but do not neatly fit into any one of our program areas. A total of \$1,569,500 was invested. The following is a list of the discretionary grants made in 2004 and 2005.

Artscape Foundation

\$40,000

to support the Foundation's start-up costs.

Canadian Environmental Grantmakers' Network

\$15,000 / 1 yr

to develop a Thoughtleader Series on Environmental Grantmaking in Canada, involving the creation of a series of brief analytical articles by five "thoughtleaders" on their views of the issues, needs and gaps in funding environmental work in the country in order to inform and stimulate strategic thinking, discussion and debate among grantmakers.

Canadian Environmental Grantmakers' Network

\$5,000

to support the annual meeting.

Centre for Cultural Management, University of Waterloo

\$40,000

to support The Income Manager's program, an innovative training and work experience for fundraisers and marketers, in partnership with the Cultural Careers Council of Ontario.

Clay and Paper

\$15,000

to complete of an intensive review of facility and organizational needs.

Conservation Council of New Brunswick

\$30,000 / 2 yrs

to support an environmental justice project that will begin to address four decades of metal contamination in northern New Brunswick.

Cooper Institute

\$30,000

for community development work on food security issues.

Council for Business and the Arts

\$15,000

to support the work of the Canadian Arts Coalition and their efforts to raise awareness of the importance of the Canada Council, on the eve of its 50th anniversary.

Danny Grossman Dance Company

\$10,000

to support Endangered Dance, an important national conference on legacy and preservation issues in the dance community.

Ecology Action Centre

\$5,000

to support the meeting of Atlantic NGOs.

Friends of the Canadian War Museum

\$350,000 / 2 yrs

partial payment of a multiyear grant to establish and digitize the archive collection at the Museum's new facility.

Hustler Young Men's Bible Class Foundation

\$20,000 2/yrs

for general support.

Inner City Angels

\$1,500

in support of their 2004 Learning with Artists programs.

Nature Canada

\$30,000 / 1 yr

for the Green Budget Coalition's ongoing efforts to provide recommendations for ecological fiscal reform towards the federal budget and to promote a multiyear reinvestment in Canada's environment.

Ontario Arts Council

\$7,500

to support Re-Generation, a national conference on human resources issues in the arts.

Patria Music Theatre Projects

\$20,000

to build on the success of the first year of a new partnership with the Haliburton Highlands Nature Reserve and further develop the permanent site for the epic outdoor works of R. Murray Schafer.

Patria Music Theatre Projects

\$20,000

to forge a new partnership with the Haliburton Highlands Nature Reserve and create a permanent site for the epic outdoor works of R. Murray Schafer.

Ryerson University

\$25,000 / 1 yr

to initiate a series of six "mapped essays" entitled "Re(dis)covering Place: Alternative Cartographies of Toronto's Civic Landscape," that will offer powerful visual commentary on the cultural/natural interface of the city and provide an innovative means of engaging diverse communities and stimulating conversation about the changing notion of "place" in the contemporary metropolis.

Ryerson University

\$48,500 / 2 yrs

to implement an expanded City Builder in Residence program through which Ryerson will bring three front line leaders from other international communities to Toronto to share their city building experiences with the goal of providing an infusion of fresh city building ideas into the minds of GTA residents.

Seeds of Diversity Canada

\$25,000

in support of organizational capacity building.

The Stop

\$22,000

to create an operational plan to support the Green Barns Redevelopment Process.

Toronto Arts Council Foundation

\$35,000

to work on the development of a broad, citizen-based arts coalition, as part of its awareness campaign, Great Artists, Great City.

University of Ottawa

\$10,000 / 1 yr

to seed the Sustainable Prosperity Project intended to frame a new agenda for shifting Canada's economy to a more prosperous and environmentally sustainable one within a generation through far-reaching fiscal and policy reforms that better integrate environmental costs and benefits.

The University of Toronto

\$50,000

a matching grant in support of the Hart House capital campaign.

Urban Institute

\$10,000

to support Creative Places + Spaces 2, a national conference on creativity, innovation and sustainable development, in partnership with Artscape.

The Walrus Foundation

\$300,000 / 2 yrs

in support of the internship program at *The Walrus* magazine.

DIRECTOR-INITIATED

The following is a list of grants initiated by the Foundation's directors in 2004 and 2005.

Earthroots

\$20,000 / 2 yrs

in support of their Wolves Ontario! project.

Meaford Hall, Municipality of Meaford

\$10,000

to aid in the refurbishment of the Meaford Town Hall.

Orphan's Hope

\$100,000

to aid Canadian families in adopting children from orphanages abroad.

Thickson's Woods Land Trust

\$10,000

in support of their Missing Link Meadow project.

Western Canada

Wilderness Committee

\$20,000 / 2 yrs

in support of their wilderness saving work for 2005.

York University Foundation

\$40,000

in support of the Writer in Exile bursary.

Dr. Tom Pashby Sports Safety Fund

\$20,000

for general support.

The University of Toronto

\$100,000

to establish the Pelham Edgar Distinguished Visitor at Victoria University.

National Ballet School

\$20,000

in support of the capital campaign.

Western Canada

Wilderness Committee

\$10,000

in support of their wilderness saving work for 2006.

The University of Toronto

\$40,000

to support the capital improvements to the Institute of Child Study.

32,000,000

The Metcalf Foundation has made grants totalling almost \$32 million over the past six years.

CONDENSED STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2005

	2005	2004
ASSETS		
Cash and cash equivalents	289,636	46,353
Accrued interest and amounts receivable	599,973	365,993
Marketable securities, at market	133,008,712	129,551,043
Other receivables and capital assets	2,702,676	2,921,044
	136,600,997	132,884,433
LIABILITIES		
Accounts payable and accrued liabilities	262,611	559,765
Unpaid grants	2,197,452	1,796,350
	2,460,063	2,356,115
NET ASSETS		
Restricted	48,938,424	45,352,414
Unrestricted	85,202,510	85,175,904
	134,140,934	130,528,318

CONDENSED STATEMENT OF REVENUE AND EXPENDITURES

REVENUE		
Investment income	4,959,069	4,480,492
Donations	102,326	-
Realized gain (loss) on marketable securities	4,913,242	8,263,333
Net increase in value of assets	233,429	(1,276,291)
	10,208,066	11,467,534
EXPENDITURES		
Investment management, custodial and audit fees	800,132	980,409
Other expenses	356,479	341,142
	1,156,611	1,321,551
INCOME BEFORE GRANTS	9,051,455	10,145,983
GRANTS PROGRAM		
Performing Arts	1,491,694	1,430,081
Environment	1,423,961	1,182,745
Community	1,133,503	598,857
Director-Initiated and Other	906,480	200,000
Program expenses	483,201	436,449
	5,438,839	3,848,132
EXCESS OF REVENUES OVER EXPENDITURES	3,612,616	6,297,851

*Our financial statements have been audited by KPMG, LLP, Chartered Accountants.
Copies of the statements are available by contacting the Foundation.*

FINANCIAL INFORMATION



Directors and Officers

Kirsten Hanson
Chair

Johanna Metcalf
Vice Chair

Peter Hanson
Treasurer

Robert Sirman

Luke Metcalf

Joy Cohnstaedt

John Lounds
(until 2005)

David Johnston
(until 2004)

Sandy Houston
President (ex officio)

William Pashby
Secretary (ex officio)

Staff

Sandy Houston
President

Catherine Smalley
Arts Program Director

Ruth Richardson
Environment Program Director

Colette Murphy
Community Program Director

Janet Lewis
Financial Officer

Sharon McLean
*Office Manager and Executive Assistant
(On leave 2005)*

Craig Leroux
*Office Manager and Executive Assistant
(Acting 2005)*

Advisory Committees

Environment Program Advisors 2004-2005

Paul Aird
University of Toronto

Ian Attridge
Barrister and Solicitor

David Carruthers
The Community Planning Lab

Diana Crosbie
Crosbie Communications Inc.

Ann Dale
Royal Roads University

Jim Drescher
Windhorse Farm

Stewart Elgie
University of Ottawa

Jim Faught
Ontario Nature

David Gauthier
Canadian Plains Research Centre

Bob Gibson
University of Waterloo

Melanie Hare
Urban Strategies Inc.

Stewart Hiltz
University of Guelph

Francine Hone
Biologiste consultante

Nina-Marie Lister
Ryerson University

Rob McAlpine
Ontario Ministry of Natural Resources

Mary McGrath
Citizens' Environment Watch

Tom Nudds
University of Guelph

Fiona Schmiegelow
University of Alberta

Caroline Schultz
Ontario Nature

David Thomson
Training and Resources for the Environmental Community (TREC)

Elbert van Donkersgoed
Christian Farmers Federation of Ontario

Marcia Wallace
*Ontario Ministry of Municipal Affairs
and Housing*

Performing Arts Advisory Committees

Strategic Initiatives

Kirsten Hanson
Chair, Metcalf Foundation

Jerry Doiron
The Shaw Festival

Ottie Lockey
Ottie Lockey Management

Rosalyn Morrison
Ontario Crafts Council

Anne Patterson Dunning
Consultant

Ross Manson
Volcano

Peter Roberts
Stratford Festival

Professional Development

Wende Cartwright
Royal Conservatory of Music

William Moore
Curator, Writer

Nan Shepherd
Stage Manager

Phillip Silver
Faculty of Fine Arts, York University

Robert Sirman
National Ballet School of Canada

Alice Toyonaga
The School of Toronto Dance Theatre

Investment Advisory Committee

William Hewitt

John Lounds

Drew Pallett

Edward Tremain

David Moore

William Pashby

Community Program Advisory Committees

Communities in Action

Alfred Jean-Baptiste
Toronto East End Literacy

Chris Brillinger
City of Toronto

Joy Cohnstaedt
Board Member, Metcalf Foundation

Lance Evoy
Concordia University

Yvonne Ferrer
Toronto Community Housing Corporation

Rob Howarth
Toronto Neighbourhood Centres

Deena Ladd
Workers' Action Centre

Renewal Fellowships

Mary Rowe
Senior Urban Fellow, blue moon fund

Amanuel Melles
United Way of Greater Toronto

Lynn Eakin
Lynn Eakin & Associates

About this Annual Report

*Printed on Mohawk Options 100% White.
This paper is an FSC-certified paper and
comes from well-managed forests, inde-
pendently certified in accordance with the
rules of the Forest Stewardship Council.*

*Printed by Bowne of Canada.
They are a "Smart Wood" company and
are FSC certified.*

Typeset in Georgia and Flama.

*Creative Direction and Design by
Hahn Smith. They recycle everything
but ideas.*

OUR PEOPLE

A high-angle, top-down photograph of a large crowd of people. The image is heavily stylized with a blue color overlay, giving it a monochromatic, ethereal appearance. The people are seen from above, their heads and shoulders visible, creating a pattern of dark shapes against the lighter blue background. The crowd is dense, with individuals packed closely together, suggesting a large gathering or event. The overall effect is one of a vast, unified group of people.

Through Strong Organizations

Not-for-profit organizations play a critical role as catalysts, animating and facilitating lasting change. They incubate ideas, promote alternative visions, reach out to diverse audiences and engage communities in their work. We use our resources to enable these organizations to realize their full potential and increase the breadth and depth of their work.



METCALF FOUNDATION

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