

Innovation Fellowship Program Guidelines

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Metcalf Foundation

The George Cedric Metcalf Charitable Foundation's goal is to enhance the effectiveness of people and organizations working together to help Canadians imagine and build a just, healthy, and creative society.

WE FOCUS OUR EFFORTS ON THREE AREAS:

- sustaining the vibrancy of the professional performing arts;
- helping to build a low-carbon, resource efficient, and resilient Canada; and
- improving low-income people's economic livelihoods and access to quality jobs.

Our work is grounded in the belief that change happens when we share hopeful visions of the future, work and learn collectively, think broadly in pursuit of comprehensive solutions, and take a meaningful role in the decisions that affect our lives.

We believe that non-profit organizations play a critical role as catalysts who animate and facilitate lasting change. They create space for people to connect, communicate, and participate. We are interested in organizations that are deliberately engaging communities in their work and developing new strategies and collaborations.

WE TRY TO ENCOURAGE SUCCESS BY:

- supporting dynamic leadership — celebrating, developing, and strengthening leaders who are contributing to positive change;
- nurturing new ideas and practices — exploring and developing innovative approaches to tackling tough problems and seizing opportunities; and
- fostering integrated thinking — creating opportunities for ongoing dialogue, reflection, and collaborative learning to build new knowledge and inform action.

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. We expect our grant-making practices to evolve as we strive to realize the full potential of our commitment and resources.

Innovation Fellowship

The Innovation Fellowship supports individuals who have vision, passion for their issue, intellectual rigour, and a willingness to ask hard questions and propose novel solutions.

We are living in a time of profound change, where simple solutions to the complex, interconnected issues we are facing – from growing income inequality to concerns regarding climate change and resource scarcity – are not adequate. We need new ways of seeing and acting to tackle integrated ecological, social, economic, and cultural challenges confronting us today.

The Metcalf Innovation Fellowship supports new “thinking and doing.” We believe fresh insights and true experimentation often happen on the edge of an issue, out beyond where organized and traditional efforts are being made. We want to create opportunities for this work to be developed, disseminated, and heard. This Fellowship gives individuals of vision and creativity, people with outstanding talent and originality, the freedom to pursue powerful ideas, models, or practices that have the potential to contribute to building a healthier, more resilient southern Ontario.

Typically, Innovation Fellowships explore policy or systemic aspects of the areas in which we work, either at a programmatic level or the non-profit sector as a whole.

The proposal must also contribute to enhancing the effectiveness of people and organizations as they work together in one of the Foundation’s three areas of interest.

- Through our **Inclusive Local Economies Program**, we work to improve low-income people’s economic livelihoods and access to quality jobs in Toronto.
- Through our **Environment Program**, we work to help build a low-carbon, resource efficient, and resilient Canada.
- Through our **Performing Arts Program**, we work to sustain the vibrancy of the professional performing arts in Ontario.

WHO IS ELIGIBLE TO APPLY?

The Innovation Fellowship is aimed at individuals who have vision, passion for their issue, intellectual rigour, and a willingness to ask hard questions and propose novel solutions.

Innovation Fellows may be associated with non-profits or with institutions of higher education; they can be policymakers, managers, academics, or entrepreneurs. Applications can be received either directly from the prospective Fellow, who, upon receipt of an Innovation Fellowship, would enter into a contract for services with the Foundation, or from the registered charitable organization with whom the individual is associated. Metcalf welcomes collaborative submissions that marry the experience and expertise of a variety of perspectives, including practitioner, consultant, funder, academic, and/or organization.

Eligible applicants must have a significant record of achievement, be recognized within their field, and have worked in an area related to their proposed exploration for a minimum of ten years.

WHAT IS THE APPLICATION PROCESS?

Typically, the Metcalf Foundation does not accept unsolicited applications for the Innovation Fellowship program.

From time to time, Metcalf will release Requests for Proposals (RFPs) as part of our Innovation Fellowship program. Each RFP will establish its own criteria, submission process, and application deadline. If you would like to be on the mailing list to receive these RFPs as they become available, please contact the Foundation and speak with the Program Director in the field most closely aligned with your work.

If you would like to discuss an opportunity outside of a formal RFP process, contact the appropriate Program Director. Please bear in mind, however, that Innovation Fellowships opportunities outside of these RFPs are limited.

WHAT ARE THE PROJECT PARAMETERS?

Typically, Metcalf Innovation Fellowship opportunities result in the publication of formal papers, which are expected to be approximately 20-35 pages in length (up to 15,000 words).

The Foundation invests significant resources in the editing, formatting, and presentation of our Innovation Fellowship papers, and the writers should anticipate a significant investment of time around the editing process. A typical rule-of-thumb regarding the creation of these papers is that one third of time is spent in planning and research, one third in development and writing, and one third in review and revision. We anticipate that a Fellowship typically takes up to one year to completion.

Funding can be used to support costs associated with project activities; awards of up to a maximum of \$30,000 will be made available. Typical awards are in the range of \$15,000; one third paid upon execution of a contract and agreement of terms, one third paid on delivery of the final completed draft to the Foundation, and the final third paid upon participation in events surrounding the release of the paper.

All payments under this program will be contingent upon the Innovation Fellow producing materials according to a mutually agreed upon schedule. Metcalf reserves the right to reconsider its commitment to the project, and to all unissued payments, if the Fellow cannot adhere to this schedule.

While Metcalf will work with Innovation Fellows to determine appropriate means of dissemination, authority regarding such decisions remains with the Foundation. The goal of the Foundation is to use these papers to stimulate as much discussion and action on the topic as possible.

All rights related to the publication of any research paper or study performed under contract to the Metcalf Foundation shall remain with the Foundation. That being understood, the intellectual capital shall remain the property of the Innovation Fellow, and Metcalf would encourage that individual to continue their work in this area subsequent to the completion of the paper.

HOW WILL APPLICATIONS BE ASSESSED?

As noted above, assessment criteria will be established in individual RFPs.

All submissions will be reviewed by Metcalf Board and staff, assisted by experts as appropriate. We will assess applications according to the following criteria:

- the background and qualifications of the applicants;
- the applicability of the proposed response to the issue identified in the RFP;
- the proposed methodology for your study/work;
- the scope of the project, its creativity, originality, and rigour, and its potential contribution to longstanding or systemic issues;
- the likelihood that the ideas expressed could gain traction in the context of current practice and policy; and
- the quality of the submitted written materials.

HOW WILL WE LEARN FROM OUR WORK?

Fellows determine the goals and objectives for their projects and, in consultation with the Foundation, the final deliverables. They will meet with us at the beginning of the Fellowship, so we can jointly discuss how we will learn from our work and monitor progress and results. Upon completion, each Fellow will be expected to work with the Foundation in order to advance or disseminate those findings.

The Foundation will also seek to create opportunities for peer learning with other Metcalf Fellows, with the staff or Board of the Foundation, and with colleagues in the community.

Innovation Fellowship

APPLICATION COVER PAGE

Name of Organization

Contact Name Position

Address

City Province Postal Code

Telephone Fax

E-mail Website

Charitable Registration Number Total Organizational Revenue (from last audited statements)

Signature Date

This organization would traditionally apply to the following Metcalf Foundation program:

- Inclusive Local Economies Environment Performing Arts

Amount Requested Duration (specify months or weeks) Projected Completion Date

Please provide a short description (250 words or less).