



# WHAT'S MOST WORTH DOING NOW?

**METCALF  
FOUNDATION**

Biennial Report 2006–2007



## Making Connections

Change does not happen in isolation. It happens when we connect the dots between people, organizations, issues, and approaches. More and more, we use our resources to make connections – to bring people together to work and learn collectively and think broadly in pursuit of more integrated, innovative responses to the challenges we face.



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.

One of the advantages of my position as Chair of the Metcalf Foundation is that I am privileged to watch the development and refinement of our work. But I have occasionally felt that I am a little too removed from the extraordinary work that gets done every day by the President and Program Directors. This is why one particular day last September had such an impact on me and on other members of the Board of the Metcalf Foundation.

On this day, members of the Board, who normally meet in our boardroom, were treated to a full slate of site visits so we could see for ourselves the kind of impact the Foundation is having on our communities. We first met with Nick Saul, Executive Director of The Stop, at the then-muddy and half-finished Green Arts Barns project site. It was thrilling to see Nick's vision, which Metcalf had shared for eight years, coming to life. Later, at The Stop itself, we met with several of Nick's colleagues and community residents who are deeply committed to their work in food security and who spoke to us passionately about The Stop's mission.

We moved on to Hart House for lunch with Lori Stahlbrand, director of Local Food Plus. Lori, along with a local organic farmer and a food industry executive, spoke of the challenges and rewards of supporting local food producers. Needless to say, lunch was delicious! But more importantly, again we heard directly from the people involved in local food systems. We heard clearly their concerns and their honest perspectives on this complex issue. We learned both how Metcalf's early and significant investment in Local Food Plus had moved its cause forward, and how much further there is to go.

From there it was off to meet with Daniel Brooks, Guy de Carteret, and Kate Hodgert, of Necessary Angel Theatre Company, and to see an amazing full rehearsal of an intense but subtle scene from John Mighton's *Half Life*. Necessary Angel is currently receiving funding from all streams of the Foundation's performing arts program. The company's touring activity, including *Half Life*, is supported through a Strategic Initiative grant. Kate, an intern producer, is one of a string of talented interns that the Foundation has placed at Necessary Angel, and Guy, the company's General Manager, is beginning his own professional development under a Senior Administrator's grant. Here again, these people are coping with enormous challenges, and our innovative grant-making programs are profoundly affecting their ability to engage in the Canadian arts sector.

It was an eye-opening day for me. I came away very moved by what I had heard, and armed with a clearer understanding of Metcalf's significant and developing role in creating change.

I know that each day brings new challenges and opportunities to the Foundation, and I am proud to be a part of what gets accomplished here. I am always looking forward to the latest ideas from Metcalf's gifted staff, and I can't wait to hear what they think is most worth doing next.



Kirsten Hanson, *Chair*

# AN EYE-OPENING DAY

FROM THE CHAIR





## Cultivating New 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.



Once again we have decided to frame our report on the Foundation's activities with a question. We like questions; they are the language of our work.

While we have a clear vision of the change we want to see, we rarely, if ever, know which path will ensure we arrive at the right place. Instead we ask ourselves this: what sort of attributes, or ingredients, make up successful engagements in social change? If we are able to respond to that question, we can find our way toward how best to support these essential elements.

The question of what is most worth doing now is a daunting one. It is a question that arises for anyone who is interested in social change and is trying to determine how best to marshal and direct limited resources. What seems crucially important to us right now is creating the conditions that will allow innovation to emerge from the sector and those around it. For us this means investing meaningfully in people, in their potential, and in their ideas. It means grounding our work in communities, in their lived experience, and in a sense of place. It means giving people, projects, and new ideas time. It also means allowing ourselves and others the opportunity to experiment, to flounder, and sometimes even to fail. These all seem important steps toward robust new thinking and approaches to old, hard problems.

As a private funder we have certain unique advantages. First, and perhaps most significantly,

we have money — rare money that does not have to meet quarterly targets or demonstrate quantifiable outcomes over fixed timelines. Second, we have long timeframes, buttressed by the realization that change does not happen quickly and patience is an essential aspect of the work. Finally, we are able to take risks. We have the privilege of being able to commit early to a project, to make considered bets on people and ideas, to tolerate the possibility that some of these initiatives won't work. We are fortunate in the independence of our capital and the vision and forbearance of our board in both its desire to make a difference and its acceptance of uncertainty.

Given these circumstances, we have identified several things that we think are truly worth doing now. The first is the necessity of supporting strong new thinking, particularly thinking that is happening on the margins. Fresh insights and true experimentation often happen at the edge of an issue, out beyond where organized and traditional efforts are being made. We try to bring resources, both human and financial, to these efforts, and to create opportunities for this work to be developed, disseminated, and heard.

Second, our conviction in the value of investing in people at every stage of their careers remains strong. We have a variety of strategies to try and support remarkable people across the arc of their lives, from mentoring and apprenticeships, to leadership development and formal management training, to sabbaticals and fellowships for the restoration and

# THE LANGUAGE OF OUR WORK

FROM THE PRESIDENT

replenishment of the senior leadership. In all cases, the premise of our investment is the limitless ability of exceptional people to make significant changes to the world around them. While we don't and can't know exactly what these investments will yield over time, we have no doubt that the social return will be enormous.

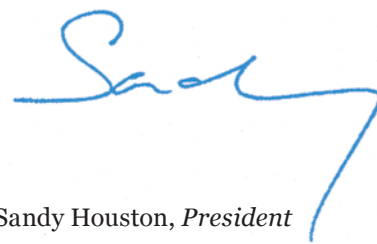
A third priority is to increase connections between people, organizations, issues, and ideas. This is something foundations are uniquely positioned to do. We have a privileged vantage point that allows us to see what many people are doing across a range of issues and places. Not infrequently, those doing the work on the ground are unaware of the complementary or synergistic efforts of others. Sometimes the solution can be as simple as creating opportunities for those working on a related issue from a variety of disciplines and perspectives to come together to talk, learn, and collaborate. At other times, the Foundation can assume the patient work of forging bonds of familiarity and trust, and laying the groundwork for new perspectives.

Increasingly, fostering connections takes the form of a network. We are now seeding and supporting a number of networks concerned with issues ranging from neighbourhood change to sustainable food and agriculture, from strengthening the nonprofit sector in Ontario to grassroots participation in the provincial poverty-reduction strategy. Networks may point us toward a different, looser, more diffused way of organizing around social change. They carry

the promise of new forms of leadership, new modes of engagement, and perhaps most significantly, the possibility of more integrated, innovative responses to the challenges ahead.

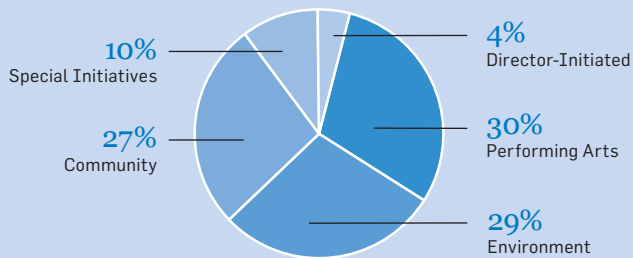
So, we haven't arrived at one answer to the question we've raised on our cover. But given the complexity of the work our partners are undertaking and the scale of the challenge, one answer is probably not what we want. A range of approaches, voices, strategies, and ideas is necessary to advance a robust agenda for change. Meanwhile, an ongoing search for better answers to this perennial question will remain at the heart of our work.

We are deeply grateful to our advisors for their thoughtful, generous contributions to our work. I am also and always most thankful for the work of the Foundation's staff, Cathy Smalley, Ruth Richardson, Colette Murphy, Michael Jones, Sharon McLean, and Janet Lewis, who never accept an easy answer and are always searching for a better path.



Sandy Houston, *President*

## GRANTS AWARDED



## 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 southern Ontario in three areas: the performing arts, the environment and the reduction of poverty. We advance our charitable 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 build knowledge and inform action.

While much of our work consists of making grants to charitable organizations in Ontario, periodically we augment our grantmaking 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.

## 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.

## 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 in southern Ontario 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.

# 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.





## TRANSFORMATIVE PLACEMAKING

Metcalf was the first and remains one of the most significant funders of Toronto's Green Arts Barn, an innovative and dynamic transformation of the historic Wychwood TTC streetcar repair barns in the St. Clair and Bathurst neighbourhood. The Green Arts Barn, realized by a community-driven collaboration in partnership with The Stop Community Food Centre, Artscape and The City of Toronto, is a multifaceted community centre

where arts and culture, environmental leadership, heritage preservation, urban agriculture and affordable housing are brought together to foster a strong sense of community and to provide a home for experimentation and innovation. The Foundation's critical lead grant has helped catalyze this exemplary model of sustainable, community-based, interdisciplinary place-making.

## SPECIAL INITIATIVES

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 of the many excellent 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 for the future, a well-considered strategic course of action, alignment with our charitable goals and the potential to learn about new approaches and practices.

## RESEARCH AND POLICY

As well as supporting research and policy work through grants, the Foundation self-publishes seminal papers that we believe will make a significant contribution to our understanding of pressing issues and our evolving approach to change in complex, challenging environments. All these papers can be found on our website and include:

- *Why is it so tough to get ahead? How our tangled social programs pathologize the transition to self-reliance*
- *Opening Doors: The First Five Years of the Metcalf Foundation's Performing Arts Program*
- *Food Connects Us All: Sustainable Local Food in Southern Ontario*

## BRIEF HISTORY

George Cedric Metcalf had a remarkable career in the grocery business, rising from stock boy to President and CEO of George Weston Limited. In 1960 he established the Foundation and later endowed it with a gift of \$10 million. In its early years, 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 particular preference for grassroots organizations and a willingness to support core causes. 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.

## NUMBERS ARE PART OF THE EQUATION.

5.5

The Metcalf Foundation invests approximately \$5.5 million each year in charitable activities.

96

Over the last 2 years, the Metcalf Foundation helped cultivate 96 exceptional leaders through our Internship, Fellowship and Emerging Leaders programs.

48

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

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.

The Metcalf Foundation operates two complementary streams of funding in the performing arts.

Under the Strategic Initiatives program (SI), small and mid-sized professional performing arts companies have an opportunity, over a three-year period, to implement a strategic course of action. It is the Foundation's hope that successfully implemented plans will make organizations stronger and more resilient, productive, and effective in the execution of their creative mandates.

Under the Professional Development program (PD), the Foundation supports the development of artists, administrators, and production staff. Two parallel streams within the PD program provide opportunities for people at different stages within their career: internships for individuals who are in the early stages of their careers, and grants for senior practitioners to pursue significant opportunities for professional development or renewal.

#### **FOSTERING LEARNING**

It is the Foundation's hope that we are investing our resources in supporting learning that will enable individuals and companies to realize their full potential. We are particularly excited by the ways in which this can be transformative for organizations.

As the Lorraine Kimsa Theatre for Young People (LKTYTP) found during the course of their SI grant, a thoughtful, long-term engagement in change can lead to unexpected outcomes. LKTYTP began by working in two distinct areas: ticket prices and their drama school program. Work on these separate initiatives and additional research led LKTYTP to a new operating model for the entire company. They have merged three

departments (volunteer development, education services, and drama school) under the new title of "Education and Participation Department," which reflects LKTYTP's commitment to the theatre's role as a child-development centre. Artistic Director Allen MacInnes says that they "needed to tackle both of these streams of activity separately in order to learn that they are really two sides of the same area of interest."

Dusk Dances is using their SI funding to explore their basic operational principles. Formerly based out of one park in Toronto, Dusk Dances received three-year funding from the Trillium Foundation to undertake residences in various communities across the province. With Metcalf funding, they have had an opportunity to undertake significant review of this activity. In order to continue this important outreach and to remain active in these communities, the company is considering various forms of licensing. This idea is still in development, but we look forward to the results of their continued learning with the remainder of the SI grant.

Leadership transition is a significant issue for any organization, but it is particularly challenging in founder-led companies. When David Anderson, founding Artistic Director of Clay & Paper Theatre, proposed an internship for Krista Dalby, he felt confident it would "give her new opportunities for artistic growth." After the internship year, Anderson recognized that the experience had given him unexpected opportunities to explore models beyond sole artistic leadership. He wrote: "The year ... has given us the possibility of looking at both the effectiveness of the company and Krista's role in it. I am very pleased that we can enthusiastically commit to continuing to work together as we build an even more effective artistic team." Dalby has remained with Clay & Paper as a permanent Artistic Associate.

#### **TAKING TIME FOR EVALUATION**

The Foundation's performing arts program was launched in 2001. In 2006, we felt that we had a

## **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.



## It's worth embracing risk



Photo: Juliet Palmer

Anna Chatterton, Neema Bickersteth, and Christine Duncan in *Stitch*, developed by Urban Vessel in residence at The Theatre Centre

### New Strength from the Core

In April 2004, The Theatre Centre was facing debilitating challenges: ongoing issues related to premises and leadership transition. In addition, their focus on producing and presenting had weakened their existing new work development structure. They wrote that the “theatre community no longer had a stake in The Theatre Centre, and audiences had declined. This led to a decrease in funding.”

In order to address their challenges, The Theatre Centre wanted to return to the core of their mandate – the development of new work. With Strategic Initiatives funding, they created the role of Associate Director to assist a unit of resident companies through a research and development process. They believed that this might revitalize the Centre's reputation and draw new audiences.

This concentration on the core of their mandate proved to be astute. Work developed by these resident companies went on to form an integral part of the Centre's regular programming, and it was showcased in international performance festivals like World Stage. The program's strength allowed them to re-establish connections with the community and to attract artists of the highest calibre.

Other people have noticed the renewed strength of The Theatre Centre. In 2007, when The City of Toronto began planning for redevelopment of the Queen West area, The Theatre Centre was named primary leaseholder of the Carnegie Library; the Centre will redevelop this historic structure as a performing arts centre.

sufficient critical mass of experience and observation to undertake a formal review of the program.

After determining the review's parameters, the Foundation hired an outside individual to conduct the evaluation. Data was gathered, through both interviews and surveys, from recipients in both funding streams. The evaluators ensured that the interviews represented the broad range of organizations funded, taking into consideration size of organization, artistic discipline, and length of time in the program.

One of the most important facets of the program was described by the evaluators as “inner-directed,” by which they meant that applications are shaped by the applicant's own priorities and not by the specific external criteria of a funder. Grantees considered this inner-directed nature unique, and they felt that the rigorous self-assessment it required helped them to work through their own situations, needs, and potential opportunities. The community also spoke to the importance of the quantity of time allowed in our granting streams. The evaluation also showed – to a surprising degree – that the nature of the interaction between the grantee and the Foundation could be as important as the money in the provision of opportunities for learning, thinking, and changing practices.

### LOOKING AHEAD

Our evaluation of the performing arts program showed that the Foundation is making a significant contribution to a vibrant performing arts community in Ontario. We have reaffirmed our commitment to the performing arts, but we also continue to investigate our relationship with this sector. Could our strategies be more effective? Is there a learning or policy agenda in the performing arts that we could help to advance? Are there other ways that we could support small and mid-sized organizations or the sector as a whole? Do we have a role in encouraging other funders to support the arts? As we go forward, we are committed to grappling with these challenging questions.

# 46

The Foundation supported forty-six small and mid-sized theatre, dance, music, and opera companies in Toronto through Strategic Initiatives in 2006 and 2007.



Metcalf Foundation intern Lokki Ma at work in the properties department at CanStage, creating a model eventually used onstage by Brent Carver in *The Elephant Man*.

Addressing issues of poverty calls for multi-dimensional approaches, insightful leadership, a long-term view, and an ongoing process of transforming ideas and relationships in order to generate new action.

Across our city, nonprofits are working with low-income communities and individuals in the private and public sector in creative new ways to deal with intractable issues of poverty. Over the last two years the Community Program has focused its efforts on deepening our understanding and ability to support these groups through two inter-related program streams.

**Communities in Action** supports strategies that foster informed discussion and collaborative action among a broad range of stakeholders, strengthen the voice of low-income people, and enable nonprofits to enhance their capacity to contribute to lasting solutions to poverty. **Leadership in Action** consists of three initiatives - Renewal Fellowships, Innovation Fellowships, and the Emerging Leaders initiative - aimed at enhancing the effectiveness of people working in the sector.

#### **NURTURING CONNECTEDNESS**

Opportunities for people to think and learn together in order to strengthen relationships and generate new knowledge can create strong foundations from which joint action on issues of poverty can emerge. Over the last two years, we have provided several grants to catalyze such efforts. For example, in East Scarborough, we have supported the East Scarborough Storefront and West Hill Community Services to nurture vibrant networks for neighbourhood change that include residents, faith groups, city departments, and local agencies. *Residents Rising* is a grassroots community development team that has emerged from these efforts. Their purpose is to foster community aware-

ness and participation to improve local living conditions. Together, these networks are generating changes, from beautification projects, to increased access to affordable healthy food, to improving public transit access.

The Foundation also supported Access Alliance Multi-Cultural Health and Community Services, in partnership with low-income people in the Black Creek community, local agencies, academics from Toronto's three universities, staff from Toronto Public Health, and a photographer, to undertake a participatory research project exploring the relationship between health, race, and income security, in order to generate meaningful strategies to influence change.

#### **BUILDING VOICE**

Low-income communities need opportunities to connect with and influence the social, economic, and political forces that shape their lives. The Foundation supported a range of initiatives to both strengthen the voice of people most affected by poverty and connect their efforts with those of others. We gave ACORN Institute of Canada a grant to engage low-income residents in Toronto on issues of affordable, safe housing. Residents are taking leadership to create change by organizing in their own buildings to address issues of poor security, maintenance, and pest infestation, and by pursuing change efforts at the municipal and provincial levels.

Family Services Association's Campaign 2000 and the Income Security Advocacy Centre were awarded a multi-year grant to work with low-income communities in Toronto and across the Province to ensure their voices are reflected in the Ontario Government's Poverty Reduction Strategy. Outreach to other stakeholders such as labour, business, and faith groups is also part of their efforts to broaden discussion about what is needed to end poverty.

Our grants also support community-based agencies as they integrate strategies that mobilize people and resources in new ways to help reduce social

## **COMMUNITY**

Whether tackling homelessness, low-wage precarious work, or food insecurity, the Metcalf Community Program seeks to support local efforts that contribute to creating a decent living for all in Toronto.



and economic inequality. We have funded twelve different agencies and networks to examine such things as current visions and missions, policies and practices, governance structures, and the current role low-income residents play in advocating for systemic changes to improve their lives.

#### REVITALIZING LEADERSHIP

Strengthening the knowledge and capacity of leaders in the field has been a key focus of the Community Program. Our Renewal Fellowships provide sabbaticals to outstanding nonprofit leaders to pursue ideas and practices that will enable them to return to their work with a renewed sense of purpose, creativity, and effectiveness. In 2006-2007, we awarded four Fellowships to support a range of activities, such as exploring how new models of leadership enhance community engagement.

The Foundation's efforts to focus attention on the critical link between leader renewal and organizational and sectoral health were bolstered in 2007 through an Innovation Fellowship to Pat Thompson. Innovation Fellowships provide exceptional individuals with opportunities for research and development. Pat is exploring ways to help individuals sustain their professional vitality and capacity for innovation over the course of their careers.

Emerging Leaders, an initiative with United Way of Greater Toronto and the Schulich School of Business to equip a new generation of nonprofit leaders reflective of Toronto's ethno-cultural diversity, finished its third year in 2007. With a growing Alumni consisting of 72 graduates, we are focusing efforts on nurturing a dynamic network capable of enhancing succession planning, sector vitality, and community problem-solving.

Through a multiplicity of strategies, the Community Program is seeding new ways to address the root causes of poverty.

**“ THE RENEWAL FELLOWSHIP ALLOWED ME TO LET MANY THOUGHTS PUSH DOWN ROOTS. BEFORE ME IS THE JOY OF SEEING SOME OF THOSE ROOTS PUSH UP STEMS AND ULTIMATELY FLOWER. ”**

Chris Cavanagh, *Renewal Fellow*

#### It's worth working from the grassroots and the grasstops



#### Why is it so tough to get ahead?

In November 2007, the Foundation published a report by Metcalf Innovation Fellow John Stapleton called, *"Why is it so tough to get ahead? How our tangled social programs pathologize the transition to self-reliance"*. This report was the culmination of a collaborative effort between John, a public policy expert, and low-income residents from the Somali, Vietnamese-Chinese, and St. Christopher House communities in Toronto. Together, they articulated the barriers faced by people who are in receipt of multiple benefits from government social programs or subsidies - such as social assistance and public housing - as they try to move into the workforce. The report illustrates how programs within the social assistance and housing system work in isolation from each other. When people start to earn income, the various benefit systems as well as public housing often take back more than they leave behind, giving people little or no incentive to become more self-reliant.

As John states, "We cannot claim to have people-centred government policies. Not when an 18 year old, lone parent refugee is considered to be an adult under four policies, a child under two, a student under a third policy, a dependent adult under two others, a non-resident under two, a legal resident of Canada under four more. And as far as government is concerned, it is her job to sort all this out."

We are working to see that the report's recommendations are included as part of Ontario's Poverty Reduction Strategy in 2008.

47%

The number of Emerging Leaders graduates who have moved on to positions of increased responsibility in their own or other organizations.

We need to pursue a deep understanding of 'place' with all its ecological, political, social, and economic faces. This is a potent challenge for anyone serious about protecting the land that sustains us.

This is a challenge the Environment Program took up in 2006 when it made a dramatic decision to fund only in southern Ontario. From 2002 to 2006, the Environment Program made 135 grants totalling approximately \$8,300,000 to a wide variety of projects across the country.

The work we funded was good, indeed exceptional in many cases, but we concluded that due to issues of scale, approach, and proximity, we could be a better funder by making a more significant investment with our limited dollars in the work that we were seeding in southern Ontario.

The program continued to focus on ensuring the ecological health and integrity of our natural and working lands. But by deepening our understanding of a single region we were able to come at tough issues of land use in new ways by putting primacy on the connections between people, organizations, issues, and approaches.

#### INNOVATING AND CONNECTING

The [Healthy Lands](#) Program is designed to support organizations that are cultivating long-term land use solutions that benefit both land and people. Our grants enable individuals and organizations to generate creative policies, help communities to have a strong voice in decision making, and assist diverse interests to find common ground.

The program has been supporting these approaches across the province. For instance, the Delta Waterfowl Foundation has been working actively on connecting agriculture and the environment through alternative land use services (ALUS) in Norfolk County. In partnership with a variety of other groups, they are

ensuring that farmers receive the benefit of “farming” clean water, safe habitat, and clean air, as well as food. ALUS is an ecological proposal “that is unique because it’s designed by farmers, for farmers. It recognizes the value of conserving Canada’s natural capital while rewarding the important role that farmers play in environmental management.” The Metcalf Foundation–funded pilot project aims to test the ALUS concept practically in the hopes that it might become the next framework for agricultural policy in Canada.

Ontario Nature has been in the game of landscape conservation for 77 years. But they know that in this complex field, constant innovation is necessary. What worked five years ago won’t necessarily work today. The Foundation is supporting *Livable Landscapes*, a conservation planning initiative that aims to reach out to diverse interests to create conservation plans that reflect the needs of communities in Grey, Bruce, and Frontenac counties. This nuanced change in approach comes from the organization’s desire to overcome traditional challenges to “top-down” conservation planning and showcase successes based on community engagement.

For the past six years, the Foundation has been seeding food- and agriculture-related initiatives across the province, from sustainable food certification to new farm incubators. In 2007, the Foundation brought together all of its funding partners working on the supply and equitable distribution of local sustainable food in southern Ontario. This process planted the seed for what is becoming an alliance for better food and farming focused on the potential connections between agriculture, health, food security, environment, and education and the benefits those connections can generate.

#### CULTIVATING AND CELEBRATING

The [Leaders in the Field](#) program invests in people. It is our belief that if we are going to tackle the tough issues surrounding human use of ecosystems and landscapes effectively, our leaders – young and old –

## ENVIRONMENT

Whether first-growth forest, family farm, or working woodlot, the Metcalf Environment program seeks to ensure the ecological health and integrity of southern Ontario’s natural and working lands.



need opportunities to think broadly, work and learn collectively, generate ideas, transfer knowledge, and sustain their efforts. The goal of Leaders in the Field is to develop and strengthen exceptional leaders working on land use issues in southern Ontario.

Our Field Fellowships offer senior leaders the flexibility to pursue opportunities not available under regular workplace demands. The fellowships are intended to create time and resources to innovate, build skills, and develop new knowledge.

In 2007, John Riley, of the Nature Conservancy of Canada, was awarded an inaugural Metcalf Foundation Field Fellowship. Through the fellowship, John pursued “a year’s rejuvenation through writing.” His proposed project *“assembles the earliest descriptions of the Great Lakes region by explorers, missionaries, settlers, tourists, and surveyors. The outcome will be a book that describes what the region was like at the point of discovery, through the eyes of its earliest observers.”*

Along with celebrating those that have worked tirelessly for decades, we need to develop new talent. The Field Internship program cultivates new leaders who have recently become engaged in the work. Through structured internships we create productive entry points to mentoring and training so that the rich experience and specialized knowledge that exist in the field will guide the development of the next generation of leaders. Our first cohort of five inspirational interns confirmed that there is a strong appetite for this unique program.

## LEARNING

Despite the Environment Program’s six year history, much of our work still feels new. This is an inevitable by-product of innovation, experimentation, networking, and people-building. It’s also part and parcel of learning by doing, which is what environmental change is all about.

**“ I HAVE BEEN DEEPLY INSPIRED BY THE FIELD INTERNSHIP PROGRAM WHICH WILL OFFER ME THE OPPORTUNITY TO WORK TOWARD MY VISION FOR SOCIAL CHANGE IN A SUPPORTED AND GUIDED WAY.”**

Ian Aley, Metcalf Foundation Field Intern

## It's worth supporting bold new ideas



Photo: Vicki Enlaw

## Our Food and Farms

In the spring of 2005 Local Food Plus was little more than an exciting concept, a proposal to link local farmers who produce food in environmentally and socially responsible ways with institutional purchasers who support local and sustainable food systems.

In just over two short years, this concept has started what has been called a veritable “plate-side revolution.” Local Food Plus has secured what might very well be the largest local sustainable food contract between one of the biggest universities on the continent and farmers, including those in North America’s largest protected greenbelt. LFP is fuelling a transformation of our food and farms through what can be deemed the most comprehensive and rigorous, yet accessible, set of standards for environmental and social sustainability in agricultural production, standards that go beyond production methods to include labour, animal welfare, biodiversity, and energy. At the core of LFP’s success is its ability to tap into people’s deep desire to reconnect with our food and the people who produce it.

The grant to Local Food Plus is the largest issued by the Foundation’s Environment Program. In the words of Lori Stahlbrand, founder of LFP, “The Metcalf Foundation was the first to provide significant multi-year support. This support was, and continues to be, crucial to launching and establishing the organization. Indeed, we are where we are today in large part because of the confidence that the Metcalf Foundation had in us.”



The Foundation helped seed FarmStart, a new organization committed to supporting and encouraging a new generation of farmers to develop economically viable, locally based, and ecologically sustainable agricultural enterprises.





# GRANTS AWARDED

In 2006 and 2007 we invested a total of over \$9,900,000 in the following initiatives.



## PERFORMING ARTS

*In 2006 and 2007, a total of \$2,935,000 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 2006 and 2007. For more detailed year-to-year allocations, please refer to our website.*

### Strategic Initiatives

#### Art of Time Ensemble

\$60,000/3 yrs

to hire the company's 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.

#### 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 drive Baker's choreography.

#### Ballet Creole

\$60,000/3 yrs

to create a part-time administrative position dedicated to marketing and promotion in order to maximize earned revenues from their new facility, expanded programming, attendance at performances, enrolment in training programs, sales of CDs, and tour bookings.

#### Buddies in Bad Times Theatre

\$205,500/3 yrs

to increase their outreach to youth audience and artists by engaging a Director of Youth Initiatives, by creating cost-effective youth-oriented marketing materials in print and online, and by strengthening their current youth programming.

#### 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 their technical capabilities in order to improve communications during their twentieth anniversary season.

#### Canadian Music Centre

\$216,000/3 yrs

to test and evaluate several models for product development and market management related to the distribution of the Centre's most important asset – the creative legacy of 676 composers – in order to become more proactive in promoting this music in Canada and abroad.

#### 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 design and dissemination of materials, and formalizing new strategic partnerships.

#### The Chimera Project

\$60,000/3 yrs

to create the position of Business Development Manager to allow their administrative structure to parallel the extraordinary artistic growth of the company and result in a shift from operations funded on a project-to-project basis to an annually funded organization.

#### Clay and Paper Theatre

\$60,000/3 yrs

to create a new part-time position of Development Associate that will become a permanent part of the organizational structure of the company in order to concentrate on revenue development, internal and external communications, and Board development.

#### Corpus Dance Projects

\$60,000/3 yrs

to develop the effectiveness of their touring activities by broadening the scope of their existing agent position into the role of Director of Touring Operations.

#### Dance Collection Danse

\$60,000/3 yrs

to implement a three-year strategy for resource development, embedding new knowledge and attitudes toward income development, leading towards a more appropriate balance among earned, contributed, and government revenues.

#### Dancemakers

\$108,000/3 yrs

to engage a Resident Dramaturge and Animateur in order to address two related components of their artistic vision: building a distinct voice through the quality of their art-making, and developing existing and new audiences.

#### DanceWorks

\$60,000/3 yrs

to access specialist knowledge and support for their Outreach Officer in order to expand the company's database and understanding of school and community demographics, to create a template for use in marketing future projects, to improve curriculum-based educational materials, and to evaluate these initiatives.

#### Dusk Dances Inc.

\$60,000/3 yrs

to engage a tour producer to facilitate Dusk Dances presentations across Ontario and to engage First Leadership in an extended, three-year evaluation of the expanded Dusk Dances program.

#### Esmeralda Enrique Spanish

Dance Company

\$60,000/3 yrs

to provide assistance to the Artistic Director, in the form of the creation of part-time positions in administrative and artistic roles, in order to enable her to focus more fully on creative and professional development.

#### Esprit Orchestra

\$84,875/3 yrs

to support "Moving Art, Moving Audiences," a program that will take the orchestra out of the concert hall for performances before targeted new audiences in alternative public spaces.

#### Factory Theatre

\$184,040/3 yrs

to create a Facility Development Team, a group of experienced outsiders to guide the company through the three-year preparation for renovations and the launch of a capital campaign, including working with architects and building consultants to finalize plans.

#### The Fringe of Toronto Theatre Festival

\$99,000/3 yrs

to create a dedicated marketing and development position in order to enable the company to implement a more cohesive and consistent strategy for attracting financial support and to maintain the Festival's profile throughout the year.

#### Fujiwara Dance Inventions

\$60,000/3 yrs

to engage in a three-year course of work with consultant Ottie Lockey in order to develop their skills and knowledge related to touring, including researching tour strategies, meeting with tour marketers, and building relationships with key festivals and presenters.

#### Danny Grossman Dance Company

\$75,000/3 yrs

to create The Grossman Collection, a series of videos and teaching manuals for the works of Danny Grossman, components that are essential as the company transitions from a performance-centric organization into one dedicated to the promotion, licensing, and teaching of the Grossman repertoire.

#### Hannaford Street Silver Band

\$60,000/3 yrs

to create the company's first staff position for fundraising and development, adding professional skills to allow them to diversify revenue streams; to improve their database and information systems; and to maintain a consistent effort in marketing and audience development.

#### Jumbies Theatre

\$60,000/3 yrs

to create Jumbies Studio, a training and mentorship initiative that will provide workshops, seminars, individualized internship placements, and guidance for artists who wish to foster a more broadly based community arts movement.

#### Lorraine Kimsa Theatre for Young People

\$255,000/3 yrs

to undertake an extensive market analysis in order to address special challenges that face young audience companies, and to integrate the activities of the drama school more completely into the theatre's operations in order to realize their vision of the company as a centre for child development.

#### Musica Noir

\$60,000/3 yrs

to create a General Manager's position in order to allow the company to develop a new business plan, to devise and coordinate improved marketing and development strategies, and to coordinate events and concerts more effectively.

#### Native Earth Performing Arts

\$60,000/3 yrs

to create the position of Artistic Associate in order to alleviate some of the artistic planning and development responsibilities of the Artistic Director and to address ideas of succession by training another individual into the leadership of an Aboriginal arts organization.

#### 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 the company's current and future work, giving consistent attention to the cultivation and securing of presenters and to the logistical concerns of touring in Canada and abroad.

#### Nightswimming

\$60,000/3 yrs  
to explore new models for financial participation in subsequent productions 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.

#### Obsidian Theatre

\$60,000/3 yrs  
to hire a part-time staff person dedicated to resource development as well as specialist consultants to mentor that individual, in order to enhance the company's ability to realize the full potential of an exciting new work in development while strengthening their internal administrative capacity.

#### Opera Atelier

\$255,000/3 yrs  
to focus on training and apprenticeship in all facets of the company's highly specialized repertoire and to strengthen administrative capacity as Opera Atelier works to see pieces from the early baroque period take their rightful place as part of the standard repertoire for opera and ballet companies around the world.

#### Opera.ca

\$60,000/3 yrs  
to develop and launch an integrated program that provides opportunities for mentoring and knowledge-sharing among the creators of opera, including roundtable workshops and the opportunity to present full-scale orchestral work in a risk-free setting, in order to mitigate the risk of engaging in the creation of new opera.

#### Prologue to the Performing Arts

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

#### Queen of Puddings Music Theatre Company

\$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, as well as promotional materials to support touring activity, in order to develop a solid touring infrastructure much earlier than would otherwise have been possible.

#### Roseneath Theatre

\$83,250/3 yrs  
to engage in two projects addressing their challenges of product and profile: creating a mentoring team of Artistic Associates to work with David S. Craig in the development of new work, and building a strong presence at international arts market conferences.

#### Soundstreams Canada

\$135,000/3 yrs  
to respond to changes in the manners in which people listen to and purchase music by pursuing independent relationships with international public broadcasters and public radio, by investigating opportunities provided by web-based retailers like i-Tunes, and by working in collaboration with other institutions.

#### The Storytellers' School of Toronto

\$60,000/3 yrs  
to heighten the celebration of the art of storytelling throughout the year and to raise the profile of the organization through the creation of additional storytelling events in conjunction with their upcoming move into the Green Arts Barns community.

#### Talisker Players Chamber Music

\$60,000/3 yrs  
to hire an Operations Coordinator on a permanent part-time basis and to share rented space with other music organizations in Trinity-St. Paul's Church, giving them a base from which to realize opportunities to attract new visibility, audiences, and revenues.

#### Tapestry New Opera Works

\$108,420/3 yrs  
to create Tapestry's first resident Studio Company, whose artists will form the core for all Tapestry projects and for whom the company will invest in specialized training in voice, acting, and creative collaboration; and to create additional points of entry for audience engagement, including special studio and external events.

#### The Theatre Centre

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

#### 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, including establishing relationships in the new community, working closely with the design/build team, and developing school and weekend programming for the new studio.

#### Théâtre français de Toronto

\$129,000/3 yrs  
to implement strategies to ensure that the company's artistic growth and maturation is reflected in its marketing abilities and fundraising practices, including the implementation of new, sophisticated, and integrated software and an effective stewardship program to improve the quality of the relationships built through their work.

#### Theatre Smith-Gilmour

\$60,000/3 yrs  
to secure the services of a Tour Manager and Asia specialist to help with the growing interest in the company's work from China and other Asian countries, including liaison with presenters, sponsors, and Canadian and foreign governments, and help with transportation and logistics.

#### Toronto Children's Chorus

\$165,000/3 yrs  
to create a staff position dedicated to the communications area. This staff member will redesign the website to include more interactive features, explore the creation of an alumni choir, and enhance the recruitment potential of the choir's school performances and educational programs.

#### Toronto Consort

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

#### VideoCabaret

\$60,000/3 yrs  
to create a new administrative position to build on great opportunities for their award-winning cycle of History Plays. These opportunities would include adaptations to other media, creative collaborations with schools and educational partners, increased school audiences, and enhanced uses of VideoCabaret's website and archives.

#### Volcano Non-Profit Productions Inc.

\$60,000/3 yrs  
to solidify and expand their position as an internationally active experimental company through: networking and partnering, to make and maintain international connections; training, to bring international knowledge and teachers to Canada; and touring exchange, to create collaborative work on an international scale.

## Internships

#### 4th Line Theatre

\$27,500  
for Patricia Levert as management intern.

#### Canada's National Ballet School

\$24,500  
for Natalie Leung as wardrobe intern.

#### Canadian Music Centre

\$25,960  
for Sean Corcoran as marketing/development intern.

#### Canadian Opera Company

\$27,216  
for Carolyn Choo as properties intern.  
\$21,600  
for Jessica Sisson as costume intern.

#### The Canadian Stage Company

\$24,510  
for Lokki Ma as properties intern.  
\$27,500  
for Briana Brown as artistic producer intern.

#### Carousel Players

\$9,900  
for Anrita Petraroia as production manager/producer intern.



**Clay and Paper Theatre**  
\$27,500  
for Krista Dalby as producer intern.

**Dance Collection Danse**  
\$27,500  
for Seika Boye as archivist intern.

**Factory Theatre**  
\$23,000  
for Nina Lee Aquino as Artistic Director intern.

**The Gallery Players of Niagara**  
\$27,500  
for Amy Dennis as management intern.  
\$27,500  
for Michael Elg as management intern.

**Grand Theatre**  
\$21,000  
for Dan Kurek as Technical Director intern.  
\$19,575  
for Gina Marin as Technical Director intern.

**Great Canadian Theatre Company**  
\$27,500  
for Todd Duckworth as Artistic Director intern.

**Jumblies Theatre**  
\$25,000  
for Lisa Marie DiLiberto as artistic intern.  
\$26,000  
for Sean Frey as artistic intern.

**Necessary Angel Theatre Company**  
\$27,500  
for Kate Hodgert as producer intern.  
\$27,500  
for Laura Rocca as producer intern.

**Niagara International Chamber Music Festival**  
\$27,500  
for Barbara Worthy as management intern.

**Nightswimming**  
\$27,000  
for Andrea Romaldi as dramaturge intern.

**Nightwood Theatre**  
\$24,000  
for Audrey Dwyer as Artistic Director/dramaturge intern.  
\$24,000  
for Beatriz Pizano as artistic administration intern.

**Opera Lyra Ottawa**  
\$27,500  
for Laura Beks as development intern.

**Roseneath Theatre**  
\$27,500  
for Heather Landon as tour management intern.

**Salamander Theatre for Young Audiences**  
\$16,000  
for Lisa Twardowska as management intern.

**The School of Toronto Dance Theatre**  
\$16,450  
for Erika Leigh Stirton as instructor/rehearsal director intern.

**Shaw Festival**  
\$26,000  
for Tanya Apostolidis as creative management intern.  
\$16,500  
for Wayne Gwillim as Music Director intern.

**Talk is Free Theatre**  
\$7,000  
for Jennifer Stewart as director intern.

**Tapestry New Opera Works**  
\$6,875  
for Alexander Cann as Music Director intern.

**Toronto Dance Theatre**  
\$27,500  
for Gillian Lewis as production intern.

**Volcano Non-Profit Productions Inc.**  
\$27,500  
in collaboration with Peggy Baker Dance Projects, for Roxanne Duncan as management intern.  
\$27,500  
in collaboration with Peggy Baker Dance Projects, for Kevin Gojmerac as management intern.

## Senior Artists & Administrator Grants

**Centre for Indigenous Theatre**  
\$10,000  
to allow General Manager J.L. Watson to participate in a six-week residency with the Takitimu Performing Arts School in Aotearoa, New Zealand, under Tama Huata, the CEO and founder of the Kahurangi Maori Dance Theatre and the Maori performing arts school.

**Necessary Angel Theatre Company**  
\$18,590  
to allow General Manager Guy de Carteret to build the important contacts and skills required for international booking through attendance at various festivals and events.

## COMMUNITY

*In 2006 and 2007 a total of approximately \$2,664,000 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 descriptions of contracted services for specific charitable work carried out on behalf of the Foundation. For more detailed year to year allocations, please refer to our website.*

## Communities in Action

**Access Alliance Multicultural Health and Community Services**  
\$80,928/2 yrs  
to work with low-income, ethnically diverse residents in the Black Creek neighbourhoods to engage in participatory research that leads to a deeper understanding of the relationship between health, income security, and race and that generates evidence based action and advocacy.

**ACORN Institute of Canada**  
\$35,000/1 yr  
to support ACORN Toronto's work with low-income residents living in high rise buildings to organize to address issues of safe, livable, affordable housing.

**Agincourt Community Service**  
\$70,000/2 yrs  
to assist the Scarborough Civic Action Network (SCAN) to work collaboratively with diverse constituencies on a range of cross-cutting issues disproportionately affecting poor communities in Scarborough.

**Building Movement Project**  
\$12,486/2 yrs  
to share the Building Movement model with community organizations and capacity builders to jointly advance learning about community building, constituent engagement, emerging leadership in the nonprofit sector, and social service and social 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 community-based agencies working in the field of economic development.

**Centre for Social Justice**  
\$34,000/1 yr  
to create educational materials and web-based tools that will support Toronto-based organizations and individuals working to address issues of poverty reduction.

**Community Action Resource Centre**  
\$70,000/2 yrs  
to strengthen its ability to help people living in poverty work together to influence change on issues affecting their lives. They will do this by integrating and expanding the board, volunteer, and staff community development capacity, and facilitating the mobilization of residents to address underlying conditions of poverty through a range of strategies including education, leadership development, and organizing.

**Council of Agencies Serving South Asians**  
\$74,223/1 yr  
to support their membership and the constituencies they serve to increase their ability to address the root causes of poverty.

**Dixon Hall**  
\$77,826/1 yr  
to support the Regent Park Neighbourhood Initiative and the Centre for Community Leadership and Development, to assist social service agencies and grassroots leaders in collaboratively planning and working together to respond to current Regent Park resident issues and the changing landscape of this neighbourhood.

**East Scarborough Boys and Girls Club**  
\$83,625/2 yrs  
to assist the East Scarborough Storefront to strengthen resident leadership, mobilization, and education efforts in order to reduce the impact of poverty in East Scarborough.

**Family Services Association**  
\$188,457/2 yrs  
to assist Campaign 2000 and the Income Security Advocacy Centre in supporting low-income communities to contribute to the development of an Ontario Poverty Reduction Plan and to help engage other stakeholder groups in this process.

**Foodshare**  
\$100,000/2 yrs  
to support the development of a sustainable local produce market model that would operate in low-income communities in order to address food insecurity issues arising from inadequate income, unsustainable agriculture, and diet-related illness.

**Kairos**  
\$43,100/1 yr  
to strengthen the role of local churches in advocacy for public policy changes to address issues of poverty.

**Learning Enrichment Foundation**  
\$52,105/1 yr  
to engage residents, politicians, social service organizations, businesses, and other institutions and residents in part of the former City of York to develop a comprehensive community revitalization plan with the goals of poverty reduction and sustainable economic development. Concurrently the organization will work to embed systemic change principles and goals within all aspects of their operations.

**Mennonite New Life Centre of Toronto**  
\$15,000/1 yr  
to work with low-income newcomers to build analysis and action around the root causes of racialized poverty in Toronto.

**North York Community House**  
\$120,000/3 yrs  
to partner with Delta Family Resource Centre to transform their 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 Services**  
\$100,000/2 yrs  
to support the Workers' Action Centre in strengthening 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 in creating new membership and committee structures that enable leadership and active participation of workers directly affected by precarious employment, low wages, and employment standards violations.  
\$15,000/1 yr  
to support research and policy development on improving access to justice for workers in low-wage and precarious work.

**Pathways to Education Canada**  
\$50,000/1 yr  
to work with the Lawrence Heights and Rexdale neighbourhoods in undertaking a consultation process with community residents and local institutions to determine if they can implement and sustain a Pathways to Education program to address two key determinants of health: education and income.

**Ralph Thornton Community Organization**  
\$12,334/1 yr  
to undertake a community engagement process to identify the most pressing poverty-related issues currently affecting local residents, and to work with local residents, agencies, and other key stakeholders to develop an integrated poverty-reduction action plan.

**Ralph Thornton Community Organization**  
\$23,500/1 yr  
to work with low-income residents, supporting their voices and efforts to participate in influencing economic and social change, and to partner with other agencies to enhance their capacity to address systemic issues while also continuing to provide needed services.

**Regent Park Community Health Centre**  
\$79,955/2 yrs  
to support the work of Health Providers Against Poverty developing the capacity amongst Ontario healthcare providers and their professional organizations to target poverty, and inadequate social assistance rates in particular, as a health issue.

**St. Christopher House**  
\$385,099/5 yrs  
to support the Children, Youth, and Families program 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.  
\$157,966/2 yrs  
to explore how organizations can increase and sustain the capacity of low-income communities to contribute to the broader public discourse and develop advocacy aimed at increasing income security and reducing social isolation.

**St. Stephen's Community House**  
\$65,680/1 yr  
to assist the Toronto Drop-In Network in providing leadership opportunities for drop-in participants to realize their capacity to influence and advocate around issues of poverty and to connect their efforts to others in the City of Toronto.

**The STOP Community Food Centre**  
\$120,000/2 yrs  
to work in partnership with Davenport Perth Neighbourhood Centre, local residents, and other key constituents to mobilize and influence policy on income security issues related to minimum wage and a diet supplement for social assistance recipients.

**Street Health Community Nursing Foundation**  
\$28,040/1 yr  
to support ongoing dialogue, education, and dissemination of the findings and emerging recommendations from the 2007 Street Health Report.

**Toronto Neighbourhood Centres**  
\$144,600/2 yrs  
to strengthen community development practice in Toronto in order to enhance nonprofit agencies' capacity to address issues of economic and social justice.

**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 the root causes of poverty. This strategy will include an organizational change process to integrate community development approaches, such as organizing and advocacy, across their programs and services.

**Workers' Action Centre**  
\$195,000/3 yrs  
to strengthen the capacity of contingent workers to act individually and collectively to address workplace practices, employment standards, and labour legislation that affect them negatively. The Workers' Action Centre will also further develop their worker-led organizational and governance model.

**Working Women's Community Centre**  
\$75,000/1 yr  
to partner with the Portuguese-Canadian National Congress to address issues of undocumented workers. This project aims to convene a multi-stakeholder table to examine ways to better support undocumented migrants and to contribute to immigration policy reforms and changes in regulations at all orders of government.

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## Leadership in Action

**York University Foundation**  
\$345,636/4 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. The goal of this initiative is to engage a new generation of nonprofit leadership reflective of the richness of Toronto's ethno-cultural diversity and capable of leveraging this asset for the common good.

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## Renewal Fellowships

**Rosalyn Miller, Executive Director, Delta Family Resource Centre**  
to examine new ideas and concepts of leadership and activism for community-based organizations. As part of this process, Rose will spend time in the U.S. with the Building Movement initiative to better understand different strategies for grassroots organizing and poverty reduction.

**Angela Robertson, Executive Director, Sistering — A Woman's Place**  
to spend time with and document by video the stories of her grandmother. Angela will also undertake preliminary research on the creation of a pension plan for community sector workers.

**Rhonda Roffey, Executive Director, Women's Habitat of Etobicoke**  
to undertake a journey to reconnect with her Aboriginal culture and history.

**Bill Worrell, Program Director, LAMP Community Health Centre**  
to engage in research and reflection on the state of the community development field locally and abroad, which will include travel to Ghana, and to explore self-advocacy for people who are labelled as disabled.

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## Innovation Fellowships

**Lynn Eakin, Lynn Eakin & Associates/2 yrs**  
to explore promising strategies for creating change in the regulatory and financing of nonprofit organizations in Ontario through the development of a provincial nonprofit network.

**John Stapleton, Open Policy/2 yrs**  
to document the issues related to the impacts stemming from the interaction of different social benefit programs for low-income adults and families in Toronto, and to create a set of recommendations for dissemination in order to build a new governance model for social benefit programs in Ontario.

**Pat Thompson/1 yr**  
to examine the patterns and practices of nonprofit leadership renewal and to make recommendations about new ways to encourage, support, and enable people in their development as leaders.

**Sherri Torjman, Caledon Institute for Social Policy/1 yr**  
to explore the relevance and application of the concept of resilience in order to develop a conceptual and process framework that supports building strong, vibrant communities.



## ENVIRONMENT

*In 2006 and 2007 a total of approximately \$2,970,000 was invested in supporting people and organizations working in Canada to explore and develop innovative approaches to tackling tough land use problems. 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.*

### Healthy Lands

#### Alliance for a Better Georgina

\$45,000/1 yr  
to create a series of community maps that will function as planning tools that identify, prioritize, and protect local area features valued by the community as well as features that may not be reflected in current agency mapping or policy.

#### Alternatives Journal, University of Waterloo

\$10,000/1 yr  
for the production of the fall 2006 issue, entitled Thought for Food, which will explore the complex dynamics of our food system, investigating innovative new schemes in production, pricing, labour, and transportation that are fair for the environment, farmers, fishers, retailers, and consumers.  
\$24,500/1 yr  
for the production of the spring 2008 issue, entitled Living Landscapes: Saving Our Near-Urban Lands, which will focus on protecting the lands that surround our urban centres.

#### Canadian Organic Growers

\$95,000/2 yrs  
to support the Perth-Wellington-Waterloo chapter in developing potential alternative distribution systems for organic and transitioning farmers in order to help rejuvenate agriculture and the rural economy in the Perth-Wellington-Waterloo area.

#### Citizens' Environment Watch

\$360,000/3 yrs  
to create a long-term community-based monitoring project across the Oak Ridges Moraine that 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.

#### Delta Waterfowl Foundation

\$75,000/3 yrs  
to pilot the Alternative Land Use Services (ALUS) project, which will provide incentive payments to farmers and ranchers in exchange for ecological goods and services.

#### Eastern Ontario Model Forest

\$220,000/2 yrs  
to promote the widespread adoption of Forest Stewardship Council (FSC) standards in small-scale forests, private woodlots, and community forests in partnership with FSC Canada.

#### Environmental Defence

\$68,000/1 yr  
to build institutional capacity through program and communications development.  
\$20,000/1 yr  
to support a coalition of groups collaborating on New Environmental Priorities for Ontario.

#### Everdale Environmental Learning Centre

\$60,000/3 yrs  
in support of the Farmland Entry project, which aims to devise and adapt models of farm succession by facilitating entry for farm interns onto farmland in southern Ontario, especially on land adjacent to Everdale.

#### FarmStart

\$86,000/1 yr  
to pilot the New Farms Incubator Program in order to support and encourage a new generation of farmers interested in establishing locally based, ecologically sound, and economically viable agricultural enterprises.  
\$117,500/1 yr  
to support and encourage a new generation of farmers interested in establishing locally based, ecologically sound, and economically viable agricultural enterprises.

#### 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.  
\$110,000/2 yrs  
to assist with The Land Between initiative, which seeks to: examine a highly sensitive and poorly known landscape; mark The Land Between as a true and distinctive landscape; and focus increased collaborative conservation efforts in the region.

#### Local Food Plus

\$540,000/3 yrs  
to initiate a local food eco-label for southern Ontario as a comprehensive strategy for food system reform that will assist farmers and offer consumers a way to support local sustainable agriculture.

#### Ontario Farmland Trust

\$213,000/3 yrs  
to undertake a major educational campaign targeting municipalities, planners, rural non-farm landowners, and the broader community in order to build support for a 'Places to Grow Food Plan' for Ontario.

#### Ontario Nature

\$30,000/1 yr  
to support the Livable Landscapes: Community Conservation Mapping project in Grey and Bruce Counties aimed at establishing community-based plans for linking protected natural areas, farmlands, and green spaces.  
\$180,000/2 yrs  
to support the Livable Landscapes II: Community Conservation Mapping project in Grey, Bruce, and Frontenac Counties aimed at establishing community-based plans for linking protected natural areas, farmlands, and green spaces.

#### Pembina Institute

\$39,000/1 yr  
for ongoing work on smart growth and urban sustainability through engagement with provincial agencies, monitoring, and public reporting of provincial progress.

#### Town of Caledon

\$30,000/2 yrs  
to produce a community map through a collaborative effort amongst a number of Caledon's community groups in order to ensure the protection of natural and cultural heritage in the town's growth and resource management efforts.

#### University of Guelph

\$120,500/2 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.  
\$47,000/1 yr  
to pilot Plan Aid, a new not-for-profit organization dedicated to providing planning and design advice and skills that will help citizens evaluate, respond to, and contribute to planning initiatives and proposals that affect their community, in partnership with Guelph Civic League, the City of Guelph, the Downtown Board of Management, and the Guelph Development Association.

\$120,000/2 yrs  
to secure a system of "Greenlands" in the Township of Centre Wellington, based on research, mapping, and a broadly based citizen engagement process, in partnership with Greenlands Centre Wellington.

### Boreal Forests

#### Canadian Parks and Wilderness Society

\$157,000/2 yrs  
to strengthen institutional capacity by assisting with leadership transition and to support the Québec coordination of its boreal forest initiative.

#### Canary Research Institute

\$200,000/5 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.

#### Mushkegowuk Environmental Research Centre

\$52,000/1 yr  
to provide opportunities for culturally appropriate collaborations and strengthen the aboriginal voice in land use decisions, particularly through incorporating traditional knowledge into Forest Stewardship Certification.

#### Sierra Legal Defence Fund

\$40,000/1 yr  
to support the Northern Boreal Protection Project, aiming to ensure that comprehensive, conservation-based land use planning is implemented in northern Ontario.

#### 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.

#### Nature Québec

\$235,000/3 yrs  
to strengthen institutional capacity by assisting with leadership transition.

#### Wildlife Conservation Society

\$69,000/1 yr  
to design and co-implement a project that integrates western science and traditional ecological knowledge for two species at risk, and coordinate a long-term GIS training program tailored for northern First Nations communities.

## Northern Appalachians

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### Canadian Parks and Wilderness Society

\$20,000/1 yr  
to support the Collin Stewart Forest Forum, a collaborative initiative between Nova Scotia environmental organizations, four large forestry companies, and the provincial government, to develop a province-wide protected areas proposal.

### Ecology Action Centre

\$120,000/2 yrs  
to secure and promote the protection of Nova Scotia's Acadian Forest through scientific research, public education, management plan review, and coalition activities.

### Nature Conservancy of Canada

\$30,000/1 yr  
to support the development of 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.

## Leaders In The Field

### Internships

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#### Citizens' Environment Watch

\$17,500  
to support a 12-month internship for Sherry Shen.

#### Environmental Defence

\$27,500  
to support a 12-month internship for Claire Malcolmson.

#### Environment North

\$30,000  
to support a 12-month internship for Wendy Solomon.

#### Ontario Farmland Trust

\$30,000  
to support a 12-month internship for Ivan Lee.

#### Wye Marsh

\$19,000  
to support a 7-month internship for Chris McIlhinney.

## Fellowships

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### John Riley/Nature Conservancy of Canada

John Riley has worked for over two decades on natural heritage policies and programs. Through his fellowship, John will pursue "a year's rejuvenation through writing" by assembling the earliest descriptions of the Great Lakes region and its neighbourhood by explorers, missionaries, settlers, tourists and surveyors, and taking a sabbatical for personal revitalization.

## SPECIAL INITIATIVES

*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 do not neatly fit into any one of our program areas. The following is a list of the special initiative grants made in 2006 and 2007.*

#### Agora Foundation

\$5,000/1 yr  
general support.

#### ALS Society of Canada

\$10,000/1 yr  
in honour of an advisory committee member.

#### Cabbagetown Community Arts Centre

\$5,300/1 yr  
in support of their Homework Club.

#### Canadian Environmental Grantmakers Network

\$10,000/2 yrs  
to support organizational development.

#### Canadian Opera Company

\$5,000/1 yr  
in support of the 2006 matching donation appeal.

#### Central Algoma Secondary School

\$750/1 yr  
on behalf of an advisory committee member.

#### Centre for Aboriginal Media

\$8,000/2 yrs  
in support of the ImagineNATIVE Film and Media Arts Festival.

#### Centre for Addiction and Mental Health

\$10,000/1 yr  
general program support in honour of Ted Tremain, a long-time friend of the Foundation.

#### Christ Church Deer Park

\$5,000/1 yr  
in honour of an advisory committee member.

#### Community Social Planning Council

\$500/1 yr  
on behalf of an advisory committee member.

#### Conservation Council of New Brunswick

\$45,000/3 yrs  
to support an environmental justice project that will begin to address four decades of metal contamination in northern New Brunswick.

#### East Scarborough Storefront

\$20,000/1 yr  
general program support.

#### Eva's Initiatives for Homeless Youth

\$2,000/1 yr  
in honour of an advisory committee member.

#### Flemington Neighbourhood Services

\$4,000/1 yr  
in honour of an advisory committee member.

#### Homes First Foundation

\$60,000/2 yrs  
general program support.

#### Hustler Young Men's Bible Class Foundation

\$20,000/2 yrs  
general program support.

#### Institute in Management and Community Development – Concordia University

\$6,000/1 yr  
to support Kim Klein as a practitioner fellow in residence at the Institute in Management and Community Development at Concordia. As part of her fellowship she will spend time working in Toronto with a range of community residents, groups, and activists.

#### Laidlaw Foundation

\$3,000/1 yr  
in support of the Canadian Youth Arts Network.

#### Leaside United Church

\$2,000/1 yr  
in honour of an advisory committee member.

#### Lewa Canada

\$100,000/2 yrs  
in support of conservation and community development in Kenya.

#### Museum of Contemporary Canadian Art

\$50,000/1 yr  
to support the TRASH Healthy City Festival in partnership with Alphabet City.

#### Multistory Complex

\$25,000/1 yr  
to support the Street Food Vending Project aimed at diversifying street food in Toronto and integrating street food vending into food security programming.

#### Muttart Foundation

\$3,446/1 yr  
to support the costs of intervention at the Supreme Court of Canada on a precedent-setting case of charity law in Canada.

#### Ontario Nature

\$10,000/1 yr  
to strengthen institutional capacity by assisting with governance review.

#### Peacebuilders International

\$17,326/2 yrs  
general program support.

#### Pelee Island Bird Observatory

\$15,000/1 yr  
in support of the fall season of migratory studies and related research. \$30,000/3 yrs  
to strengthen institutional capacity.

#### Phoenix Community Works Foundation

\$50,000/1 yr  
in support of the FOOD Healthy City Festival in partnership with Alphabet City. \$10,000/1 yr  
in support of the Good Food Home Guide.

#### Philanthropic Foundations Canada

\$5,000/1 yr  
in support of the organization's Leadership Research project.

#### Renascent Foundation

\$40,000/1 yr  
in support of their Family Focus campaign.

#### Rolph Road Public School

\$2,000/2 yrs  
a matching grant in support of the grade six philanthropy project.

#### Ryerson University

\$40,500/2 yrs  
to support the City-Builder-in-Residence program, which brings front-line leaders from 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.

#### Scarborough Hospital Foundation

\$750/1 yr  
on behalf of an advisory committee member.

#### Seeds of Diversity

\$75,000/3 yrs  
in support of their new Pollination Canada program, the Seeds Exchange Directory, and office staff support.

#### Shakespeare Performing Arts

\$10,000/1 year  
for one year of bridge financing to allow the company's operations to continue while it restructures its administration, fundraising activities, and Board of Directors, in order to encourage long-term health.

#### St. Christopher House

\$750/1 yr  
on behalf of an advisory committee member.

#### The Art Gallery of Ontario

\$20,000/1 yr  
for the installation of more than 5,000 works of art into 110 new galleries in the building.

#### The Catalyst Centre

\$500/1 yr  
on behalf of an advisory committee member.

#### The George R. Gardiner Museum

\$5,000/1 yr  
in support of the museum's capital campaign.



**The STOP Community Food Centre**  
\$200,000/1 yr  
in support of the Green/Arts Barns.  
\$23,178/1 yr  
in support of its drop-in program.

**The Theatre Centre**  
\$25,000/1 yr  
to prepare architectural renderings  
in support of the Theatre Centre's  
bid for the cultural retrofit of the  
Carnegie Library building in the  
Queen/Gladstone area of Toronto.

**Toronto East General Hospital  
Foundation**  
\$2,000/1 yr  
in honour of an advisory committee  
member.

**Trent University**  
\$5,000/1 yr  
in honour of an advisory committee  
member.

**United Way of Burlington  
and Greater Hamilton**  
\$5,000/1 yr  
general program support.

**University of Guelph**  
\$2,000/1 yr  
to support the "Amazing Possibilities:  
Leading Practices in City Building for  
the Future" conference.

**University of Ottawa**  
\$10,000/1 yr  
to seed the Sustainable Prosperity  
Initiative, intended to frame a new  
agenda for shifting Canada's econ-  
omy to a more prosperous and envi-  
ronmentally sustainable one within  
a generation through far-reaching  
fiscal and policy reforms that better  
integrate environmental costs and  
benefits.

**Woodgreen Community Services**  
\$60,000/2 years  
in support of the Homeward Bound  
program.

**Writers' Trust of Canada**  
\$100,000/2 yrs  
in support of the Vicky Metcalf  
Award for Children's Literature.

**York University Foundation**  
\$88,930/2 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.

## DIRECTOR-INITIATED

*The following is a list of grants initi-  
ated by the Foundation's directors in  
2006 and 2007.*

**Agora Foundation**  
\$5,000/1 yr  
in support of Peacebuilders  
International.

**Canada's National Ballet School**  
\$40,000/2 yrs  
in support of the School's capital  
campaign.

**Canadian Federation for  
Sexual Health**  
\$5,000/1 yr  
general program support.

**Daily Bread Food Bank**  
\$10,000/1 yr  
general program support.

**Frontiers Foundation**  
\$10,000/1 yr  
in support of Operation Beaver.

**Institute of Child Study,  
University of Toronto**  
\$80,000/2 yrs  
in support of the School's capital  
campaign.

**Peacebuilders International**  
\$9,000/2 yrs  
general program support.

**Pelee Island Heritage Centre**  
\$10,000/1 yr  
general operating support.

**Poculi Ludiques Societas**  
\$10,000/1 yr  
in support of their production  
of The Queen's Men.

**Renascent Foundation**  
\$20,000/1 yr  
in support of their Family Focus  
campaign.

**Royal Conservatory of Music**  
\$10,000/1 yr  
in support of the Telus Centre for Per-  
formance and Learning, through the  
Building National Dreams Campaign.

**S.H.A.R.E. Agricultural Foundation**  
\$10,000/2 yrs  
in support of Horizon's proposal  
to promote bilingual intercultural  
education for rural youth among the  
Mayan communities of Guatemala.

**Sick Kids Hospital Foundation**  
\$1,000/1 yr  
general program support.

**Stratford Chef School**  
\$12,000/1 yr  
general program support.

**The Canadian Institute for  
Advanced Research (CIAR)**  
\$10,000/1 yr  
general program support.

**The George R. Gardiner  
Museum of Ceramic Art**  
\$28,000/2 yrs  
in support of the "All Fired Up!"  
campaign.

**The Stop Community Food Centre**  
\$20,000/1 yr  
in support of its Cookbook project.  
\$10,000/1 yr  
general program support.

**Toronto Library Foundation**  
\$10,000/1 yr  
general program support.

**Victoria University**  
\$120,000/2 yrs  
in support of the Pelham Edgar  
Distinguished Visitor Endowment.

**York University**  
\$20,000/1 yr  
to establish an endowment for  
a new bursary in the Graduate  
Program in Communications  
and Culture.

# 42,000,000

The Metcalf Foundation has made grants totalling  
almost \$42 million in the past eight years.

**CONDENSED STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2007**

	<b>2007</b>	<b>2006</b>
<b>ASSETS</b>		
Cash and cash equivalents	885,801	511,495
Accrued interest and amounts receivable	506,616	588,580
Marketable securities, at market	131,397,470	142,703,519
Other receivables and capital assets	2,484,716	2,521,116
	<b>135,274,603</b>	<b>146,324,710</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	206,417	185,436
Unpaid grants	2,132,292	2,129,017
	<b>2,338,709</b>	<b>2,314,453</b>
<b>NET ASSETS</b>		
Restricted	-	53,573,357
Unrestricted	132,935,894	90,436,900
	<b>132,935,894</b>	<b>144,010,257</b>

In 2007 the restricted funds were transferred to unrestricted.

**CONDENSED STATEMENT OF REVENUE AND EXPENDITURES**

<b>REVENUE</b>		
Investment income	4,891,859	5,449,138
Donations	-	113,178
Realized gain (loss) on marketable securities	5,169,318	1,623,103
Net increase in value of assets	(14,480,456)	8,947,585
	<b>(4,419,279)</b>	<b>16,133,004</b>
<b>EXPENDITURES</b>		
Investment management, custodial and audit fees	703,307	626,829
Other expenses	384,571	397,748
	<b>1,087,878</b>	<b>1,024,577</b>
<b>INCOME BEFORE GRANTS</b>	<b>(5,507,157)</b>	<b>15,108,427</b>
<b>GRANTS PROGRAM</b>		
Performing Arts	1,461,087	1,496,479
Environment	1,109,500	1,072,750
Community	1,168,101	1,284,252
Director-Initiated and Other	778,624	634,126
Program expenses	1,049,894	751,497
	<b>5,567,206</b>	<b>5,239,104</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(11,074,363)</b>	<b>9,869,323</b>

*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*  
Luke Metcalf  
Robert Sirman  
Ken Rosenberg  
(from June 2006)  
Sandy Houston  
*President (ex officio)*  
William Pashby  
*Secretary (ex officio)*

## Staff

Sandy Houston  
*President*  
Catherine Smalley  
*Arts Program Director*  
(through April 2007)  
Ruth Richardson  
*Environment Program Director*  
Colette Murphy  
*Community Program Director*  
Michael Jones  
*Arts Program Director*  
(from April 2007)  
Janet Lewis  
*Financial Officer*  
Sharon McLean  
*Office Manager and Executive Assistant*  
Craig Leroux  
*Office Manager and Executive Assistant*  
(acting – through July 2006)

## Performing Arts Program Advisors

### Strategic Initiatives

Jerry Doiron  
*Shaw Festival*  
Anne Patterson Dunning  
*ARTS Action Research*  
Ottie Lockey  
*Ottie Lockey Management*  
Roselyn Morrison  
*Toronto Community Foundation*  
Peter Roberts  
*Stratford Festival*  
Celia Smith  
*ArtsBuild Ontario*

### Professional Development

Wende Cartwright  
*Royal Conservatory of Music*  
Kirsten Hanson  
*Chair, Metcalf Foundation*  
William Moore  
*Curator, Writer*  
Phillip Silver  
*Faculty of Fine Arts, York University*  
Alice Toyonaga  
*Canadian Heritage/Patrimoine canadien*  
Nancy Webster  
*Lorraine Kimsa Theatre for Young People*

## Investment Advisory Committee

William Hewitt  
John Lounds  
Drew Pallett  
Edward Tremain  
David Moore  
William Pashby  
Ken Rosenberg

## Community Program Advisors

### Communities in Action

Joy Cohnstaedt  
*Board Member (fmr.), Metcalf Foundation*  
Alfred Jean-Baptiste  
*Centre for Community Learning and Development*  
Lance Evoy  
*Concordia University*  
Yvonne Ferrer  
*Toronto Community Housing Corporation*  
Rob Howarth  
*Toronto Neighbourhood Centres*  
Deena Ladd  
*Workers' Action Centre*  
Susan Pigott  
*Centre for Addiction and Mental Health*  
Chris Brillinger  
*City of Toronto*  
Robert Sirman  
*Canada Council for the Arts*  
Amanuel Melles  
*United Way of Greater Toronto*

### Renewal Fellowships

John Campey  
*Community Social Planning Council*  
Denise Andrea Campbell  
*City of Toronto*  
Chris Cavanagh  
*Catalyst Centre*  
Lynn Eakin  
*Lynn Eakin & Associates*  
Mary Rowe  
*Senior Urban Fellow, Blue Moon Fund*

## Environment Program Advisors

### Boreal Forests

Stewart Elgie  
*University of Ottawa*  
Rob McAlpine  
*Ontario Ministry of Natural Resources*  
Fiona Schmiegelow  
*University of Alberta*  
Caroline Schultz  
*Ontario Nature*

### Internships

Jerry DeMarco  
*Environmental Review Tribunal*  
Mary McGrath  
*Citizens' Environment Watch*  
Sarah Winterton  
*Environmental Defence*  
Caroline Schultz  
*Ontario Nature*

### Southern Ontario

David Carruthers  
*PlanLab Ltd.*  
Diana Crosbie  
*Crosbie Communications Inc.*  
Bob Gibson  
*University of Waterloo*  
Stewart Hiltz  
*University of Guelph*  
Nina-Marie Lister  
*Ryerson University*  
Mary McGrath  
*Citizens' Environment Watch*  
Ken Rosenberg  
*Poliare Roland Rosenberg Rothstein LLP*  
Elbert van Donkersgoed  
*Greater Toronto Area Agricultural Action Committee*  
Marcia Wallace  
*Ontario Ministry of Municipal Affairs and Housing*

# OUR PEOPLE

## About this Annual Report

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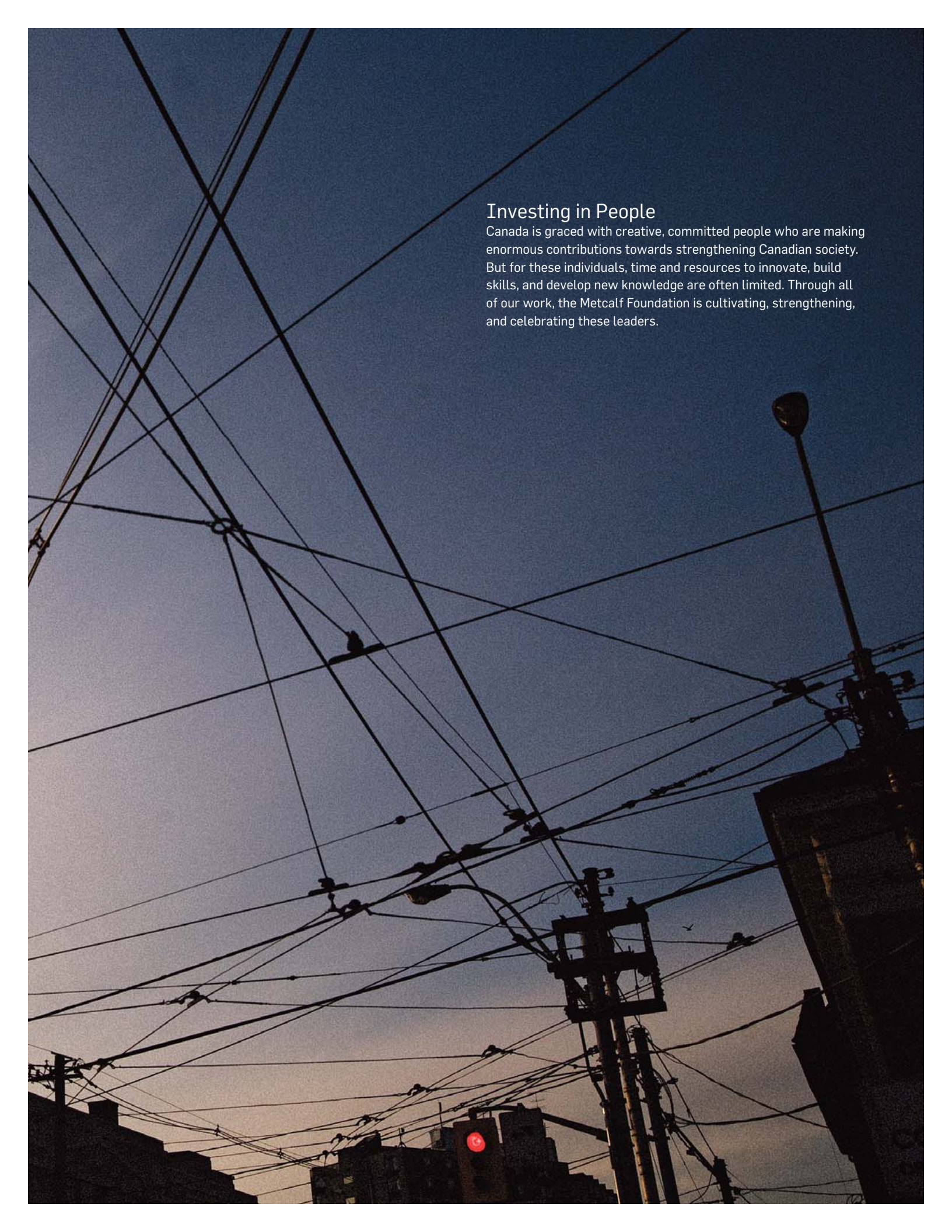
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## Investing in People

Canada is graced with creative, committed people who are 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, strengthening, and celebrating these leaders.





**George Cedric Metcalf  
Charitable Foundation**  
174 Avenue Rd. Toronto, ON  
Canada M5R 2J1

Telephone: 416-926-0366  
Fax: 416-926-0370  
[www.metcalffoundation.com](http://www.metcalffoundation.com)

**METCALF  
FOUNDATION**