

An aerial photograph of a coastal landscape. The top half of the image shows a deep blue body of water with some small, dark, rocky islands. The bottom half shows a rugged coastline with green vegetation on the left and a large, greyish-brown, textured area that appears to be a beach or a large pile of debris or sand. The overall scene is captured from a high angle, looking down at the water and land.

Biennial Report 2008–2009

IT'S ABOUT TIME

**METCALF
FOUNDATION**

50 YEARS



TIME TO CONNECT THE DOTS

Change does not happen in isolation. It happens when we make connections between people, organizations, issues, and approaches. More and more, we provide time and space to do this – bringing people together to work and learn collectively and to think broadly in pursuit of more integrated, innovative responses to the challenges we face.

Although I've been actively involved with the Metcalf Foundation for over 20 of its 50 years, I haven't always been the Chair of the Board. My role used to be somewhat less exalted, although, in its way, just as exciting.

In the mid 1980s, for about a year, I was the sole staff member at the George Cedric Metcalf Charitable Foundation, then housed in a little upstairs office at Yonge and St. Clair. My stepfather, George Metcalf Jr., set me up with a Mac (128K!) and a phone and asked only that I make some sense of the filing system, answer the phone, and create electronic records of our grantmaking. It was the ideal job for an unemployed English Literature graduate, and besides, I got to see a lot of George, who used the office space for writing his books and articles on British Imperial history. Lunch featured heavily on the schedule.

By this time, the Foundation had been in existence for more than 20 years, with most of the grantmaking decisions handled by the founder, George Cedric Metcalf, or later by George Jr. and my mother Johanna. In its early incarnation, the Foundation regularly funded a select group of grantees, in whom my step-grandfather had particular interest. During the 1970s, things changed. George and Johanna took the Foundation to another level by creating an advisory board, made up of a number of friends across Canada who were both deeply involved in community and knowledgeable on policy and philanthropy. They made numerous small grants annually to worthy organizations, and the Foundation gradually became known as an essential funder of some tremendous grassroots charities.

As the Foundation became more central to the operations of small groups, it began to receive enormous numbers of formal grant requests, hence the need for an unemployed English grad and a desktop computer. We got a bit more focused and streamlined, creating granting guidelines, documenting grantee histories, and meeting with the

advisory board several times a year. Still, funds were far more limited then than they are today; we had no specific programming, and indeed, looking back, many of the granting decisions made could be characterized as quixotic. Nevertheless, a great deal of wonderful work was done, and my introduction to the world of philanthropy in Canada was, if a little unorthodox, memorable.

Since I left that job to move into my "real" career in publishing, many people have put their imprint on the Foundation, building it slowly into the extraordinary entity it is now. For a while there was a string of unemployed arts grads like me who worked with George, including my great friends Janice Copeland, Mary Francis Ellison, and Jennifer Conway, all of whom contributed organizational smarts and better computer skills than mine. But the seismic shift came in the late 1990s, when George Metcalf Sr. died, the Foundation's endowment grew five-fold, and Sandy Houston stepped into the leadership role. So began an extraordinary period of development for the Foundation, whose culture and philosophy had to reflect its new responsibilities as one of the largest private foundations in Canada. The document you are reading is evidence of just how much things have changed.

The title of this report, "It's About Time," is of course meant to be a little provocative, but I'm taking a straightforward approach to it. It is about time: for celebrating what the Foundation has accomplished over the past half century; for thinking about the next fifty years; for taking on new challenges and forging new connections. I'm looking forward to whatever is coming next.



Kirsten Hanson, *Chair*

TIMES HAVE CHANGED

FROM THE CHAIR



TIME FOR BOLDNESS

We can't come at today's tough challenges with yesterday's solutions – we need bold, new action. The Foundation is able to support innovative, untested approaches by accepting risk as part of our mandate.

The Foundation is fifty years old this year. Such milestones invite reflection. We take stock and try to understand the significance such a passage of time might have had on one place.

Recently, I have been looking over Metcalf's history, tracing the path we have followed to our current identity. What strikes me is that while an enormous amount has changed over the years as we built our programs and developed the thinking and sensibility that underpins them, the essential elements of the Foundation, its core values, have remained the same.

The Foundation has always been concerned with community well-being. It has always been engaged with the disadvantaged, the marginalized. It has always been intent on buttressing the case for culture and the environment in our country. It has always been hesitant to define outcomes and prescribe the path to success. Its predisposition for many years was to go where others would not – to seek out the small, the new, the isolated, or the unpopular for support. There has been a willingness to be early on an issue and to accept uncertainty and risk as necessary elements of engagement.

These values have served us well in the last ten or fifteen years as we became a funder focused on social change. We are interested in affecting systems and in equipping people to grapple with and influence the large forces that shape their lives and communities. We know that significant social change takes time and follows a path that is neither straight nor smooth. This means accepting that the outcomes we

seek may not emerge on schedule or even in precisely the form we had envisioned. The strategy may need rethinking, the model refining, or we may simply need to stick with it longer and let events unfold.

Foundations like ours have a unique perspective on time and its implications. We are, in lawyers' words, a "permanent endowment" – the idea being that the contribution of our resources, financial and otherwise, towards the public benefit is perpetual. This arrangement affords us the luxury of a long view and all the possibilities inherent in patience. Yet many of the issues we work on are pressing. There is urgency to the state of the environment, as there is in the efforts to establish a poverty reduction agenda in Ontario. The groups doing the work are passionate and committed to making change happen now.

We try to address this tension in the way we approach our work. If, in a world where the needs are vast and immediate, we are to be funders who are in it for the long haul, who have chosen to husband our resources and allocate them over an indefinite time frame, then where and how we direct our small amounts of money now is crucial. Our grants must seek impact, to be both brave and wise. We should be the rare money – the support that is not otherwise available – that opens a door, draws a connection, conjures an opportunity, or creates a pause.

While often our role is to be patient, occasionally there emerges the possibility of a sudden positive shift in policy, behaviours, or values. Under those circumstances, we must be nimble – flexible and quick enough to recognize the moment and to put our resources behind it. There have been several

TAKING STOCK

FROM THE PRESIDENT

such occasions in the last couple of years: the poverty reduction strategy, local sustainable food system reform, and the strengthening of our province's nonprofit sector. We have tried to capitalize on these opportunities: by supporting research, policy papers, polling, workshops, and convening; by establishing networks; and by promoting community voice and the establishment of coalitions. At such moments, the pace of change can be startling.

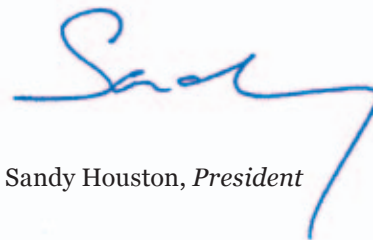
At the core of our work, longer-term and shorter, we support people of enormous ability and commitment who seek to achieve the extraordinary under difficult circumstances. A primary concern for us is ensuring these people are able to draw more deeply on their gifts. One of the most valuable things we can give them is time: for reflection, for renewal, for professional development, for conversation, for exploration, and for collaboration. We think these opportunities are essential to sustaining people engaged in such complex, challenging work. Too often this sort of pause for contemplation is sacrificed to the urgency of the issue at hand. Sometimes, what is needed most is the chance to slow down.

Milestones invite reflection. But at fifty, the Foundation is more interested in thinking about the future – it's about time for our next step. We are starting to consider the implications of treating our three program areas, social justice, sustainability, and culture, as more intertwined and mutually reinforcing. What could be accomplished if we understood them to be three integrated aspects of a healthy, vibrant community/city/region? We know that we have made some strong contributions when we have tried to work at the intersection of issues, interests,

and people. We think that we likely stand a better chance of generating something innovative, even powerful, if we bring together people from a range of backgrounds and perspectives. Could we have more impact if we are able to foster an approach that calls for a more “joined-up” way of imagining and developing a successful community?

No one involved in the Metcalf Foundation in 1960 could have anticipated where we would be in 2010, though perhaps they wouldn't be entirely surprised. Canada has changed profoundly in fifty years, and so have the role, the ambition, and the potential of philanthropy in our country. Our resources and scope are much bigger than they were, as are the responsibilities that accompany such growth. We at Metcalf have been privileged to participate in this generative, unpredictable, and exciting journey, and we look forward to where it will take us next.

We are deeply grateful to our advisors and friends for their thoughtful, rigorous, and generous contributions to our work. I am also and always most thankful for the work of the Foundation's staff, Colette Murphy, Ruth Richardson, Michael Jones, Heather Dunford, Sharon Colwell, Martha Norman, Annie Lee, and Janet Lewis, all of whom should be proud of their many contributions to the ongoing evolution of this place.



Sandy Houston, *President*

The background is an abstract composition of layered, cracked, and peeling textures. It features large areas of vibrant blue, deep forest green, and bright white. The textures are irregular and organic, resembling old paint, dried mud, or perhaps ice formations. The colors are layered, with some areas showing multiple shades where the layers haven't fully separated. The overall effect is one of decay and transformation.

METCALF AT 50

50 years

3,100 grants

\$70,000,000 granted

196 interns

19 fellows

10 provinces

3 generations

1 mission

BUILDING THE FOUNDATION



George Cedric Metcalf



Vicky Metcalf



George Metcalf Jr.



Metcalf Foundation becomes national in scope



Casey House



Kirsten Hanson, current Foundation chair, with her mother Johanna Metcalf

1960s

1970s

1980s

George Cedric Metcalf established the Foundation in 1960.

The eldest of ten children, Metcalf left school at an early age to help support his family and began working as a stock boy at William Neilson's ice cream plant. He was a gifted amateur athlete who played semi-professional baseball, boxed, and played soccer. Deeply devout, as a young man Metcalf founded a bible class that he led for most of his life. His drive and tenacity led him to work in sales, where he frequently crossed paths with Garfield Weston, who was building his grocery business in Toronto. In the late 1940s, Weston acquired both Neilson's and Loblaw, and he persuaded Metcalf to join Loblaw as a vice-president. By 1954, Metcalf was President and Managing Director of George Weston Ltd. and Loblaw Companies. He spent the next fifteen years leading Weston's on an enormous acquisition campaign, which created a North American food empire.

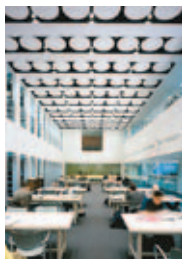
In its early years, Metcalf's philanthropy focused on social, educational, and health issues in Ontario.

In the 1970s, George Jr., a history professor, assumed responsibility for the Foundation and broadened its interests and geographic scope. The common denominator of the grants was an emphasis on grassroots organizations, a willingness to support the operational costs of groups, and a modest, unassuming view of the role of a granter. Upon George Jr.'s death in 1990, his wife, Johanna, and their children worked with a board to direct the Foundation.

In 1998, George Cedric Metcalf died and left his estate to the Foundation, increasing its assets to almost \$110 million. This gift led to significant changes at the Foundation. The board decided to focus its resources primarily in three areas: the performing arts, the environment, and poverty reduction. It began to create programs and structures to support its work. The Foundation currently pursues several strategies that cut across its programs to effect change: supporting dynamic leadership, nurturing new ideas or models, and creating opportunities for dialogue and collaboration in support of new knowledge and to inform action.

50 YEARS OF PHILANTHROPY

"THE SECRET OF LIFE IS TO THINK BIG, BELIEVE BIG, PRAY BIG, ACT BIG, HOPE BIG – AND BIG RESULTS WILL COME." – *George Cedric Metcalf*



E.J. Pratt
Reading Room



Green Arts Barns



First graduating class from Emerging
Leaders program



Creative Trust

**PERFORMING ARTS
COMMUNITY
ENVIRONMENT**



Sandy Houston



1990s

2000s

1960s

- George Cedric Metcalf Charitable Foundation established in 1960
- Vicky Metcalf Award for Children's Literature, named in honour of George Cedric's wife, a noted children's author, established in 1963 and presented annually since that time
- Foundation support instrumental in creation of Centre for Tropical Medicine at Toronto General Hospital (now University Health Network)

1970s

- Foundation officially relocates from Charlottetown to Toronto
- George Jr. and Johanna Metcalf assume leadership of the Foundation and bring in Jane Conway, Herb Samuels, and Jean Wright, the first outside directors
- Wide variety of grants made to small, grass-roots organizations across Canada

1980s

- Third generation of family becomes more involved in the activity of the Foundation
- Foundation hires its first part-time staff member
- Metcalf makes earliest major grant to Casey House – within five hours, founder June Callwood uses that pledge to confirm matching government funds and purchase their property on Isabella Street
- James Carnwath and Anne Little join advisory board
- Support for the League for Human Rights for B'nai Brith creates the innovative Holocaust and Hope program for Canadian secondary school teachers

1990s

- George Jr. dies in Toronto
- Generous support for Victoria College, University of Toronto, for projects including the refurbishment of the E.J. Pratt Reading Room, the creation of Crescam Serviando Awards, the endowment of the Pelham Edgar Distinguished Visiting Professor, and the establishment of the Kristallnacht lecture series
- Foundation's support of Frontier College helps create Beat the Street, an important literacy program in urban Toronto
- Created Metcalf Foundation Chair in Environmental Law at University of Toronto
- George Cedric dies, leaving his estate to the Foundation, which increases its assets five-fold
- Campaign Against Child Poverty catalyzed by significant early support from Metcalf
- Metcalf becomes one of earliest and largest donors to Creative Trust, enabling the growth of this innovative collaborative initiative of mid-sized performing arts organizations in Toronto

2000s

- Sandy Houston assumes full-time role as first President of Foundation and leads the development of Metcalf's operations, strategy, and programs
- Metcalf launches formal funding programs in Performing Arts, Environment, and Community, hiring Program Directors and establishing advisory committees
- Foundation develops series of strategies – internships, leadership training programs, renewal opportunities – to support nonprofit sector leaders over the course of their careers
- Foundation begins to introduce a range of measures to enable social change including policy development, research, convening, and network building
- Early, major support for Green Arts Barns proves catalytic, prompting support for project from all levels of government and triggering work on the facility
- Work with a broad coalition helps to enable legislation establishing Ontario's Greenbelt
- Foundation's investments formative to the creation of a number of innovative new organizations in Ontario, including FarmStart, Local Food Plus, Ontario Nonprofit Network, and Sustain Ontario

9.1

In 2008 and 2009, the Metcalf Foundation invested over \$9.1 million in charitable activities.

150

In 2008 and 2009, over 150 different organizations received Metcalf funding.

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.

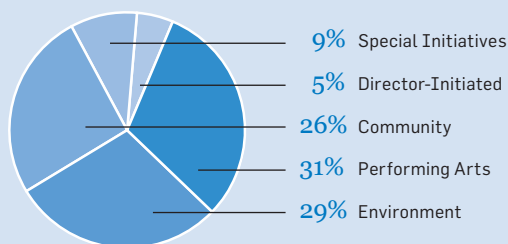
Environment. The health of our natural and working lands is crucial. The Foundation's goal is to enable individuals and organizations in southern Ontario to work collaboratively and innovatively to cultivate long-term solutions that benefit both land and people.

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.

CHARITABLE ACTIVITY



131

The Metcalf Foundation currently has an asset base of approximately \$131 million.

SUPPORT FOR LEADERSHIP

The Metcalf Foundation supports people working in the nonprofit sector over the arc of their careers to ensure their effectiveness and, through them, the health of their organizations and communities.

Through internships, fellowships, and our newly launched Metcalf Renewal Program, we want to support these people in their work. We want to ensure that they are able to draw more deeply on their gifts and that they have time to think, to learn, to collaborate, to innovate, and to renew themselves. We are committed to creating opportunities for new ideas, fresh perspectives, unlikely alliances, and unorthodox approaches to familiar planning.

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 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 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.

In 2008 and 2009, we published the following five papers.

- *Opening Doors: The First Five Years of the Metcalf Foundation's Performing Arts Program*
- *Food Connects Us All: Sustainable Local Food in Southern Ontario*
- *Income Security for Working-Age Adults in Canada: Let's Consider the Model Under Our Nose*
- *Being the Change We Want: A Conversation about Vocational Renewal for Nonprofit Leaders*
- *Why Don't We Want the Poor to Own Anything? Our Relentless Social Policy Journey Toward Destitution for the 900,000 Poorest People in Ontario*

Photo: Jane Farrow



TRANSFORMATIVE PLACEMAKING

Good walking conditions are recognized as a hallmark of healthy, safe, and sustainable neighbourhoods by planners, architects, public health researchers, and city officials. As a major supporter of Jane's Walk, the Metcalf Foundation is helping people create the social and built future of their neighbourhoods. Jane's Walk is continuing to foster and deepen awareness and literacy around issues of walkability, the importance of

lively and vibrant streetscapes, and the obstacles to creating these environments. Jane's Walk gets people out of their cars and onto the sidewalks for the basic tasks of daily life, shopping, school, and work. Led along by knowledgeable and passionate local guides, participants contribute their own observations and stories, connecting them to each other to explore ways to create viable neighbourhoods.

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

In the Performing Arts Program, one of the most important facets of the [Strategic Initiatives](#) (SI) program has always been the grants' duration. Under the SI program, small and mid-sized professional performing arts companies have an opportunity, over a three-year period, to implement a strategic course of action. This time frame allows organizations to explore their proposed initiatives by analyzing and evaluating the results and by generating new approaches to their challenges.

TRANSFORMATIONAL CHANGE

It is the Foundation's hope that successful initiatives will make the organizations stronger and more resilient, productive, and effective in the execution of their creative mandates. Companies have been able to reinvigorate their artistic vision and strengthen their relationships with their audiences and communities. We have helped organizations create effective and unique models for administration and touring. Three years has even proven long enough, in some cases, for significant, fundamental change to happen within organizations, as leadership had opportunities to question long-held assumptions about their activities.

When the Canadian Music Centre (CMC) was awarded an SI grant in December 2006, they simply wanted to try new activities in the areas of product management of and market development for their largest asset, the creative legacy of 676 associate composers. During the course of their three-year SI journey, however, the CMC's goals led them through a number of significant changes. They explored a variety of staffing structures before arriving at a model

that divided the jobs between a marketer and a repertoire specialist. The organization discovered that they were not legally in a position to function as a music publisher. They had to work with lawyers to establish a separate Music Publishing Unit; this new legal entity required the CMC to develop new agreements for all of their member composers. A larger internal challenge, however, occurred, as CMC staff had to change perspectives related to the music. Their collection had traditionally been treated as an archive for composers' work. Although staff was initially excited by the new attention that marketing was generating for the collection, they had to face the reality of viewing the music as an asset as opposed to a traditional library collection. Over three years, the staff became more excited about the changes and began to look for innovative ways to sell the music.

TIME AS A RESOURCE

In the spring of 2008, the Foundation conducted a series of interviews with various leaders in the performing arts sector. While we had undertaken a review of our Performing Arts Program in 2006, the Foundation had not done a broader scan of the arts community – the current health of the sector, common challenges that organizations were facing, what the Foundation's role in that community could be – since the Program was launched in 2001. Not surprisingly, one of the most common concerns related to insufficient resources of time: lack of appropriate time for creation, the need for additional rehearsal time, and insufficient hours for staff. As one sectoral leader said, "It is hard to achieve at a high level when there simply aren't enough human beings [to do the work]."

The Foundation has long supported the development of people in the performing arts sector, both through internships (see sidebar) and through support for senior artists and administrators. Esmeralda Enrique Spanish Dance Company, working for thirty years under their namesake Founding Artistic Director, developed an SI to address the time deficit being

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 about time for passing on knowledge.



Photo: Dwayne Brown

Lise Ann Johnson, Artistic Director of the Great Canadian Theatre Company

Coming Full Circle

The Performing Arts Internship program was launched in 2001, and it has enabled over 150 people to enter the performing arts sector or to make career transitions within the field. In recent years, the Foundation has witnessed a new phenomenon within the program, as former interns become mentors for newly emerging individuals.

Lise Ann Johnson, currently Artistic Director of the Great Canadian Theatre Company in Ottawa, was awarded one of the first internship grants, which allowed her to work with Marti Maraden at the National Arts Centre, English Theatre. In 2009, Johnson recalled her internship, writing that "it provided me with the opportunity to gain skills, experience, and contacts with artists across the country. Most importantly, it provided me with the opportunity to build a relationship with an incredible mentor who continues to offer me support and guidance."

Since assuming leadership at the GCTC, Johnson has worked with three interns in artistic direction and dramaturgy, and the company has also hosted another intern in marketing. "This has been of great benefit to me and to the organization," she writes, "as it also enables us to continue to learn and invests new ideas into the organization." Individuals like Johnson represent the success of the internship program, as former interns, many of whom have developed impressive résumés and are now leading major companies, assume responsibility for passing on their own knowledge and experience.

experienced by their leadership. They have been using Metcalf funding to provide additional artistic and administrative support for Enrique in order to enable her to focus more fully on creative and professional development. This additional time has allowed her to work with international guest teachers and to study complementary techniques. "Working privately with instructors of [international] calibre," they write, "keeps her dancing in top form while she is introduced to new choreographic styles."

INVESTING EARLY

Throughout the Foundation's work, some of our most exciting engagements have occurred when we have invested in an idea or a project at its earliest stages. Recognizing the burgeoning independent performance scene and the particular challenges faced by emerging companies as they move from working on a project basis to full-time operations, we continue to grapple with questions of support for these important artists. Are there different ways that we should be supporting the work of smaller, independent companies?

Acting Up Stage Theatre Company wanted to invest additional time in two areas: expanding relationships with other companies in order to raise revenues through co-production and touring, and investing in additional resources to develop the technical quality of their creative work through increased workshop and rehearsal time. After only one year of SI funding, they have seen results in both of these areas, announcing a major co-production for their second year.

In addition to the Foundation's fiftieth anniversary, 2010 marks the tenth anniversary of the Foundation's formal Performing Arts Program, and it is, therefore, a good time for reflection. We are excited about the vigour that is currently being displayed within the sector, and we look forward to different and reinvigorated types of engagement with the performing arts community in the coming years.



Theatre Passe Muraille's BUZZ, a Metcalf-funded program, allows independent artists like Anusree Roy opportunities to develop work while the theatre builds new audiences.

“VALUE-BASED WORK TAKES TIME TO DEVELOP, BUT, AS IT DOES, THE RESPONSE IS DEEP AND COMMITTED. WHEN DOING SOMETHING DIFFERENT OR NEW, TIME AND REPETITION ARE REQUIRED TO CREATE FAMILIARITY AND COMFORT.”

Michael Trent, Dancemakers; SI grant recipient

We need to deepen our understanding about how to move people and places out of poverty. This is a critical challenge for anyone serious about building an equitable, prosperous Toronto.

This is the challenge Metcalf's Community Program and its partners took up in earnest in 2008 and 2009. After years of dedicated advocacy on the part of many people, organizations, and communities, the Ontario government committed to developing the first poverty reduction strategy for the province by December 2008 and new legislation in 2009. The Foundation invested in a wide range of strategies to capitalize on this rare opportunity to make real progress in ending poverty.

Our two program streams anchored this effort. The **Communities in Action** stream supports people and organizations that are developing lasting solutions to issues of poverty. Our grants enable low-income communities to have a strong voice in decision-making, the creation of innovative policy, and groups to collaborate in new ways. Our **Leadership in Action** initiatives – Renewal Fellowships, Innovation Fellowships, and Emerging Leaders program – nurture the effectiveness and vitality of exceptional people working to improve the quality of life and opportunity for poor people.

MULTIPLE APPROACHES

Over the last two years, the Community Program pursued multiple approaches to influence change. We supported people with lived experience of poverty to assume leadership roles in addressing the social, economic, and political forces shaping their lives. Through initiatives such as Voices from the Street, the Dream Team, and the South Asian Women's Rights Organization, low-income people are making their voices heard. These groups are telling their stories, shifting the conversation, and forging new

partnerships to develop strategies that will positively impact their lives.

We enabled "joined-up" efforts to foster innovative policy change. We collaborated with a coalition of private and nonprofit housing associations, community organizations, and academics to generate a new housing benefit model that would help low-income working-age adults with a high shelter-to-income burden. We also supported community-based networks, such as 25 in 5, a multi-sector network of 100 organizations working to eliminate poverty, to provide critical input into the province's poverty reduction strategy.

Recognizing the value of continuous learning as essential in complex work, the Foundation initiated a series of public policy sessions to help grantees strengthen their ability to engage with government. Topics ranged from the role of legislation in reducing poverty in Ontario to a three-part public policy primer.

We also awarded a grant to the Canadian Centre for Policy Alternatives to commission new polling on Canadians' perceptions of poverty and what they would like their governments to do about it. This study provided a better understanding of what Canadians think about this issue and how to connect with a broader audience.

BUILDING FOUNDATIONS FOR CHANGE

Credible research and solid policy options are important foundations for change. The Foundation invested in a range of efforts on this front. Metcalf Innovation Fellow John Stapleton released two papers that pointed to new paths for provincial social policy. One paper, entitled *Why Don't We Want the Poor to Own Anything?* (2009), revealed punitive effects that Ontario's asset rules have on those seeking social assistance, disability support, subsidized housing, and legal aid.

The Cost of Poverty: An Analysis of the Economic Cost of Poverty in Ontario (2008), produced by the Ontario Food Bank Association in collaboration

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.

with a group of economists and policy experts, put a price tag on poverty in Ontario for the first time. The paper highlighted the substantial savings and gains the provincial government could achieve if its poverty reduction strategy focused on attacking the roots of poverty. It also helped add a new economic dimension to the argument for reducing poverty – because it is good for the economy.

EVOLVING APPROACHES FOR LEADERS

Investing in the professional vitality and skills development of nonprofit leaders has been a cornerstone of the Community Program since its inception. Our Emerging Leaders initiative, to equip a new generation of nonprofit leaders reflective of Toronto's ethnocultural diversity, finished its fourth and final year in 2008. The program was designed to capitalize on the skills, knowledge, and experiences of middle managers in the social services in order to augment their capacity to influence and contribute to change. In total, 98 people graduated from this management and leadership program delivered by the Schulich School of Business at York University. There is a legacy of ongoing connections and mutual support amongst alumni.

2009 marked the end of our Renewal Fellowship program in its current format. We decided it was time to look at fresh ways to support nonprofit leaders. In 2010, a new Foundation-wide program will be launched, allowing leaders to revisit their core professional purpose, values, and approaches to the work, that we believe will result in greater vitality and effectiveness of people, organizations, and civil society.

Through all of our work in the last two years we have aimed to be open and flexible, to connect people and good ideas, and to evolve continually as we learn from what we do.

89%

Percentage of the Emerging Leaders graduates who have reported having increased leadership responsibilities post-program.

It's about time for new measures of change.

The Deprivation Index

"What gets measured gets done," or so the saying goes. In 2008, with support from the Metcalf Foundation, the Daily Bread Food Bank and the Caledon Institute of Social Policy set out to design a new measure of poverty for Ontario, called a Deprivation Index (DI).

A DI is a list of items considered necessary to have an above poverty-level standard of living, but which poor people are unlikely to have. A community-based research process, with leadership from low-income people, was used to generate the preliminary list. After reviewing the initial data, the Ontario government agreed to refine it with Statistics Canada and adopt it as one cornerstone of measuring progress on the province's Poverty Reduction Strategy.

In Ontario today, the list of ten items includes having fresh fruit and vegetables daily and the ability to get dental care if needed. If you are poor, you are not able to afford some items on the list.

This is the first poverty measure to be developed through a unique collaborative partnership. It is also the first time a DI has been developed in North America. The index adds an important dimension to understanding poverty for Ontarians, since, unlike with other poverty measures, people can connect to the real life experience of the poor through the items.

THE TEN-ITEM DEPRIVATION INDEX

1. Get dental care if needed
2. Replace or repair broken electrical goods like a stove or toaster
3. Buy modest presents for family/friends at least once per year
4. Appropriate clothes for job interviews
5. Having friends/family over for a meal at least once a month
6. Fresh fruit and vegetables every day
7. Being able to get around your community (car or, in larger centre, monthly bus pass or equivalent)
8. Hobby or leisure activity
9. Meat, fish, or vegetarian equivalent at least every other day
10. Home or apartment free of pests like cockroaches, bedbugs, mice



The Ambassadors Project supports Parkdale Activity-Recreation Centre members as they lead community consultation efforts to strengthen their neighbourhood.

Farmers understand time – the time required to prepare the land, wait out a drought, germinate a seed. The world of social change is no different. In trying to create a better world, there is a time to reap and a time to sow, a need to be at once patient and eager for change, and a time to pause in our efforts to celebrate a good harvest.

The Metcalf Environment Program situates itself in this world of social change. It aspires to ensure the ecological health and integrity of our natural and working lands through people and organizations pioneering new, creative approaches to tough land-use issues. Over the course of 2008 and 2009, the Program supported work from aggregates policy, to community-based monitoring, to endangered species protection. But the bulk of our effort was devoted to change in our food system, supporting the hard labour of creating a system that is healthy, local, and sustainable.

We have been engaged in food systems work for half a decade, planting a few seeds at first and then quickly moving into nurturing a number of critical food systems initiatives in the province. From where we stand now, we can see that some efforts are still young and fragile, some have grown into a vital part of the food system landscape, others still are just starting to germinate. Time will tell. One thing for certain is that in the world of social change, time is our friend.

A TIME TO REAP

The [Healthy Lands](#) program is designed to support long-term land-use solutions that benefit both land and people. It's our belief that, in order to tackle tough land-use problems, we need to develop innovative approaches, actively seek opportunities for ongoing

dialogue, and inspire people and communities to contribute to positive change.

We are just beginning to reap the rewards of our Healthy Lands investments. Sustain Ontario is a province-wide alliance that promotes a food system that is ecological, equitable, and financially viable. Sustain started with a series of exploratory conversations facilitated by the Foundation between twenty groups we supported. These conversations required careful tending, but with the right attention and lots of patience, they blossomed into a vibrant network with members from Afri-Can Food Basket to the Canadian Diabetes Association. By addressing the intersecting issues related to healthy food and local sustainable agriculture, Sustain is now taking on collaborative approaches to research, policy development, and action. The time was right for a networked approach to food system reform, and we are realizing the benefits of our early efforts.

Couchiching Conservancy has been working in the Couchiching region since 1993. It has invested its time and energy in building relationships, encouraging stewardship, and supporting improved policies and incentives for conservation. Because of the time spent preparing the groundwork, the Conservancy was able to seize the opportunity to work with the aggregates industry to become a proving ground for a new, more collaborative, approach to planning for conservation, aggregate extraction, and agriculture on the same landscape, and then for sharing this approach with others across the province.

Alternative Land Use Services (ALUS) was a concept first discussed by the Norfolk Federation of Agriculture in 2001. ALUS is a farmer-led initiative that encourages the active participation of farmers in conserving environmental benefits like clean air and water, and species habitat. Farmers were keen on the concept, but finding the resources to make it a reality took a while. ALUS has raised the initial support it needed from wildlife and provincial organizations and foundations like Metcalf. Bryan Gilvesy, a farmer

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.

and ALUS advocate, knows that it takes time. “We’re looking at expanding aggressively, but let’s walk before we run, seize the opportunities where they’re available.”

A TIME TO SOW

Our *Leaders in the Field* program supports the creation of internship opportunities for individuals who have recently entered the field. By creating productive entry points, we encourage organizations to reaffirm their commitment to the future by formally mentoring and training new leaders. It is our hope that interns conclude their experience with more knowledge, bolder visions, better skills, and broader work experience.

The key is hope. This program is about sowing the seeds of the future. In 2008 and 2009, we supported nine internships, providing a platform for nine talented, motivated individuals to make a stronger professional contribution to the health of southern Ontario’s natural and working lands. Through *Leaders in the Field*, we invest not just in them, but also in their greater potential. We look forward to seeing where time takes them in building a more positive future.

TIME IS OUR FRIEND

Learning is an important value at Metcalf, and we have learned to seize opportunities when the time is ripe, to be patient, and to expand our time horizons. As the late Donella Meadows wrote, “The official time horizon of industrial society doesn’t extend beyond what will happen after the next election or beyond the payback period of current investments... But actions taken now have some immediate effects and some that radiate out for decades to come. We experience now the consequences of actions set in motion yesterday and decades ago.” It’s in knowing that our good work will resonate well into the future, and in the reaping, sowing, and celebrating, that time is our friend.

825%

Percentage increase in the number of members of Sustain Ontario – from 20 to 165 members – in just one year, signifying that the time is ripe for a new networked approach to sustainable food and agriculture.

It's about time to seize the day.



Photo: The Stop Community Food Centre

Food Connects Us All

In February 2008, the Foundation published a report entitled *Food Connects Us All*. This report was grounded in the belief that food is connected to every major problem we face as a society – from poverty to declining farm income to urban sprawl – and that these problems will only be solved when we connect the dots, when we develop integrated solutions to food system reform.

From this seminal report, five additional papers will be released in 2010. Commissioned by the Foundation, these papers will present innovative solutions to the problems that prohibit us from moving closer to a food system that is healthy, local, and sustainable. These papers will explore: scaling up urban agriculture; supporting new farmers and alternative markets within the supply managed system; nurturing fruit and vegetable processing; establishing the role of community food centres; and promoting a broader vision for food through ten good ideas for Ontario.

The timing for this couldn’t be better. Consumer awareness is at an all-time high, innovative food-related organizations are thriving, provincial and national networks are spearheading new approaches, the City of Toronto is about to unveil its Food Strategy, and the need for collaborative policy work at the provincial level is being recognized. It’s time to seize the day and let food connect us all to the realization of a food system that is truly healthy, local, and sustainable.

“ SUPPORT FROM THE METCALF FOUNDATION FOR THE LAST THREE AND A HALF YEARS HAS BEEN INSTRUMENTAL IN LOCAL FOOD PLUS’ SUCCESS TO DATE. WE NEVER FORGET THAT METCALF WAS LFP’S FIRST MAJOR DONOR. ”

Lori Stahlbrand, Local Food Plus



GRANTS AWARDED

In 2008 and 2009, we invested a total of over \$9,100,000 in the following initiatives.

PERFORMING ARTS

In 2008 and 2009, a total of \$2,525,000 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 2008 and 2009. For more detailed year-to-year allocations, please refer to our website.

Strategic Initiatives

Acting Up Stage Theatre Company Inc.

\$105,000/3 yrs
to grow the company's artistic reputation over a three-year period by concentrating on both creative development, including production values and increased development time, and communicating the company's value, through building a stronger network of co-producers and increasing their relationships with audiences and funders.

Arraymusic

\$60,000/3 yrs
to select, rehearse, and perfect a core repertoire of "contemporary classics" from their 36-year legacy of works and to develop a network of outside presenters to hire the ensemble to perform this repertoire in order to increase audiences, revenues, and the organization's profile.

Canadian Children's Opera Chorus

\$64,371/3 yrs
to create a new education/outreach program, consisting of the launch of a non-auditioned after-school program offered to children at a nominal cost, and the development of additional performance and workshop opportunities in the traditional school system.

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 internationally.

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, resulting 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 the new part-time position of Development Associate, which 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.

Coleman Lemieux & Compagnie

\$60,000/3 yrs
to develop their relationships within the Regent Park community, in which the company is located, by developing a dance program for Aboriginal youth, a school outreach project, and a series of exchanges or workshops with world-renowned artists in the Coleman Lemieux studio.

Continuum Contemporary Music

\$60,000/3 yrs
to develop the organization's performing ensemble through touring and recording using both traditional and alternative internet means of dissemination, and to adopt methods of marketing through the internet, by working with a part-time internet consultant and increasing the remuneration for artistic and administrative staff.

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 toward a more appropriate balance among earned, contributed, and government revenues.

Dancemakers

\$108,000/3 yrs
to engage a Resident Dramaturg 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.

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, which are essential as the company transitions from a performance-centric organization into one dedicated to the promotion, licensing, and teaching of the Grossman repertoire.

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.

Factory Theatre

\$184,050/3 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 work with architects and building consultants to finalize plans.

fu-GEN Asian-Canadian

Theatre Company
\$90,000/3 yrs
to create the position of Asian-Canadian Community Developer in order to increase the company's Asian-Canadian audience demographic, to create community partnerships with Asian-Canadian organizations, and to secure Asian-Canadian financial support.

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.

Jumbles Theatre

\$60,000/3 yrs
to create Jumbles 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.

MOonhORsE dance theatre

\$20,000/1 yr
to allow MOonhORsE, COBA Collective of Black Artists, and the Korean Dance Studies Society of Canada to engage a collective Profile and Development Manager to address fundraising structures and the development of sustainable relationships with their communities in order to address, on a long-term basis, diversification of their revenue sources.

Music TORONTO

\$48,890/2 yrs
to address succession planning through the creation of a new administrative position that will gradually assume control of the full administrative function of the organization, allowing the current General Manager/Artistic Producer to focus on the artistic development of the company.

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.

Obsidian Theatre

\$60,000/3 yrs

to hire a part-time staff person dedicated to resource development and 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.ca

\$60,000/3 yrs

to develop and launch an integrated program providing opportunities for mentoring and knowledge-sharing among the creators of opera, including roundtable workshops and the opportunity for the presentation of full-scale orchestral work in a risk-free setting, in order to mitigate the risk of engaging in the creation of new opera.

PACT Communications Centre

\$60,000/3 yrs

to re-invigorate PACT's professional development program through the implementation of Real Time, Real Place, a series of subject-specific workshops offered to groups of PACT members in cities across Canada.

Peggy Baker Dance Projects

\$60,000/3 yrs

to work with specialized artists and technicians to transform the materials developed in The Choreographer's Trust into a readily available DVD format that will illuminate, in an unprecedented way, the physical and aesthetic ideas and the creative process that drive Baker's choreography.

Pleiades Theatre

\$85,500/3 yrs

to develop a creative unit called Found in Translation! that will assist writers who wish to develop their craft related to translation of existing plays, both benefiting artists in the field and resulting in a source of new English translations of important international theatre pieces.

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 having a strong presence at international arts market conferences.

Sampradaya Dance Creations

\$60,000/3 yrs

to create DanceIntense Toronto, an unprecedented and innovative project designed to introduce, develop, and sustain a unique choreo-residency that will benefit emerging and mid-career professionals in South Asian dance.

Sinfonia Toronto

\$60,000/3 yrs

to invest in a half-time administrative position, as the beginning of a plan to develop a strong infrastructure for the organization, working towards goals of diversified revenue and increased opportunities for outreach and regional performances.

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 iTunes, 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 move into the Green Arts Barns community.

Studio 180 Theatre

\$150,000/3 yrs

to allow the company to address three areas of focus in marketing and audience development: developing their general audience base, growing relationships with the education community, and researching and implementing electronic/digital media approaches to audience engagement.

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

\$225,000/3 yrs

to create a position that will manage the Theatre Centre's development of and relocation to their new facility in the Carnegie Library, undertaking such responsibilities as managing design development with the architects, overseeing revenue generation, and coordinating contracts and cash flow.

Theatre Passe Muraille

\$138,108/3 yrs

to create BUZZ, a play development program that serves the needs of collaboratively based new work; allows Theatre Passe Muraille to mentor younger, emerging companies; and helps to refocus the organization on its original creative mandate while addressing needs of audience development.

tiger princess dance projects

\$60,000/3 yrs

to expand the role of current administrative staff in order to take on additional responsibilities for tour marketing and management – while providing additional training for these roles – allowing the company to capitalize on current touring opportunities in order to find a new level of financial stability and artistic capability.

Toronto Alliance for the Performing Arts

\$60,000/3 yrs

to work in collaboration with eyeGO to investigate the potential for additional marketing of youth ticket discount programs through the exploration of internet capabilities and the creation of a Youth Ambassador position.

Toronto Children's Chorus

\$165,000/3 yrs

to create a staff position dedicated to communications in order to redesign the website to include more interactive features, to explore the creation of an alumni choir, and to enhance the recruitment potential of the choir's school performances and educational programs.

Toronto Dance Theatre

\$150,000/3 yrs

to allow the company to engage in a variety of programs, comprising formal class work, mentorships, self-directed learning, and peer networking, that will strengthen artistic, production, and administrative staff both in their work for the company and in their individual development.

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.

Zata Omm Dance Projects

\$75,000/3 yrs

to engage in a program of research and development into new media and new technologies and the manner in which these tools can be used to develop the visual elements of dance performance.

Internships

The Canadian Stage Company

\$27,500

for Katie Horrill as properties intern.

Clay and Paper Theatre

\$27,500

for Guy Doucette as Producer intern.

The Grand Theatre

\$25,200

for Brian Britton as Technical Director intern.

\$22,000

for Wendy Ryder as Technical Director intern.

Great Canadian Theatre Company

\$27,500

for Jordana Cox as dramaturgy intern.

\$27,500

for Patrick Gauthier as Artistic Director intern.

\$13,750

for Nancy Kenny as marketing intern.

hum dansoundart not just a dance company

\$7,200

for Shawn Hitchins as administrative intern.

Jumblies Theatre

\$25,344

for Beth Helmers as artistic intern.

\$24,000

for Dan Watson as Artistic Producer intern.

Lorraine Kimsa Theatre for Young People
\$27,500
for Kate Fenton as intern director.
\$27,500
for Vanya Garraway as outreach intern.

Music Niagara
\$27,500
for Cassandra Studenny as administrative intern.

Native Earth Performing Arts
\$25,500
for Isidra Cruz as administrative intern.

Necessary Angel Theatre Company
\$27,500
for Morgan Norwich as Producer intern.

Nightswimming
\$27,500
for Marie-Leofeli Barlizo as dramaturgy intern.
\$27,000
for Rupal Shah as administrative intern.

Nightwood Theatre
\$27,500
for Hilary Green as administrative intern.
\$27,500
for Denyse Karn as Artistic Producer intern.

Obsidian Theatre
\$27,500
for Dian Marie Bridge as Artistic Director intern.

Opera Atelier
\$27,500
for Evelyn Campbell as Production Manager intern.

Orchestras Mississauga
\$27,500
for Kevin Lau as artistic administration intern.

Shaw Festival
\$14,500
for Lily Ling as Music Director intern.

Studio 180 Theatre
\$8,250
for Mark McGrinder as intern director.

Tarragon Theatre
\$11,635
for Alison Peddie as administrative intern.

10 Gates Dancing Inc.
\$8,400
for Jennifer Dallas as Artistic Director intern.

Theatre Passe Muraille
\$27,500
for Aviva Armour-Ostroff as Artistic Director intern.

Theatrefront
\$5,400
for Bryn Jennings as intern director.

Volcano Non-Profit Productions Inc.
\$22,000
in collaboration with Peggy Baker Dance Projects, for Linda Besner as administrative intern.

Senior Artist & Administrator Grants

The School of Toronto Dance Theatre
\$18,644
to allow Artistic Director Patricia Fraser to engage in physical, mental, spiritual, and artistic renewal through visits to a variety of European cities, walking the Camino from southern France to northwest Spain, and visiting various international centres for education in dance.

Soundstreams Canada
\$27,300
to allow Artistic Director Lawrence Cherney to sustain creative renewal and to forge new artistic directions by participating in artistic exploration in Latin America and Asia.

COMMUNITY

In 2008 and 2009, a total of almost \$2,000,000 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

ACORN Institute Canada
\$40,000/1 yr
to reduce housing insecurity in Toronto by building community capacity, through tenant working groups of low- and moderate-income families, to challenge the issues of low-quality rental housing and a shortage of affordable housing. This project aims to build on proven successes from Toronto and other jurisdictions to change fundamentally the way affordable housing is built and maintained in Toronto.

Canadian Centre for Policy Alternatives
\$20,000/1 yr
to support the Growing Gap project to work with Environics Research to conduct focus groups and a national poll in order to get a clearer sense of what citizens believe their governments should do about poverty.

Canadian Council on Social Development
\$7,500/1 yr
to support the first Canadian Social Forum to bring together community leaders from social development, public health, environment, community safety, and recreation to target both urban and rural poverty.

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

Community Social Planning Council of Toronto
\$40,000/1 yr
to increase public conversation and engagement on issues of poverty reduction through strengthening the outreach and communications capacity of the 25 in 5 Network for Poverty Reduction.
\$75,250/1 yr
in partnership with Council of Agencies Serving South Asians, to strengthen and expand the coalition of South Asian organizations working for economic justice in Toronto and to link their efforts with those of other networks focused on these issues.
\$60,000/1 yr
to deepen Toronto-based work on poverty reduction by establishing spaces where organizations engaged in local organizing around poverty reduction issues can come together to share information and resources and to pursue the development of shared strategies and initiatives.
\$17,500/2 yrs
to support the creation, launch, and subsequent 2009 Spring Conference of the Toronto Community Development Institute, an effort of community agency staff, academics, and activists committed to strengthening community development practice as a city-building strategy.
\$5,000/1 yr
to support the 25 in 5 Network for Poverty Reduction's Cross Community Leadership Forum.

COSTI Immigrant Services
\$53,710/2 yrs
in partnership with South Asian Women's Rights Organization, to support women living in the Teesdale, Crescent Town, and adjacent communities to organize in order to address the issue of access to the affordable and adequate child care supports necessary to help women find a pathway out of poverty.

Daily Bread Food Bank
\$58,176/1 yr
to create a Deprivation Index (DI), a statistically valid set of indicators that could be used by the Ontario government as a component of an official measure of poverty. A DI consists of a list of items, considered necessary for an adequate standard of living, but which those who are poor are less likely to have; this index will add a new dimension to understanding poverty.
\$3,100/1 yr
to support a coalition of people from the rental housing industry, nonprofit housing sector, and the community-based and foundation sectors to put together a proposal to the provincial government for a new housing benefit initiative – a rent supplement for low-income Ontarians.

\$70,000/1 yr
in partnership with Voices from the Street, to work with a team of social assistance recipients who are leading a review of the Social Assistance System. The team will develop a blueprint for how Ontario Works and the Ontario Disability Support Program need to change in order to decrease barriers and increase opportunities for people to transition out of poverty.

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

Gerstein Centre
\$60,000/2 yrs
to support Voices from the Street, a project that trains individuals who have had lived experience of homelessness to become educators and leaders on issues relating to poverty. This will strengthen and extend their participation in a range of initiatives, such as the 25 in 5 Network for Poverty Reduction, and enable them to develop tools and resources to help organizations, institutions, and policy-makers to facilitate the participation of low-income people in dialogue and decision-making processes.

Houselink Community Homes
\$60,000/2 yrs
to support the Dream Team, a group of psychiatric consumers/survivors who use public education campaigns and policy development initiatives in order to advocate for safe and affordable supportive housing and to expand the availability of affordable, supportive housing in Ontario.
\$19,800/1 yr
in partnership with the Ontario Disability Support Program Action Coalition, to undertake a strategic planning session with their members and policy experts to analyze the province's Poverty Reduction Strategy and other recently created policy tools in order to see what opportunities can be developed to improve the quality of life for low-income people with disabilities in Ontario.

Informetrica Limited
\$38,850/1 yr
to develop a roadmap that will support policy-makers, the media, think tanks, and community groups as they navigate differing poverty-related claims and measures, their strengths and weaknesses, and their relative statistical validity.

LAMP Community Health Centre
\$5,000/1 yr
to strengthen the planning efforts of LAMP, their partners, and low-income tenants in the redevelopment planning process unfolding in their community and, in particular, to address the issue of preserving the affordable housing stock.

The Learning Enrichment Foundation
\$50,820/1 yr
to increase the capacity of residents of Weston-Mount Dennis to break the cycle of poverty in their community. They will work with community residents to implement a series of strategies that address issues of inadequate income and benefit supports, lack of child care subsidies, limited opportunities for employment and training supports, and insufficient supports for young people.

Mennonite New Life Centre
\$50,000/1 yr
to continue their work regarding the ways that community agencies can venture beyond government-funded settlement services to support poverty reduction efforts that address the systemic barriers to newcomer economic integration, and to build newcomer voices to lead in this process.

Neighbourhood Legal Services
\$17,150/1 yr
in partnership with the Income Security Advocacy Centre, to support the facilitation of a set of strategic conversations about the province's anticipated Social Assistance Review. The conversations will bring together academics, policy experts, and community groups under the leadership of people with lived experience in order to explore how to shape the scope and policy directions of the province's review to achieve fundamental transformation of the system.

Omega Foundation
\$40,000/1 yr
to support a collaborative initiative to increase low-income families' participation in RESPs. This initiative aims to change how governments and banks engage with low-income people related to education savings while supporting families to increase financial literacy, helping families build education savings, improving access to eligible government program funds, and supporting education success for youth.

Ontario Association of Food Banks
\$5,000/1 yr
to support a research initiative aimed at costing the economic consequences of poverty in Ontario.

Ontario Employment, Education & Research Centre
\$130,000/2 yrs
to strengthen the capacity of contingent workers to develop their leadership and public policy capacity in order to address issues of precarious employment.

Parkdale Activity-Recreation Centre
\$61,540/2 yrs
to support the ongoing development of the Ambassadors Project, an innovative neighbourhood consultation model led by low-income residents in the community. This funding will support ongoing training, curriculum development, and dissemination of the model locally and nationally.

Ralph Thornton Community Organization
\$70,000/2 yrs
to develop a successful model of community development that creates inclusion and social cohesion in a mixed-income community.

Regent Park Community Health Centre
\$10,000/1 yr
to assist with the planning and development efforts of Health Providers Against Poverty. In particular, this grant will examine how to engage more health providers in public policy debate and advocacy regarding the social determinants of health and the role that income security and social programs play in improving the health status of low-income people.

Sage Centre
\$70,000/1 yr
to assist East Scarborough Storefront in the development of a model that would effectively support local emerging small businesses, hopefully leading to the creation of a local small-business incubator that would begin to help residents break the cycle of poverty.

Schools Without Borders
\$18,000/1 yr
to support the creation of a youth-led food security strategy in the Kingston-Galloway community in Scarborough.

St. Christopher House
\$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 to advocacy aimed at increasing income security and reducing social isolation.

The Stop Community Food Centre
\$150,000/2 yrs
in partnership with Davenport Perth Neighbourhood Centre, to expand and enhance community-led efforts to address poverty and hunger. These efforts include expanding the work of the Davenport Income Security Council and launching a new public education and engagement effort through the Green Barns Supper Club in order to bring a new constituency of people together to address poverty.

West Hill Community Services
\$75,000/1 yr
to engage residents in developing a comprehensive food strategy for southeast Scarborough with the end goal of reducing the cost of food and increasing buying power. Resident leaders will develop skills to bring knowledge and information about poverty reduction initiatives to other people living in poverty across the city.

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 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 ethnocultural population and capable of leveraging this asset for the common good.

Renewal Fellowships

John Elliott, Program Director, West Hill Community Services
to examine the areas of reflective leadership practice and the inter-relationship between leadership and organizational design with particular focus on chaos theory and complexity science. As part of his fellowship, John will engage with the Greenleaf Centre for Servant Leadership as well as with nonprofit leaders based in Northern Ireland.

Michele Heath, Director of Community Services, Fred Victor Centre
to explore innovative models for housing and services for those most marginalized by poverty through visiting several organizations in Vancouver and New York City. Michele will also travel to Montreal to visit several leading capacity-building organizations to study organizational structure and strategic thinking and planning.

Axelle Janczur, Executive Director, Access Alliance Multicultural Community Health Centre to travel abroad in order to study policy development related to service responses for high-needs populations. Axelle will also pursue self-study of a new conceptual framework, called Social Risk Management, aimed at helping non-governmental organizations create supports and influence policy that directly address the risks in vulnerable peoples' lives.

Bob Rose, Program Director, Parkdale Activity-Recreation Centre to pursue the theme that the recovery of personal stories is a requisite for rebuilding lives of those most marginalized in communities. Bob will explore this idea through a range of creative mediums including writing, music, and reconnection to his roots in Newfoundland. He will also undertake research in the area of organizational change and the particular role that leaders play in stewarding these processes forward.

Innovation Fellowships

Lynn Eakin, Lynn Eakin & Associates/2 yrs to provide strategic leadership to the recently created Ontario Nonprofit Network. Lynn will also examine the concept of a "public benefit economy," through peer networks and discussion forums, to determine if this is a useful framework to help increase the effectiveness of the sector.

Parkdale Project Read/1 yr to develop a new approach for discussion and decision-making by boards of directors in nonprofits, that limits the use of the written language as part of the board's regular practice in order to ensure that boards are accessible to all members of their communities.

John Stapleton, Open Policy/2 yrs to advance a new vision and approach to income security in Ontario and, more broadly, the development of a robust poverty reduction strategy for Ontario.

Patricia Thompson/2 yrs to explore nonprofit leader renewal and how investing in the professional vitality of leaders supports the strengthening of organizations and the sector as a whole.

ENVIRONMENT

In 2008 and 2009, a total of \$2,315,000 was invested in supporting people and organizations working 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 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.

Healthy Lands

Canadian Institute for Environmental Law and Policy \$15,000/1 yr to prepare an analysis of aggregates policy in Ontario, to provide workable recommendations for improved policies, and to communicate their findings to policy-makers and public opinion leaders in order to inform the development of an Ontario aggregates strategy that the Ministry of Natural Resources has committed to develop.

Canadian Organic Growers \$95,000/2 yrs to support the Perth-Wellington-Waterloo Chapter to develop potential alternative distribution systems for organic and transitioning farmers in order to help rebuild agricultural systems and the rural economy in the Perth-Wellington-Waterloo area.

Citizens' Environment Watch \$105,000/1 yr to create a long-term community-based monitoring project across the Oak Ridges Moraine that will enable residents' sharing of 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.

\$55,000/1 yr to support a collaborative initiative between Citizens' Environment Watch and STORM Coalition, with an ambitious agenda to influence the review of the Oak Ridges Moraine Conservation Act and Plan in 2015 by building a moraine movement through ecological and policy monitoring.

The Couchiching Conservancy \$110,000/2 yrs to develop new, more collaborative approaches for working cooperatively with local communities and the aggregate industry, for planning for both conservation and aggregate extraction on the Carden Plain, and for sharing this approach with others across Ontario.

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

Ecojustice \$50,000/1 yr to support the Save Ontario's Species Coalition to ensure the effective implementation of the Endangered Species Act so that species at risk and their habitats can be protected and restored. \$45,000/1 yr to conduct legal research; to build a coalition of NGOs, local residents' groups, and industry; to work collaboratively to develop a clear and consistent message; and to increase awareness in order to ensure that the Ontario Provincial Policy Statement is amended adequately during the upcoming review process.

Environmental Defence \$25,000/1 yr to research anti-SLAPP (Strategic Lawsuit Against Public Participation) legislation across North America, and to explore the opportunities to have anti-SLAPP legislation introduced and passed in Ontario, and passed in Quebec, where it has already been introduced.

Everdale Environmental Learning Centre \$60,000/3 yrs to support 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.

Kawartha Heritage Conservancy \$97,000/1 yr to record and share oral histories of the Kawarthas region, to inventory and analyze local assets and infrastructure, and to engage partners in new opportunities to strengthen conservation and local economies.

Local Food Plus \$540,000/4 yrs to initiate a local sustainable food certification program for southern Ontario as a comprehensive strategy for food system reform that will support farmers and offer consumers a way to support local sustainable agriculture.

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.

\$110,500/3 yrs to work with Sustainable Brant on the Places to Grow: Promoting Healthy Communities and Protecting Local Farmland project. This project addresses key development pressures facing stakeholders in Brant County.

Ontario Nature \$180,000/2 yrs to support the Livable Landscapes II: Community Conservation Mapping project in Grey-Bruce and Frontenac Counties, which will establish community-based plans for linking protected natural areas, farmlands, and green spaces. \$200,000/2 yrs to continue their community-based plans for linking protected natural areas, farmlands, and green spaces; to build the strength of the Alternative Land Use Services (ALUS) alliance; and to engage in the review of the Provincial Policy Statement.

Pembina Institute \$53,000/1 yr to increase the effectiveness and rigour of smart growth planning policy in Ontario through a quantitative analysis to determine where greenhouse gas emission reductions can be achieved through provincial planning policy.

Tides Canada Initiatives Society \$180,000/1 yr in support of Local Food Plus, for the continued development of a local sustainable food certification program for southern Ontario as a comprehensive strategy for food system reform that will support farmers and offer consumers a way to support local sustainable agriculture. \$200,000/2 yrs in support of Sustain Ontario, a new Ontario-wide alliance of food and farm organizations that will facilitate networking, cross-pollination, and collaboration with the goal of moving the province toward a healthy, equitable, and financially viable food system.

University of Guelph \$120,000/2 yrs in partnership with Greenlands Centre Wellington, to secure a system of "greenlands" in the Township of Centre Wellington based on research, mapping, and a broadly based civic engagement process. \$190,000/2 yrs in partnership with FarmStart, to support and encourage a new generation of farmers interested in establishing locally based, ecologically sound, and economically viable agricultural enterprises.

Leaders in the Field Internships

Environmental Defence

\$30,000
to support a 12-month internship for Rebecca McNeil.

FoodShare

\$30,000
to support a 12-month internship for Ian Aley.
\$30,000
to support a 12-month internship for Rachel Van Sligtenhorst.
\$30,000
in partnership with Local Food Plus, to support a 12-month internship for Emily Van Halem.

Kawartha Heritage Conservancy

\$20,000
to support an 8-month internship for Michael Kyffin.

Ontario Farmland Trust

\$30,000
in partnership with FarmStart, to support a 12-month internship for Alexandra English.

Ontario Nature

\$30,000
to support a 12-month internship for Joe Crowley.

The Stop Community Food Centre

\$30,000
to support a 12-month internship for Carolyn Young.

University of Guelph

\$30,000
in partnership with Toronto Environmental Alliance, to support a 7-month internship for Asumani Serugendo.

Food Solutions Papers

Canadian Institute for Environmental Law and Policy

\$23,500
in collaboration with the Fruit and Vegetable Processing Working Group, to produce a paper titled Nurturing Fruit and Vegetable Processing in Ontario, that explores solutions that encourage and nurture on-farm, value-added processing activities and that encourage farmer-owned and controlled cooperative initiatives in order to restore the "middle" of the food system.

FarmStart

\$15,000
in collaboration with the George Morris Centre, to produce a paper titled New Farmers and Alternative Markets within the Supply Managed System, that aims to construct positive strategies for the integration of specialty production and new farmers into supply managed markets. This research will jump-start the discussion on how Ontario can accommodate alternative markets and new entrants within the system.

James Kuhns, Dr. Rod MacRae, Dr. Joseph Nasr

\$15,000
to assess the challenges and needs related to the development of urban agriculture in Toronto and to produce a paper titled Scaling Up Urban Agriculture in Toronto: Building the Infrastructure, that focuses on developing solutions to the infrastructural challenges confronting urban food production.

The Stop Community Food Centre

\$15,000
to produce a paper titled In Every Community a Place for Food: The Role of the Community Food Centre in Building a Local, Sustainable, and Just Food System, that examines pragmatic ways that The Stop's model can be replicated elsewhere in Ontario. It will provide a working framework for community-based organizations, will develop a strategic approach towards articulating the community food centre model to policy-makers, and will show how that model can flourish in a community.

Tides Canada Initiatives Society

\$15,000
to support Sustain Ontario to produce a paper titled Menu 2020: Ten Good Food Ideas for Ontario, that will represent a first step toward galvanizing interest in a food and farming strategy for Ontario, and toward spurring discussion and generating ideas regarding how to move this strategy forward. It will provide decision-makers with practical policy recommendations that contribute to a vision for food and farming in Ontario.

SPECIAL INITIATIVES

The Foundation maintains a small reserve fund for making grants outside of our 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 one of our program areas. The following is a list of the special initiative grants made in 2008 and 2009.

Agora Foundation

\$10,000/1 yr
in support of an internship with the Literary Review of Canada.

Canadian Environmental Grantmakers' Network

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

Canadian Institute for Advanced Research (CIFAR)

\$50,000/1 yr
in support of the Junior Fellow Academy Initiative.

Canadian Parks and Wilderness Society

\$80,000/2 yrs
to strengthen institutional capacity.
\$20,000/1 yr
to support the Collin Stewart Forest Forum.

Canary Research Institute

\$40,000/2 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 regarding mining issues at local and provincial levels.

The Catalyst Centre

\$1,000/2 yrs
on behalf of an advisory committee member.

The Centre for Aboriginal Media

\$5,000/1 yr
to support the 10th anniversary of the imagineNATIVE Film & Media Arts Festival.

Centre for Addiction and Mental Health Foundation

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

Columbia Institute

\$1,500/1 yr
to support the Columbia Institute and the Guelph Civic League to host the Communities in Action Symposium, an event for groups across southern Ontario interested in growing citizen engagement that positively impacts the environment, heritage, social justice, and the growth and economy of their cities.

Community Social Planning Council of Toronto

\$1,000/2 yrs
on behalf of an advisory committee member, to support the Edward J. Pennington Resource Room.

Democracy Education Network

\$30,000/3 yrs
in support of democracy skills workshops.

Design Exchange

\$70,000/1 yr
to support an innovative partnership project with Design Exchange, archiTEXT, and East Scarborough Storefront that enables young people to take an active role in the creation of a community resource building. This project aims to create a model for participatory design, creativity, and innovation in architecture through the engagement and empowerment of the community.

Diaspora Dialogues

\$15,000/1 yr
in support of electronic community-building initiatives.

Evergreen

\$50,000/1 yr
in support of the Urban Agriculture project.

FoodShare

\$600/1 yr
in partnership with the Toronto Community Garden Network, in support of gardeners visiting the Gardiner Museum.

Ground Level Youth Ventures

\$7,000/1 yr
to increase the use of locally grown food in this social enterprise. This entails training for senior kitchen staff in purchasing locally grown food, the development and supervision of menu preparation for the youth at the café, and an evaluation of the benefits of this program for youth, restaurant patrons, and the café's bottom line.

Hustler Young Men's Bible

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

Imagine Canada

\$5,000/1 yr
for general program support.

International Board on Books for Young People

\$5,000/1 yr
in support of the Reading Summit program.

Labour Community Services

\$4,000/1 yr
to support the Good Green Jobs for All Conference to bring together community, labour, and environmental activists in order to address key issues for the future economy of greater Toronto.

Laidlaw Foundation

\$1,000/1 yr
to support a lecture by John Holden at the Ontario College of Art and Design.

The Lewa Wildlife Conservancy (Canada)
\$10,000/1 yr
in support of conservation and community development in Kenya.
\$15,000/1 yr
in support of the Leparua Clinic, which provides medical services to LWC staff, their dependents, and the surrounding communities in Kenya.
\$15,000/1 yr
in support of the Research & Monitoring Coordinator position in the Northern Rangelands Trust.

National Environmental Treasure
\$10,000/1 yr
in support of Small Change Fund.

Ontario Association of Food Banks
\$90,000/1 yr
in support of the Community Harvest program.

Ontario Employment, Education & Research Centre
\$1,000/2 yrs
on behalf of an advisory committee member.

Pelee Island Bird Observatory
\$30,000/3 yrs
to strengthen institutional capacity.

Scarborough Music Theatre
\$16,000/2 yrs
in support of the Scarborough Village Outreach project.

Seeds of Diversity
\$75,000/3 yrs
in support of the Pollination Canada program.

St. Matthew's Bracondale House
\$1,000/1 yr
for general program support.
\$2,000/1 yr
in support of the Seniors Eating Well program.

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

The Stop Community Food Centre
\$65,000/2 yrs
in support of the Green Arts Barns project.

Sustainability Network
\$1,500/1 yr
to support the Managing in Tough Times workshop that aims to assist nonprofits deal with the economic downturn.

Tides Canada Foundation
\$10,000/1 yr
to support the creation of Enterprising Nonprofits, a new program to seed and support nonprofit social enterprises in Toronto.

Tides Canada Initiatives Society
\$30,000/2 yrs
in partnership with Centre for City Ecology, in support of Jane's Walk.

Toronto Arts Foundation
\$40,000/2 yrs
in support of the Metcalf Arts Policy Fellowship.

Toronto Public Library Foundation
\$20,000/2 yrs
in support of professional development for staff and board.

University of Guelph
\$7,500/1 yr
in support of the Young Conservation Professionals program, an intensive career development program for environmental professionals in Ontario.
\$10,000/1 yr
to conduct a four-year evaluation of the Young Conservation Professionals Program.

The Walrus Foundation
\$20,000/2 yrs
in support of a professional Development Officer.
\$50,000/1 yr
in support of the Development Officer and Event Manager positions.

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

York University Foundation
\$5,000/1 yr
in support of establishing the Sherrill Cheda Graduate Scholarship.

YWCA Toronto
\$30,000/1 yr
in support of the Elm Centre project and the Clinical Service program model development.

DIRECTOR-INITIATED

The following is a list of grants initiated by the Foundation's directors in 2008 and 2009.

Art Gallery of Ontario
\$15,000/2 yrs
for general program support.

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

Canadian Institute for Advanced Research (CIFAR)
\$30,000/2 yrs
for general program support.

Canadian Opera Company
\$35,000/2 yrs
for general program support.

Casey House
\$15,000/2 yrs
for general program support.

Daily Bread Food Bank
\$7,500/1 yr
for general program support.
\$5,000/1 yr
in support of Team Paliare Roland Rosenberg Rothstein LLP for the 2009 Daily Bread Food Bank Holiday Challenge.

Ecology Action Centre
\$20,000/1 yr
in support of the Public Lands program.

Fleming College – Haliburton School of the Arts
\$8,000/1 yr
in support of Haliburton campus capital project.

The George R. Gardiner Museum of Ceramic Art
\$10,000/1 yr
in support of the exhibition Food for Thought: Mexican Days of the Dead.
\$6,500/2 yr
for general program support.

Literary Review of Canada
\$2,500/1 yr
for general program support.

The National Ballet of Canada
\$10,000/1 yr
for general program support.

Opera.ca
\$25,000/1 yr
for general program support.

Peacebuilders International (Canada)
\$5,000/1 yr
for general program support.

S.H.A.R.E. Agriculture Foundation
\$10,000/2 yrs
in support of the Guatemalan Education project.

Soulpepper Theatre
\$9,000/2 yrs
for general program support.

The Stop Community Food Centre
\$10,000/1 yr
in support of The Stop cookbook.

Stratford Chefs School
\$18,000/2 yrs
for general program support.

Stratford Shakespeare Festival
\$15,000/1 yr
for general program support.
\$20,000/1 yr
in support of the Michael Langham Director Training program.

Sunnybrook Foundation
\$7,000/1 yr
in support of family/patient facilities.

The Theatre Centre
\$20,000/1 yr
in support of their capital campaign.

Toronto Public Library Foundation
\$30,000/2 yrs
in support of the Literary Circle program.

University of Toronto – Trinity College
\$10,000/1 yr
in support of the Humanities for Humanity Program.

Western Canada Wilderness Committee
\$20,000/1 yr
for general program support.

Wildlife Conservation Society of Canada
\$10,000/1 yr
in support of wolf and climate change work in northern Ontario.

World Wildlife Fund Canada
\$10,000/1 yr
in support of work addressing climate change.

50,000,000

The Metcalf Foundation has made grants totalling over \$50 million in the past ten years.

CONDENSED STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2009

	2009	2008
ASSETS		
Cash and cash equivalents	131,684	151,659
Accrued interest and amounts receivable	775,936	443,111
Marketable securities, at market	127,407,327	113,666,631
Other receivables and capital assets	5,060,342	2,685,747
	133,375,289	116,947,148
LIABILITIES		
Accounts payable and accrued liabilities	135,962	150,784
Unpaid grants	1,821,240	1,530,670
	1,957,202	1,681,454
NET ASSETS	131,418,087	115,265,694

CONDENSED STATEMENT OF REVENUE AND EXPENDITURES

REVENUE	21,320,319	(12,003,493)
EXPENDITURES		
Investment management, custodial and audit fees	277,984	507,828
Other expenses	427,213	462,862
	705,197	970,690
INCOME BEFORE GRANTS	20,615,122	(12,974,183)
GRANTING PROGRAM		
Performing Arts	1,119,252	1,384,037
Environment	1,017,500	1,086,500
Community	837,396	951,172
Director-Initiated and Other	730,000	552,600
Program expenses	758,581	721,708
	4,462,729	4,696,017
EXCESS OF REVENUE OVER EXPENDITURES	16,152,393	(17,670,200)

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

FINANCIAL INFORMATION



TIME FOR RENEWAL

In our urgency to renew organizational and civic life, have we been neglecting the person who leads and her or his own renewal challenges? The Foundation believes that providing the time and resources to enable the renewal of these individuals is beneficial not only to them, but to their organizations and the nonprofit sector.

Directors and Officers

Kirsten Hanson
Chair
Johanna Metcalf
Vice Chair
Peter Hanson
Treasurer
Luke Metcalf
Ken Rosenberg
Robert Sirman
Sandy Houston
President (ex officio)
William Pashby
Secretary (ex officio)

Staff

Sandy Houston
President
Ruth Richardson
Environment Program Director
(through December 2009)
Colette Murphy
Community Program Director
Michael Jones
Arts Program Director
Janet Lewis
Director of Finance
Heather Dunford
Grants Manager
(from May 2008)
Sharon Colwell
Office Manager and Executive Assistant
(through July 2008)
Martha Norman
Office Manager and Executive Assistant
(acting – July 2008 through July 2009)
Annie Lee
Office Manager and Executive Assistant
(from August 2009)

Performing Arts Advisory Committees

Strategic Initiatives

Jerry Doiron
Shaw Festival
Anne Patterson Dunning
ARTS Action Research
Glenn Hodgins
Ottawa Chamber Music Society
Rosalynd Morrison
Toronto Community Foundation
Meredith Potter
Meredith Potter Arts Management
Peter Roberts
Stratford Festival
Celia Smith
Toronto Artscape

Professional Development

Philip Akin
Obsidian Theatre Company
Wende Cartwright
Cartwright Productions
Kate Fennell
Necessary Angel Theatre Company
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
National Arts Centre, English Theatre

Community Program Advisors

Communities in Action

Chris Brillinger
City of Toronto
Yvonne Ferrer
Ministry of Citizenship and Immigration
Rob Howarth
Toronto Neighbourhood Centres
Deena Ladd
Workers' Action Centre
Susan Pigott
Centre for Addiction and Mental Health
Robert Sirman
Canada Council for the Arts
John Stapleton
Open Policy

Renewal Fellowships

Denise Andrea Campbell
City of Toronto
John Campey
Social Planning Toronto
Chris Cavanagh
The Catalyst Centre
Lynn Eakin
Lynn Eakin & Associates

Environment Program Advisors

Healthy Lands

David Carruthers
PlanLab Ltd.
Diana Crosbie
Crosbie Communications Inc.
Robert Gibson
University of Waterloo
Stewart Hilts
University of Guelph
Nina-Marie Lister
Ryerson University
Mary McGrath
Small Change Fund
Ken Rosenberg
Paliare Roland Rosenberg Rothstein LLP
Elbert van Donkersgoed
Terra Coeur
Marcia Wallace
Ministry of Environment

Internships

Jerry DeMarco
Environmental Review Tribunal
Mary McGrath
Small Change Fund
Caroline Schultz
Ontario Nature
Sarah Winterton
Environmental Defence

OUR PEOPLE

About this Annual Report

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

Typeset in Georgia and Flama.

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



TIME TO CULTIVATE IDEAS

In our fast-paced, rapidly changing society, opportunities to step back and explore powerful ideas, models, and practices may seem indulgent. One of the great advantages the Foundation has is the ability to create opportunities at the margins – to create space for people to do deep thinking and learning.



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50 YEARS