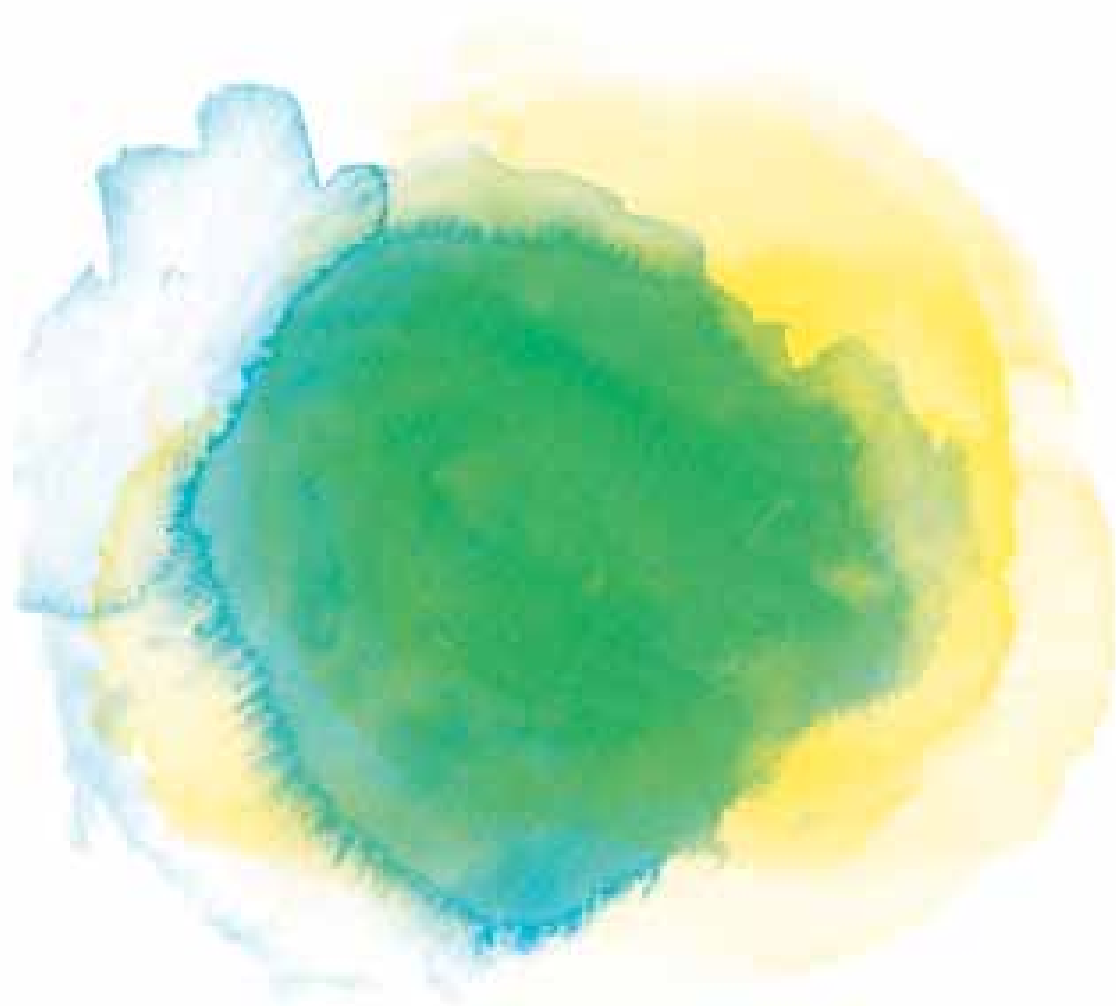




# **REDEFINING OUR PLACE**

BIENNIAL REPORT 2010 – 2011



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

# **BUILDING ON OUR PAST...**

FROM THE CHAIR



"It is about time for celebrating what the Foundation has accomplished over the past half century; for thinking about the next 50 years; for taking on new challenges and forging new connections."

**TWO YEARS AGO**, I wrote those words in my reflection on how far the Foundation has come over its first 50 years. Indeed we did, in 2010, celebrate that landmark anniversary with a wonderful gathering at the Wychwood Barns at Christmastime, and with a handful of special one-time grants designed to engage and challenge Torontonians and enhance the experience of living in this demanding and extraordinary city.

In the past, the Foundation focused its philanthropy in three granting areas: enhancing the vibrancy of the performing arts in Toronto, addressing issues of poverty, and ensuring the ecological integrity of our natural and working lands. Increasingly, these three areas of focus are interweaving and recombining, as it's become clear to everyone that a healthy city depends on healthy and sustainable economic, artistic, and ecological systems, all working together. With our 50th anniversary grants, we wanted to highlight that cross-pollination as much as possible. We invited a small group of organizations to give us their best city-building ideas, to ask questions they might not normally ask, to unleash innovative concepts they would otherwise not have the time or resources to pursue. Well, we got what we asked for!

In the end, the Board was faced with the near-impossible task of choosing four great initiatives among the many. These grants, an \$851,000 investment for Metcalf, were – are – incredible examples of what can be done when creative organizations step out of their daily work and start asking questions, imagining what might be possible, innovating, reinventing, refining.

The four groups whose ideas we chose – East Scarborough Storefront, Sustain Ontario, Diaspora Dialogues, and Theatre Passe Muraille – are, on paper, as diverse as this city. But they had in common the ability to fuse ideas involving people, spaces, art, and justice in incredibly exciting ways. East Scarborough is building an "eco-food hub" with youth from their neighbourhood and input from professional services across the city; Passe Muraille is creating a major art festival to break down barriers of understanding and access between theatre and the larger community; Diaspora Dialogues is offering extraordinary mediated discussions about this city with artists, writers, politicians, and the public; Sustain is lighting up the social media universe with creative and interactive work helping people explore the local food system.

This is only, we know, a snapshot of the kind of work that can, should, and will be done in this city over the years to come. To have the opportunity, as a Board member at Metcalf, to see great ideas become reality is truly exciting. To look ahead to many more years of this kind of forward thinking is a gift.

**Kirsten Hanson**

Chair



# **...TO REDEFINE OUR FUTURE**

FROM THE PRESIDENT AND CEO

*“As we begin the next chapter of Metcalf, our goal is an ambitious one – the overall sustainability of our region. Our long-standing work in equity and social justice, creativity and culture, and the environment will all serve this core purpose; indeed, they are essential elements of a sustainable society.”*

“They say things change over time. But actually you have to change them.” – Andy Warhol

**THE LAST TWO YEARS** have been an exciting time of transition at Metcalf. After over half a century of philanthropy, we’ve reached the end of some significant initiatives. At the same time, we’ve been thinking about how best to carry what we know and what we’ve accomplished into the next phase of our work. As the title of our report this year suggests, we’ve had two primary intentions: to redefine our role and to give our work renewed focus. This has involved a creative process of program development and an ongoing repositioning of the Foundation. We’ve learned, consolidated, and sought to expand our range of tools, while rooting our work even more strongly in a sense of place.

As we begin the next chapter at Metcalf, our goal is an ambitious one – the overall sustainability of our region. Our long-standing work in equity and social justice, creativity and culture, and the environment will all serve this core purpose; indeed, they are essential elements of a sustainable society. At the heart of our new approach remains our belief that issues of scale and complexity require multi-dimensional approaches, insightful leadership, a long-term view, good strategy, timely resources, and an ongoing process for the transformation of ideas and relationships into new action.

We are really pleased with where we’ve landed: we’re now able to bring the various strands of our work together more deliberately around the goal of regional sustainability, and we continue to rework our main programmatic areas to reflect the shift. Redefinition will have many fascinating implications for us, not all of which are clear yet. What is apparent is that Metcalf

is becoming more engaged in purposefully linking our concerns to the larger socio-economic and environmental realities of our region and beyond. This shift in the Foundation’s emphasis can be seen in our continuing work on establishing a more sustainable food system for Ontario and in our new Inclusive Local Economies Program, where we’ve moved our focus from poverty reduction to generating economic opportunities for low-income people at both a local and regional level.

But “redefining our place” suggests more than simply what the Metcalf Foundation is going to do. It also speaks to the much broader exercise – one in which many organizations, agencies, and individuals are now engaged – of better understanding what makes a place or community an appealing, inclusive, and healthy place to live. The last few years have made a very strong case for questioning current approaches across many sectors. For example, treating social, economic, cultural, and environmental issues of public policy as separate and unrelated has not yielded the quality of life results that our communities need and want. Treating economic imperatives independently from environmental ones, or income inequality as unrelated to transit planning or labour market strategies, ignores the interrelated nature of our activities and their implications for our social well-being and our ability to sustain the environment.

An important part of our contribution continues to be the supply of new thinking and new approaches. We have extended our Innovation Fellowship program across the Foundation, in order to provide creative, rigorous thinkers with

a strong platform for new ideas.

In these times of austerity and reduced opportunity, the need for such resources has never been greater.

In the same spirit, we have continued our long-standing commitment to supporting people within the nonprofit sector across the span of their careers. Our internship programs are focused on creating careers for promising young people working on sustainability and in the professional performing arts. We have increased our Renewal Program, which allows leaders to obtain both professional and personal replenishment. As we push into new areas in a time of constraint, we must ensure that we continue to support those doing the work. Without them, there can be no change.

I am, as always, grateful to our advisors, fellows, and friends for their thoughtful and generous contributions to our work. I also thank Metcalf’s remarkable staff – Michael Jones, Mary MacDonald, Colette Murphy, Janet Lewis, Heather Dunford, Stephanie Sernoskie, Annie Lee, and Katie Rabinowicz – for all that they do.



**Sandy Houston**  
President and CEO



# **DEFINING OURSELVES**







*“When it comes to the environment, the job of arts and music is to open up the imagination so that people can take a moment out of their day, break the flow, take a look around, and decide what they might do differently.”*

**Patrick Watson**

Musician, during Cape Farewell's North American launch

## **OUR WORK**

The Metcalf Foundation advances innovative approaches to sustainability, equity, and creativity.

We work to foster sustainable communities by creating the conditions for innovation, risk-taking, collaboration, learning, and reflection.

We support people and organizations with a range of perspectives in order to connect the dots across disciplines and sectors.

We nurture leaders, equipping them with skills and opportunities for learning and reflection.

We seek points of integration in thinking and practice across issues.

We inform public policy with cutting-edge ideas and research.

We encourage the emergent and untested, and we place bets on new ideas and new ways of working.

We are underpinned by a Foundation culture that is prepared to engage in areas that are murky, and we accept that the response to a problem is not always clear and that the implications of an intervention or strategy may not emerge for years.



**137**

**MILLION**

THE METCALF FOUNDATION  
CURRENTLY HAS AN ASSET BASE  
OF APPROXIMATELY  
\$137 MILLION

# **REFINING OUR WORK**





# \$7.1

MILLION

ALLOCATED THROUGH  
THE COMMUNITY PROGRAM  
BETWEEN 2005 AND 2011

In 2010 and 2011, the Metcalf Foundation began reviewing our funding programs in order to ensure that we are working as effectively as possible. This period of evaluation and learning has resulted in refinements to, or reconsiderations of, the approaches to our work.

## **INCLUSIVE LOCAL ECONOMIES / COMMUNITY PROGRAM**

**THE FOUNDATION DECIDED TO TAKE STOCK** of what we have learned and accomplished within the Community Program, over the previous six years, in addressing the root causes of poverty. We felt the program sat in a position of strength, having built a strong set of relationships, along with social and intellectual capacity, and seeded many important initiatives.

As part of our review, we assessed the potential of modifying our program objective from “reducing poverty” to “generating economic opportunities” for low-income people. This stemmed from the desire to reflect the aspirations of low-income people to create a decent living for themselves and their families, in part through meaningful economic participation. It also arose due to our growing understanding about the fundamental transformations that have occurred within the labour market that are resulting in growing income inequality, increased social exclusion, and eroding quality of life in Toronto. We explored a broad range of themes around connecting

people to economic opportunities such as asset building, employment and training, urban development policy and practice, and the green economy.

The outcome of our review was the decision to create a new program, **Inclusive Local Economies**. Our new program builds on the accomplishments and strengths of the Community Program – investing in new “thinking and doing,” strong networks, promising public policy ideas, raising public awareness – while refining our aim to support people and organizations as they develop the ideas, the strategies, and the policies that can improve low-income people’s livelihoods and access to quality jobs.

The new program includes the **Opportunities Fund**, an open grant stream that calls for original ideas and compelling approaches to catalyze creative, bold action on this issue. It also includes the **Resilient Neighbourhood Economies** pilot project, that focuses on how to achieve improvements in the local economies of two Toronto neighbourhoods.

## **PEOPLE'S BLUEPRINT**

REAL VOICES FOR REAL CHANGE

With the potential of an Ontario Social Assistance Review on the horizon, the Daily Bread Food Bank and Voices from the Street seized an opportunity to change public policy for the better. They hired and trained 18 people with lived experience of the social assistance system to conduct over 100 video-recorded research interviews that illustrate the hopes, challenges, and abilities of people living “on the system” in an intensely personal way.

Working with foundations, social policy experts, and other key constituents, the participants developed their research and engagement capacity in order to unearth the stories of people silently living on social assistance. It was a collective effort to ensure that their perspectives are heard and considered by government and the broader public.

As part of the process, they held the People’s Blueprint Conference in April 2011 to share their findings and to engage in discussion with policy-makers, academics, and community leaders.

The People’s Blueprint strengthened the fact base for making important decisions on how to change social assistance in Ontario for the better. The process itself also proved invaluable in equipping the 18 people with the skills and confidence to become community leaders, advocates, and organizers. Since the People’s Blueprint has wound down, many of its leaders have gone on to work either full- or part-time and to take on volunteer leadership roles.



## ENVIRONMENT PROGRAM

### ENSURING THE ECOLOGICAL HEALTH

and integrity of southern Ontario's natural and working lands has been the core objective underlying the twice yearly Healthy Lands granting program and the associated Leaders in the Field internship program for the past six years. The two programs have yielded an impressive array of land-use, community, and environmental benefits.

A significant portion of our resources have also been devoted to supporting organizations, building networks, and enhancing understanding of key drivers of local food sustainability. One notable contribution, in 2010, was the release of five commissioned papers exploring solutions to major local sustainable food issues. Known as the Food Solutions Papers, they have provoked discussion and action in political, academic, and community arenas. In late 2011, an Innovation Fellowship was awarded to Dr. Sally Miller to do in-depth research on mechanisms to provide access to farmland for would-be farmers.

During 2011, efforts continued to develop the next major Environment Program initiative, drawing from earlier Metcalf local sustainable food work. Broad consultation identified a pressing need to support the drivers of long-term viability within the local sustainable food system in southern Ontario. As a result, the Environment Program developed a request for proposals to address local food system viability.

In 2011, the Foundation welcomed Mary MacDonald as its new Environment Program Director. We decided, as part of our larger rethinking of the Foundation's approach, to put the **Healthy Lands** program on hold at the end of 2011. Our new **Sustainability Internship**, launched in December 2011, is consistent with a shift towards increased integration of sustainability principles into Metcalf's work. These principles will form the basis of new Environment Program development in 2012.

# 35,000

POUNDS OF LOCAL FOOD DIVERTED FROM WASTE BY THE EFFORTS OF NOT FAR FROM THE TREE HARVESTING FRUIT FROM URBAN TREES

## METCALF'S CHARITABLE ACTIVITY



### ONTARIO NATURE

PROTECTING WHERE THE WILD THINGS ARE

From spearheading the creation of wilderness areas in Algonquin Park in 1934 to the efforts in support of the Oak Ridges Moraine Conservation Plan in 2001, Ontario Nature has worked to protect wild species and wild spaces through conservation, education, and public engagement. It represents more than 30,000 members in addition to over 150 organizations across Ontario.

Ontario Nature's Greenway Program is dramatically increasing plant and animal habitat and creating stronger local and regional ecosystems by establishing an interconnected network of natural areas in southwestern Ontario. Metcalf has supported the program through Healthy Lands grants and a Leaders in the Field internship.

The Greenway Program has built an alliance of farmers and other actors to protect and enhance key green space and ecological systems, mapped greenways in partnership with local organizations in Elgin County, and coordinated a broad coalition of organizations seeking to improve land-use policy through the review of existing legislation.



Ontario Nature is supporting the efforts of local groups in Elgin County to protect and enhance natural areas and systems through Greenway mapping and Conservation Action Planning.

Photo: Ontario Nature



*“Most importantly, we were able to take time to learn. We are building a strong knowledge base about national touring, and we are taking time to strategize about the long-term growth of the company and its staff.”*

**Daryl Cloran**

Artistic Director, Theatrefront; Strategic Initiatives grant recipient

## PERFORMING ARTS PROGRAM

### METCALF CONTINUES TO BE PLEASED

with the **Strategic Initiatives** stream of our Performing Arts Program, which provides small and mid-sized professional performing arts companies with the opportunity, over a three-year period, to implement a strategic course of action. Through 2010 and 2011, it continued to support significant transformative activities in a large number of individual arts organizations.

During 2011, however, we began examining the program, hoping to find ways that it could reflect what the Foundation had learned over the past 12 years about how change happens in the nonprofit sector. We began asking if there might be a way in which sectoral issues – like audience development, creation of new work, capital infrastructure – could be addressed in a more “joined-up” manner that would still allow the Foundation to continue our important one-on-one relationships with individual companies but could also encourage more collaborative work and shared learning. Our explorations have continued into 2012, and we look forward to finding new ways of refining this work in the near future.

The **Performing Arts Internships** program, which provides placements of up to one year

in duration for emerging artists, administrators, and production staff, has been our primary vehicle for strengthening the skills and experience of the individuals who work in the arts.

In 2010 and 2011, the Foundation was struck by a significant change in the type of applications that we were receiving. While the program had traditionally focused on people in the early stages of their careers, we began seeing applications from slightly more mature and established artists who were looking, often through shorter internships, to develop mentoring relationships with senior artists who could guide them through the challenges of establishing and running their own independent companies.

While Kelly Straughan continued leading the project-based Seventh Stage Theatre, for example, she undertook a Metcalf internship with Kelly Thornton at Nightwood Theatre. In her final report, Straughan wrote “I was able to see the challenges first-hand, whether [they were] creative or from the development and marketing side of the organization... [and to see the ways that] certain fundamental values need to be thought of when programming plays and choosing a season.”



### ZATA OMM DANCE PROJECTS TIME FOR TRUE R&D

Fascinated by the relationship between dance and technology, William Yong, Artistic Director of Zata Omm Dance Projects, had always sought opportunities to explore closer connections between dance, or movement in general, and sound, light, film and video, and other forms of technology. Since Zata Omm is only a small, independent company existing primarily on project-based funding, Yong did not have the opportunity to experiment with this technology in the proper environment – freed from the necessity to produce his findings immediately for a paying audience.

Over the past two years, with Strategic Initiatives funding, Yong has been involved with a number of unique research residencies. Zata Omm has worked with motion sensors and infrared cameras that create interactive visual and sound effects triggered by the movement of dancers. Ying Gao, a Montreal-based interactive garment designer, created a dress for the company comprised of eight fiber optic cables that allowed the garment to “dance” organically, independent of the movement of the wearer. The company also investigated ways of harvesting energy from live dancers and using that energy to create visuals and drive other onstage technical processes.

Some of this experimentation, including Gao's interactive dress, has already been used onstage in Yong's work. More importantly, however, Yong is valuing the time that this grant has afforded him just to experiment with these new techniques and to build relationships with the technological artists. “It has offered an opportunity to explore skills and creative avenues that might otherwise have languished,” he writes, “[and] it has allowed us to establish a network of interested individuals and groups with a shared vision.”

# 42

NUMBER OF PROFESSIONAL  
PERFORMING ARTS  
ORGANIZATIONS ENGAGED  
IN STRATEGIC INITIATIVES  
DURING 2010 AND 2011

*“Advertise a seminar on labour market dynamics or workforce development and, chances are, only academics will respond. But ask people what a good job means to them or about their career aspirations for their children, and they will respond in ways that show how essential a job is, not only for financial security, but also for emotional well-being and one’s sense of self-worth.”*

**Tom Zizys**

Metcalf Innovation Fellow,

*Working Better: Creating a High Performing Labour Market in Ontario*

## **INNOVATION FELLOWSHIP**

**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 increasing pressures on our natural environments – are not adequate. We need strong new ways of thinking and acting to tackle the ecological, social, economic, and cultural challenges confronting us.

Our Innovation Fellowship program was, initially, the component of Metcalf’s Community Program that allowed us to provide sustained support to the exploration of issues and ideas that underpinned the areas in which we work. The work of our Metcalf Fellows has helped us advance new policy thinking and open conversations in the wider community, and it has informed our various granting programs.

In 2010, Metcalf began extending the Innovation Fellowship outside of the Community Program by, for example, supporting the work on Toronto parks being undertaken by David Harvey and creating Metcalf’s first Arts Policy Fellowship for Shannon Litzenberger at the Toronto Arts Foundation. In late 2011, the Foundation officially launched the Innovation Fellowship program across all of our areas of focus.

## **RENEWAL PROGRAM**

“In our urgency to renew organizational and civic life, have we been neglecting the person who leads and her or his own renewal challenges?”

– Patricia Thompson, Metcalf Fellow

### **METCALF HAS A LONG HISTORY**

of supporting nonprofit leaders over the arc of their careers in order to strengthen their capacity to do their very best work in organizations and in the communities they serve. In 2009, the Foundation reviewed our efforts to support mid-career and senior leaders. We looked at the Environment Program’s Leaders in the Field Fellowship, the Arts Program’s Senior Artists and Administrators initiative, and the Community Program’s Renewal Fellowships.

As a result of this exploration, we launched Metcalf’s first Foundation-wide, cross-sectoral funding stream, the Renewal Program, in early 2010. We focused the new program on a leader’s professional renewal, which for us involves the revisiting of one’s core professional purpose or focus, values, commitments, assumptions, and approaches. Renewal includes building knowledge and improving skills while broadening perspectives and deepening commitment. We hope this program will contribute to greater vitality and effectiveness for the individual and build increased leadership capacity for their organization and the sector.

Although this is a new program for Metcalf, we have already provided a wide variety of opportunities for 11 different sectoral leaders. As the Renewal Program continues and we develop a larger cohort of individuals who have pursued this type of activity, Metcalf looks forward to bringing these people together to learn, collectively, the impact that renewal can have over the course of a career in the nonprofit sector and to explore how we can further support nonprofit leaders as they deepen their commitment and increase their ability to impact the sector.



16

PUBLICATIONS RESULTING  
FROM METCALF INNOVATION  
FELLOWSHIP GRANTS  
SINCE 2007

# 11

NONPROFIT LEADERS  
SUPPORTED  
THROUGH RENEWAL GRANTS  
IN 2010 AND 2011



## ARIEL FIELDING

### UNEXPECTED PATH TO RENEWAL

A trained ethnomusicologist who completed her fieldwork in Kurdish refugee communities in London, Ariel Fielding began working in arts administration in 1999. Much of her work focused around companies working in culturally specific forms, including Sampradaya Dance Creations and The Nathaniel Dett Chorale. The Chorale applied for a Renewal grant that would allow Fielding to participate in a mid-career development fellowship with Stephen Kidd, Acting Director of the Smithsonian Folklife Festival in Washington, D.C. Intending to work in social media outreach at the Festival, Fielding wanted to investigate new ways of deepening relationships within ethnocultural communities.

While in Washington, however, she began working with James Early, the Director of Cultural Heritage Policy at the Centre for Folklife and Cultural Heritage, who appointed her to their working group for cultural policy. This opportunity brought an unexpected shift in career focus for Fielding, as she later wrote.

"It became clear to me that I have chosen to work in the grassroots culturally diverse performing arts due to my grounding in social justice and political activism, and my conviction that engagement in the performing arts is fundamental to quality of life for everyone. ... However, as a producer, my ability to act as an advocate for the arts is very limited. Leveraging my experience at the Smithsonian Folklife Festival, my new affiliation with the Center for Folklife and Cultural Heritage, and my expanded international network, my desire now is to move into new work in cultural policy. I want to increase the sustainability of the arts across the board by shaping both policy and public opinion."

## SPECIAL INITIATIVES

**METCALF MAINTAINS** a small reserve fund for making grants outside of our formal program areas. These grants give the Foundation the opportunity to support worthy initiatives that are consistent with our objectives but do not neatly fit into any of our program areas. Applications for Special Initiatives grants are accepted by invitation only.

In recognition of the Foundation's milestone in 2010, we launched a special **50th Anniversary Grants** program with a number of one-time grants designed to celebrate and strengthen our city. We invited a small group of organizations to give us their best city-building idea. We were and are interested in the potential inherent in unleashing ideas not possible under ordinary circumstances. How "city building" was interpreted was left entirely up to applicant organizations; we asked only that each organization's approach reflect their unique mission and contributions to our landscape. In the end, we were pleased to award 50th anniversary grants totaling \$851,000 to Diaspora Dialogues, East Scarborough Storefront, Sustain Ontario, and Theatre Passe Muraille.

*"We cannot thank you enough for seeing the same vision that we saw. The Metcalf Foundation dares what others do not and trusts the visions of the company with whom it works. There is, in our mind, no higher praise."*

### Andy McKim

Artistic Director, Theatre Passe Muraille;  
Strategic Initiatives and 50th Anniversary Grant recipient



# **REDEFINING THE CONVERSATION**



*“Will an hour spent turning inward to express our evolving sense of purpose lead us to spend an hour thinking about the inner, less visible workings of our organizations? From there, might we be better equipped to turn outward and see what unifies our diverse individual and collective experiences within society? I know it can and hope you do too.”*

**Patricia Thompson**

Metcalf Innovation Fellow, *The Dark Horse Conversation:  
Nonprofit Leaders Talk about Vocational, Organizational, and Civic Renewal*

Having an impact on a challenging issue that sits within a complex environment is hard. We have realized, over the last few years, that we are more effective when we move our efforts beyond simply grantmaking.

## **STARTING THE CONVERSATION**

### **ONE OF THE MOST USEFUL CONTRIBUTIONS**

that a foundation can make is to gather people together around an opportunity or need and, by inviting a diverse group to the table, create the conditions for new perspectives and alliances. Metcalf has initiated a number of such conversations over the last few years that have led to important and lasting initiatives.

Through the work of Metcalf Innovation Fellow Lynn Eakin, the Foundation was actively involved in the establishment of the Ontario Nonprofit Network. This dynamic province-wide organization has greatly strengthened the sector's ability to work together and with government to address cross-cutting policy issues.

Metcalf brought together a group of organizations working on a wide range of food and agriculture issues in southern Ontario. We wanted to explore their appetite for cooperative, integrated work, with a goal of transforming food and agriculture at a system-wide level. These conversations resulted in the formation of Sustain Ontario, with Metcalf as the core funder. In less than two years, Sustain has grown from fewer than 20 organizations and individuals to over 300 member organizations.



# 300

NUMBER OF  
MEMBER ORGANIZATIONS  
IN SUSTAIN ONTARIO,  
WHICH HAS GROWN FROM  
A MEMBERSHIP  
OF 15 WHEN INITIATED  
BY METCALF IN 2009

## SHAPING THE CONVERSATION

IN 2010 AND 2011, the Foundation published 11 papers, ranging in topic from our Food Solutions Papers, through work investigating the challenges inherent in our social welfare systems and labour markets, to a consideration of the opportunities for vocational, organizational, and civic renewal. Often, these papers were released in conjunction with public workshops or presentations, where the ideas were presented and additional input was sought. The papers, and the Fellows who wrote them, contributed to new understanding of existing challenges and resulted in action.

In 2010, for example, the Foundation gave David Harvey an Innovation Fellowship to investigate the challenges facing Toronto's parks. Harvey's report, *Fertile Ground for New Thinking: Improving Toronto's Parks*, was published in September 2010 and received a lot of attention. Harvey's work on this fellowship resulted in the creation of a new organization, Toronto Park People, which works in partnership with communities, park staff, and private enterprise to address these challenges. In late 2011, Park People became an independent Metcalf grantee and began receiving grants from other funders as well.

*“Positive changes are happening in our parks, some exciting new parks have been created, and effective community partnerships do exist. But these achievements have often been hard to realize. The City needs to experiment, try pilot projects, and say ‘yes’ to the community more often.”*

### David Harvey

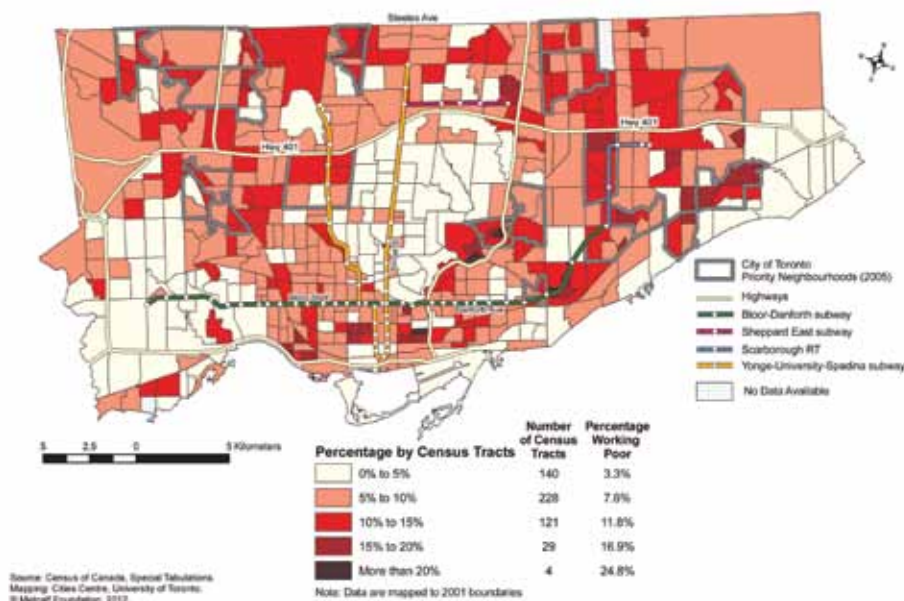
Metcalf Innovation Fellow,

*Fertile Ground for New Thinking: Improving Toronto's Parks*

# 113,000

NUMBER OF WORKING POOR  
IN THE TORONTO REGION IN 2005

## THE GENESIS OF AN IDEA



The Foundation wanted to understand who the working poor in Toronto were and where they lived. Innovation Fellow John Stapleton, working with Statistics Canada, generated a new definition of working poverty and a picture of it.

## JOINING THE CONVERSATION

**THE FOUNDATION BELIEVES** that it is important for our staff to contribute their skills to organizations that are vital to the larger conversations in our sector. Over the last two years, staff has been active on a number of community-based boards including Community Food Centres Canada, the Friends of the Greenbelt Foundation and the Greenbelt Fund, Philanthropic Foundations Canada, Tides Canada, and the Wellesley Institute.

Staff has also devoted significant time and thought to important initiatives like Ontario's Social Assistance Review Advisory Council. That committee was struck in order to submit recommendations to the Minister of Community and Social Services regarding the scope and terms of reference for a comprehensive review of the social assistance system, and to advise the Minister regarding possible short-term changes to social assistance rules. Metcalf staff members also serve in an advisory capacity on organizations like Imagine Canada, The Literary Review of Canada, and The Mowat Centre for Policy Innovation.

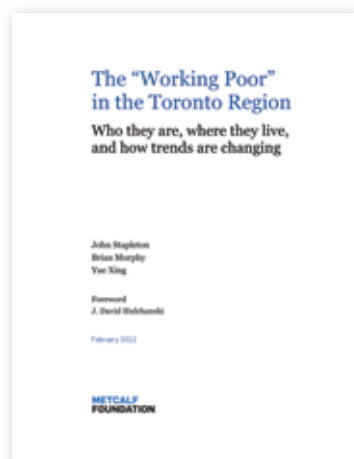
In 2010 and 2011, we began using some of our resources in the performing arts to support opportunities for the sector to convene around challenging issues, supporting a cooperative think tank of the Toronto-based arts service organizations and investing in Theatres Leading Change, a roundtable that enables small and mid-sized performing arts organizations to re-envision their governance structures. We look forward, in 2012, to continuing to contribute at these tables.

In the same way that we believe in our staff team contributing to the conversation, the Foundation also wants to empower other people to take their places at those same tables, and our grantmaking activities contribute to these aims. Through our support of initiatives like Voices from the Street, the Dream Team, and the South Asian Women's Rights Organization, for example, we have supported people with lived experience of poverty to assume leadership roles in addressing the social, economic, and political forces shaping their lives.

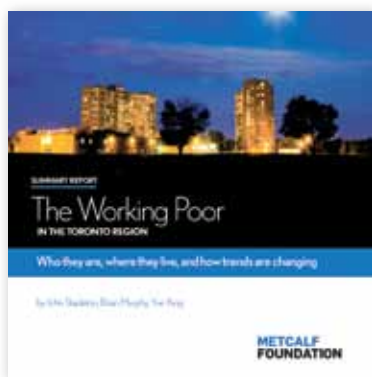
*"The story of the The Stop is one of gradual, measured expansion. Its evolution has taken place alongside the evolution of the growing awareness of food – its pleasures and its potential to catalyze changes to personal and community health."*

### **In Every Community a Place for Food**

Metcalf Food Solutions Paper, June 2010



Their work resulted in a new data set on the topic of working poverty.



To reach an audience not familiar with statistical data, Metcalf worked with designer Matthew Blackett to produce a graphic summary report – a first for the Foundation – that made the findings more accessible.

Through an exclusive arrangement, *The Globe and Mail* provided extensive coverage of the report's release, ensuring a high profile for the information.



The issue caught the public imagination and was picked up by other media sources. The new research is a valuable contribution to the discussion on income inequality and working life in the Toronto region.



9.3

MILLION

IN 2010 AND 2011,  
THE METCALF FOUNDATION  
INVESTED OVER  
\$9.3 MILLION IN  
CHARITABLE ACTIVITIES

# GRANTS AWARDED



## PERFORMING ARTS

In 2010 and 2011, a total of almost \$2,170,000 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 2010 and 2011. For more detailed year-to-year allocations, please refer to our website.

### STRATEGIC INITIATIVES

#### Acting Up Stage Theatre Company Inc.

\$105,000 over 3 years

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 relationships with audiences and funders.

#### Arraymusic

\$60,000 over 3 years

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

#### Ballet Jörgen Canada

\$165,000 over 3 years

to create a variety of new programs, including audience education programs, presentations in non-traditional venues, live streaming performances, and digital video creations that will enable the company to break down barriers between education, performance, community engagement, and creation in order to deepen the reach of their art form.

#### Canadian Children's Opera Company

\$64,371 over 3 years

to launch a new education/outreach program, consisting of the creation 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.

#### Coleman Lemieux & Compagnie

\$60,000 over 3 years

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 their studio.

#### The Company Theatre

\$90,000 over 3 years

to work through a variety of interactive media, including electronic newsletters, blogs, online video diaries and interviews, and interactive web discussions and talk-back sessions, in order to build new relationships with their audience that extend beyond the traditional seller-buyer paradigm.

#### Continuum Contemporary Music

\$60,000 over 3 years

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.

#### dance Immersion

\$90,000 over 3 years

to address infrastructure and succession by creating a new administrative position, Program Manager, who, over the course of three years, would be mentored by the Program Director/Curator and gradually assume full administrative responsibility for the organization.

#### fu-GEN Asian-Canadian Theatre Company

\$90,000 over 3 years

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.

#### Mammalian Diving Reflex

\$106,500 over 3 years

to formalize the company's Youth Wing, providing opportunities to recruit youth participants from across Toronto, to research festivals and funding opportunities appropriate to their youth work, and to share these resources with other Toronto companies looking to work with youth.

#### Necessary Angel Theatre Company

\$105,000 over 3 years

to create a new part-time position in outreach and marketing to lead

a variety of initiatives related to connecting with audiences through new technologies, developing more interactive educational programs, and creating opportunities for the sector to share learning around audience development.

#### Nightwood Theatre

\$120,000 over 3 years

to create a dynamic and sustainable multi-tiered model for play creation that will be transformative for the organization, developing a literary department at the company, building national opportunities for co-commissions, and leading to the creation of an annual festival of new work.

#### Orchestras Canada/Orchestres Canada

\$94,500 over 3 years

to develop a learning and collaboration hub for Toronto-based arts service organizations, participating in network mapping exercises, face-to-face learning opportunities, an annual leadership retreat, shared internet resources, and collaborative planning and evaluation sessions.

#### PACT Communications Centre

\$60,000 over 3 years

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.

#### Pleiades Theatre

\$85,500 over 3 years

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

#### Sampradaya Dance Creations

\$60,000 over 3 years

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 over 3 years

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 over 3 years

to respond to the phenomenal growth in the company's artistic activity by creating the position of Artistic Associate, providing the ability for them to continue to be the largest disseminator of Canadian music internationally by developing additional opportunities for touring work, curating Canadian programs, and web-based broadcasting.

#### Studio 180 Theatre

\$150,000 over 3 years

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.

#### The Theatre Centre

\$225,000 over 3 years

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.

#### Théâtre français de Toronto

\$120,000 over 3 years

to develop various outreach activities particularly targeting the diverse Francophone communities in Toronto, including activities

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INTERNSHIPS  
IN THE PERFORMING ARTS  
FUNDED BY METCALF  
SINCE 2001



to research and create relationships within these communities, opportunities to develop partnerships with and events for representative groups, and new forms of marketing outreach.

#### **Theatre Passe Muraille**

**\$138,108 over 3 years**  
to create BUZZ, a play development program that serves the needs of collaboratively based new work, allowing Theatre Passe Muraille to mentor younger, emerging companies and helping to re-focus the organization on its original creative mandate while addressing needs of audience development.

#### **Theatrefront**

**\$75,000 over 3 years**  
to support a variety of strategies that will enable the company to revise its marketing materials, leverage new opportunities for international touring, and increase their local presence within the Toronto theatre scene.

#### **tiger princess dance projects**

**\$60,000 over 3 years**  
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 over 3 years**  
to work in collaboration with eyeGO in order 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 Dance Theatre**

**\$150,000 over 3 years**  
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.

#### **Zata Omm Dance Projects**

**\$75,000 over 3 years**  
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.

### **PERFORMING ARTS INTERNSHIPS**

#### **Aluna Theatre**

**\$27,500**  
for Ana Lorena Leija  
as Artistic Director intern.

#### **Cahoots Theatre Projects**

**\$27,500**  
for Derek Kwan  
as administrative intern.

#### **Carousel Players**

**\$7,900**  
for Colin Doyle  
as Artistic Producer intern.

#### **Clay and Paper Theatre**

**\$22,917**  
for Amira Emma Routledge  
as Artistic Producer intern.

#### **Crow's Theatre**

**\$27,500**  
for Katherine Devlin  
as administrative intern.  
**\$27,500**  
for Aislinn Rose  
as administrative intern.

#### **Dance Collection Danse**

**\$27,500**  
for Carolyn Clare  
as archiving intern.

#### **DanceIntense**

**Toronto**, from Sampradaya Dance Creations, is an innovative project to introduce, develop, and sustain a choreo-residency for emerging and mid-career south Asian dancers.

#### **Opera Atelier**

**\$11,460**  
for Katarzyna Misztal  
as wardrobe intern.

#### **Queen of Puddings Music Theatre**

**\$27,500**  
for Shawna Caspi  
as marketing intern.

#### **Shadowland Theatre**

**\$27,500**  
for Arber Makri  
as design intern.

#### **Shaw Festival**

**\$16,000**  
for Scott Christian  
as Music Director intern.  
**\$4,000**  
for Kiera Sangster  
as choreography intern.  
**\$16,500**  
for James Smith  
as Music Director intern.

#### **Talk is Free Theatre**

**\$13,750**  
for Adam Brazier  
as Artistic Producer intern.

#### **Tapestry New Opera**

**\$27,500**  
for Michael Mori  
as Artistic Director intern.

#### **Toronto Alliance for the Performing Arts**

**\$27,500**  
for Tamara Weisz  
as administrative intern.

#### **Toronto Children's Chorus**

**\$14,000**  
for Cassandra Luftspring  
as conductor intern.

#### **Toronto Dance Theatre**

**\$20,625**  
for Angela Morra  
as production intern.  
**\$5,500**  
for Louis Laberge-Côté  
as Artistic Director intern.

#### **Volcano Non-Profit Productions Inc.**

**\$27,500**  
in collaboration with Peggy Baker Dance Projects, for Ellen Bayley  
as administrative intern.  
**\$27,500**  
in collaboration with Peggy Baker Dance Projects, for Meaghan Davis  
as administrative intern.

#### **Young Centre for the Performing Arts**

**\$13,739**  
for Lisa Li  
as programming intern.

## INCLUSIVE LOCAL ECONOMIES / COMMUNITY

In 2010 and 2011, a total of over \$1,550,000 was invested in supporting people and organizations working towards the development of long-term approaches to issues of poverty. The following is a list of organizations supported in 2010 and 2011. For more detailed year-to-year allocations, please refer to our website.

### COMMUNITIES IN ACTION

#### The 519 Church Street Community Centre

\$67,135

to train low-income, homeless, and under-housed transgendered people as community advocates in order to lead a comprehensive policy development and change management initiative to address systemic barriers to supports for this community.

#### COSTI Immigrant Services

\$37,000

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

\$20,000

in partnership with Voices from the Street, to work with a team of social assistance recipients to develop a blueprint for how Ontario Works and the Ontario Disability Support Program need to change to decrease barriers and increase opportunities for people to transition out of poverty.

#### Elizabeth Fry Toronto

\$92,222 over 2 years

to undertake a peer leadership initiative that supports women who have lived experience of poverty and the criminal justice system to become educators on the inter-connection between these two issues in order to address policy transformation at multiple levels including through service improvements, the creation of new initiatives where there are significant service gaps, and shifts to regulatory and legislative frameworks.

#### Family Service Toronto

\$37,228

to support Campaign 2000's efforts to undertake public education and community engagement in order to advance the adoption

of an Ontario Housing Benefit to address the high shelter-to-income burden, to engage lone parents regarding social assistance in order to identify ways to remove barriers that limit their ability to transition out of poverty, and to put forward their recommendations as part of the Social Assistance review.

#### Gerstein Centre

\$85,000 over 2 years

to support Voices from the Street, a project that supports individuals who have had direct experience with homelessness, poverty, and mental health to become educators and leaders in addressing issues facing low-income people. This grant will allow them to enhance their effectiveness working with key organizations and policy-makers; to experiment with the concept of "peer employment" that may result in meaningful jobs for people traditionally in low-wage, precarious jobs; and to develop a business plan to assist Voices to build financial sustainability.

#### Mennonite New Life Centre of Toronto

\$70,000 over 2 years

to support new immigrants to develop their leadership and organizing capacity in order to address the root causes of poverty in newcomer communities; they will do this, in part, by highlighting the ways in which barriers can be removed and meaningful policy changes can be implemented to increase access to fair and meaningful employment.

#### North York Harvest Food Bank

\$35,000

to undertake a feasibility study for a food and distribution hub to be created in a revitalized Lawrence Heights; the hub is envisioned to act as a catalyst to help address food and income security issues in the community.

#### Ontario Employment, Education & Research Centre

\$140,000 over 2 years

to build regional supports and capacity for people affected by poor working conditions and inadequate

enforcement of labour laws by using a range of strategies to raise awareness of precarious work, providing practical community-building skills and supports that utilize the strengths of community leaders across Toronto, and increasing local access points for new workers to get involved.

\$21,000

in partnership with the Caregiver Action Centre, to develop a peer-led network to provide individual workers under the Live-in Caregiver Program/Temporary Foreign Worker Program with accurate information on laws and regulations governing their employment situation and how to enforce them, and to increase public awareness and advocate for changes to improve working conditions for live-in caregivers and other foreign temporary workers.

#### Ralph Thornton Community Organization

\$96,556 over 3 years

to develop a successful model of community development that creates inclusion and social cohesion in a mixed-income community.

#### Schools Without Borders

\$66,111

to implement the pilot of a youth-led food security strategy out of the East Scarborough Storefront in the Kingston-Galloway community in Scarborough.

#### Social Planning Toronto

\$12,500

to develop a detailed action plan for the newly created Toronto Working Group, consisting of residents, organizations, and networks from across the City, in order to

enable them to mobilize resources at a city-wide level to help move people and places out of poverty.

\$30,737

to collaborate with people, organizations, and networks from across the city to strengthen and enhance efforts to address poverty reduction, with a specific focus on how local government can take leadership on these issues.

#### The Stop Community Food Centre

\$152,052 over 2 years

to enhance community training, engagement, and civic action of low- and middle-income people within two Toronto neighbourhoods in order to advance poverty reduction.

#### Tides Canada Initiatives Society

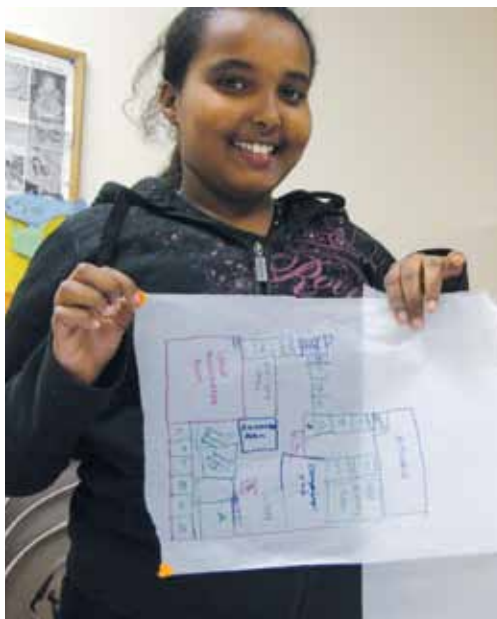
\$40,000

to support East Scarborough Storefront to document the community engagement model they have undertaken in order to improve the quality of life and opportunity for low-income people in the neighbourhood of Kingston-Galloway and Orton Park; this story will be of great value to other groups interested in understanding the processes that have underpinned their neighbourhood renewal efforts.

#### Toronto Christian Resource Centre

\$56,925

to assist with development and preliminary implementation of a community food security strategy that will enable TCRC and their community partners to determine how best to create and sustain an integrated food system strategy for Regent Park that fosters equitable food access, health, environmental sustainability, and economic and community development.



archiText inc., the East Scarborough Storefront, and partners are working with young people from the Kingston-Galloway community to design and build an eco-food hub at the Storefront.



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NEW FARMERS, FROM 16 COUNTRIES, PROVIDED RESOURCES AND TOOLS AT FARMSTART'S MCVAN FARM IN BRAMPTON

## ENVIRONMENT

In 2010 and 2011, a total of almost \$2,270,000 was invested in supporting people and organizations working to explore and develop innovative approaches to strengthening our natural and working lands. The following is a list of organizations supported in 2010 and 2011. For more detailed year-to-year allocations, please refer to our website.

### Toronto Neighbourhood Centres

\$12,000

to pilot discussions in different parts of the city about the links between taxation, public investment, and community well-being.

### RESILIENT NEIGHBOURHOODS

#### Thorncliffe Neighbourhood Office

\$300,000 over 3 years

to support a multi-year pilot aimed at improving the economic opportunities available to low-income people in the neighbourhood of Thorncliffe Park by working collaboratively with local and regional partners in order to spot places where the neighbourhood's economic ecology can be improved. This initiative aims to develop an evolving series of strategic actions that build on pre-existing local work, take advantage of emerging opportunities, and link motivated people to key resources at the neighbourhood and city levels.

#### Tides Canada Initiatives Society

\$300,000 over 3 years

to support a multi-year pilot with East Scarborough Storefront aimed at improving the economic opportunities available to low-income people in the neighbourhood of Kingston-Galloway Orton Park by working collaboratively with local and regional partners in order to spot places where the neighbourhood's economic ecology can be improved. This initiative aims to develop an evolving series of strategic actions that build on pre-existing local work, take advantage of emerging opportunities, and link motivated people to key resources at the neighbourhood and city levels.

### HEALTHY LANDS

#### The Catalyst Centre

\$26,400

in support of Not Far From the Tree, to research and develop a new business operating plan that focuses on organizational restructuring, programming, geographic expansion, and best practices that will help them transition from operating as a project to existing independently.

#### Chinese Community Support Foundation

\$40,000

to gain a better understanding of how the Chinese community currently approaches environmental issues, and to encourage that segment of the population to become more involved by designing a leadership program to engage individuals and families from the Chinese community in local conservation and stewardship activities.

#### The Conservation Foundation of Greater Toronto

\$140,000 over 2 years

to design and implement the Black Creek Sustainable Neighbourhood Retrofit Action Plan; partnering with local community organizations including Jane/Finch Community and Family Centre and Live Green Toronto, environmental planning will be integrated with social, economic, and cultural issues in the area.

#### Delta Waterfowl Foundation

\$75,000 over 3 years

to pilot the Alternative Land Use

Services (ALUS) project, which will provide incentive payments to farmers and ranchers in exchange for ecological goods and services.

#### Ecojustice

\$15,000

to research the best tools, policies, and creative solutions in order to encourage sustainable land use and community planning in Ontario, particularly in the Greater Toronto Area and the Golden Horseshoe; this work is part of a larger project with Pembina and CELA, among others, to research, document, and propose promising location-efficient policy levers.

#### Ecological Farmers Association of Ontario

\$65,920

to build the strength of the organization by hiring a permanent Executive Director and to increase their work with organizational partners, like FarmStart and Sustain Ontario, in order to help with programming, training, and policy work. They will also work to strengthen their farmer education and member services coordination, including expansion of their regional program delivery across southern Ontario.

\$160,000 over 2 years

in support of FarmStart, to assist with strategic leadership and organizational capacity building, to expand and share programming, and to continue to engage in critical and strategic systems change including influencing the next five-year Agricultural Policy Framework.

#### EcoSpark

\$85,000 over 2 years

to support a collaborative initiative with STORM Coalition, with an ambitious agenda to influence the review of the Oak Ridges Moraine Conservation Act and Plan in 2015 by building an education and awareness campaign, continuing to gather data on the moraine through citizen monitoring, and producing a third Status Report to track municipal implementation on the Oak Ridges Moraine.

#### Environmental Defence

\$89,800

in partnership with the United Steelworkers, this new alliance called Blue Green Canada aims to advance opportunities and policies that will support a transition to a more environmentally sustainable economy at the community level and create good jobs.

#### Green Communities Foundation

\$25,000

to draw attention to the proliferation of hard surfaces and the resultant negative impact on natural ecosystems as part of ongoing efforts to work with local governments in order to reduce the amount of paved surface across southern Ontario.

#### Land Food People Foundation

\$325,000 over 3 years

to strengthen their operational and financial structure in order to ensure the long-term viability and sustainability of the organization while continuing to develop and expand their local sustainable food certification program.

#### Ontario Farmland Trust

\$110,500 over 3 years

to work in partnership with Sustainable Brant on the Places to Grow: Promoting Healthy Communities and Protecting Local Farmland project, which addresses key development pressures facing stakeholders in Brant County.



Through two years of work, Learning Enrichment Foundation explored how three forms of poverty affected their community and some of the ways they could address it, such as setting up a community-run market space on their site.



**\$160,000 over 2 years**

to advance farmland protection and food system development policy in Ontario by putting forward policy recommendations to provincial and municipal governments that support sustainable food system planning and protection of agricultural land resources, and to monitor farmland loss across the province, promote agricultural easements, and advance tax reform in order to encourage farmland preservation.

#### **Ontario Land Trust Alliance**

**\$95,780 over 2 years**

to develop an electronic library in order to build the skills and knowledge of local land trusts and to identify and close information gaps with case studies, best practices, and coverage of issues like conservation easements and tax laws.

#### **Ontario Nature**

**\$200,000 over 2 years**

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.

**\$109,250 over 2 years**

to continue their community-based plans for linking protected natural areas, farmlands, and green spaces; to implement a communications strategy aimed at a range of audiences; to create a best practices guide and accompanying presentation for municipal planners; and to build collaboration between farm and conservation organizations on a new incentive for habitat restoration on private lands called Safe Harbour Stewardship agreements.

**\$100,000 over 2 years**

to support a coalition of six environmental non-governmental organizations that are part of the Aggregate Forum of Ontario to bring together environmental groups with the representatives of gravel companies that are part of the Ontario Stone, Sand & Gravel Association (OSSGA) in order to develop a voluntary certification program for aggregate operations that addresses a wide range of environmental and social issues associated with aggregate production.

#### **Social Planning Toronto**

**\$76,824 over 2 years**

in partnership with Toronto Environmental Alliance, to engage Torontonians from diverse communities and Toronto suburbs in public discussions about land-use policies that promote healthy lands, in particular land use for transportation in an urban setting.

Through **Not Far from the Tree**, a young picker in Scarborough reaches high for an apple to share with a local food bank.

#### **The Stop Community Food Centre**

**\$63,000**

to educate city residents about the potential uses of the vast store of downtown backyard land, to create a community seed exchange, to enhance existing free gardening workshops, and to initiate a neighbourhood visioning process around the development of urban lands for local food production.

#### **Tides Canada Initiatives Society**

**\$62,000**

in support of Not Far From the Tree, to support and expand their highly successful fruit-picking program as well as a fruit tree care program.

**\$100,000**

in support of Sustain Ontario as they continue to develop the capacity of their Ontario-wide alliance of food and farm organizations to address the many challenges of building a food system that is ecological, equitable, and financially viable; specific focus will be given to strengthening and growing their network, effecting policy change, enhancing strategic food system analysis, coordinating farm and food working groups, and expanding the capacity of members to engage in policy-making.

**\$100,600**

in support of Sustain Ontario, to expand and deepen their work of promoting a local food agenda and building partnerships within and outside the local sustainable food system by connecting food and farming organizations through mechanisms such as events, conferences, and working groups; contributing to policy development; and engaging the public through a variety of means.

**\$50,000**

to allow Toronto Park People to engage a part-time community animator to facilitate the development of parks groups in marginalized communities by building partnerships with city staff, community groups, and agencies.



**\$28,500**

in support of Tyee Solutions Society, to research farming and land-use issues in southern Ontario and BC's Lower Mainland/Fraser Valley, resulting in a series of feature articles and a compilation piece sent to decision-makers; the focus will be an in-depth, solutions-oriented public interest piece of journalism intended to elevate the public conversation necessary to affect change.

#### **University of Guelph**

**\$80,000 over 2 years**

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 citizen engagement process.

#### **SUSTAINABILITY INTERNSHIPS**

##### **Bay Area Restoration Council**

**\$13,050**

to support a 10-month internship for Rhoda deJonge.

##### **The Catalyst Centre**

**\$30,000**

in partnership with Not Far From the Tree, to support a 12-month internship for Robin Newman.

##### **Centre for Sustainable Watersheds**

**\$30,000**

to support a 12-month internship for Matt Goodchild.

##### **Land Food People Foundation**

**\$30,000**

to support a 12-month internship for Tracy Phillippi.

##### **Ontario Farmland Trust**

**\$30,000**

to support a 12-month internship for Matthew Setzkorn.

##### **Ontario Nature**

**\$30,000**

to support a 12-month internship for Timothy Hayward.

##### **PACT Urban Peace Program**

**\$26,000**

to support a 12-month internship for Sabrina Malach.

##### **Sierra Club of Canada Foundation**

**\$22,750**

to support a 12-month internship for Deepa Hazrati.

##### **Tides Canada Initiatives Society**

**\$28,020**

in partnership with Sustain Ontario, to support a 10-month internship for Tammara Soma.

## INNOVATION FELLOWSHIP

Our Innovation Fellowship program expanded in 2011 to work across all of the Foundation's areas of interest. During 2010 and 2011, we supported the following individuals and organizations as they pursued powerful ideas, models, or practices with the potential to lead to transformational change.

### Lynn Eakin

to provide strategic policy support to the Ontario Nonprofit Network in order to strengthen the nonprofit sector in Ontario.

### Fay Faraday

to undertake research on the strategic analysis of the laws, programs, and policies that structure and constrain the rights of migrant workers in Toronto in order to map the complex legal landscape that regulates migrant workers and to develop a framework for sustainable reform by identifying practical short-term and medium-term opportunities for change.

### David Harvey

to support the research and production of Fertile Ground for New Thinking: Improving Toronto's Parks, and to disseminate and advance the recommendations therein.

### Dr. Tim Jackson

in partnership with Dr. Peter Victor, to explore the potentially positive environmental and social implications of economic models of low economic growth/no economic growth at the urban, suburban, and regional levels.

### Jane Marstrand

to research new and alternative structures for nonprofit performing arts organizations, with a particular focus on possible models of fiscal sponsorship or shared platforms appropriate for the arts sector.

### Dr. Sally Miller

to provide an assessment of and recommendations for alternative land use practices that support a strong regional food system

in southern Ontario by identifying promising practices in other jurisdictions, conducting in-depth interviews with farmers and other innovators across southern Ontario, and documenting successful existing practices for land access and sustainable agricultural development for new and longer-term farmers.

### John Stapleton

to advance a new vision and approach to income security for working-age adults, and, more broadly, to work towards the development of a robust poverty reduction strategy for Ontario.

### Patricia Thompson

to examine the role of vocation and reflective practice in sustaining and strengthening the vitality of nonprofit leaders, organizations, the sector, and civil society as a whole.

### York University

in support of the work of Dr. Peter Victor at York University, in partnership with Dr. Tim Jackson, to explore the potentially positive environmental and social implications of economic models of low economic growth/no economic growth at the urban, suburban, and regional levels.

### Tom Zizys

to explore the changing shape of the labour market in recent years, and to work with a range of constituencies in order to identify promising strategies to enhance outcomes for those working-age adults at the low end of the income spectrum.

## RENEWAL

Working across all three of our funding areas, the Metcalf Renewal Program invests in the professional vitality of people who work in charitable organizations. During 2010 and 2011, we provided opportunities for professional renewal to people at the following organizations.

### ACORN Institute Canada

\$9,496

to support Judy Duncan to travel to Kenya for a work-study project focused on workers' associations and community development strategies in megaslums.

### ArtsSmarts/GénieArts

\$10,000

to allow Jason van Eyk the opportunity to participate in the Landmark Leadership Program at the Niagara Institute.

### Distress Centres

\$5,262

to support Karen Letofsky to access the latest resources, knowledge, and thought-leaders in the field of crisis intervention by joining and participating in one national and one international network.

### Environmental Defence

\$10,000

to allow Sarah Winterton to connect with non-traditional allies outside of the Toronto-based environmental movement in order to reinvigorate her thinking about how to make change happen and to develop new strategies for building environmental campaigns and programs.

### Eva's Initiatives for Homeless Youth

\$5,480

to enable Andrew Macdonald to enhance his capacity in management of nonprofits by attending a course at Harvard Business School and applying the learning within his organization and broader networks.

### FCJ Refugee Centre

\$10,000

to allow Francisco Rico-Martinez to explore various responses to precarious migration that are happening around the world and to evaluate the feasibility of implementing such responses in Canadian

society; Rico-Martinez will visit migration centres and ombudsmen in Europe, the United States, Central America, and New Zealand.

### FoodShare

\$8,600

to allow Debbie Field to travel to Brazil to learn and reflect on the lessons learned from the food movement, attending the CONSEA conference in Brazil, touring Belo Horizonte, and presenting her findings at the American Association of Geographers meeting in New York City as well as at public meetings in Toronto.

### The Nathaniel Dett Chorale

\$10,000

to allow Ariel Fielding to participate in a four-month Mid-Career Development Fellowship with Stephen Kidd at the Smithsonian Folklife Festival.

### Peggy Baker Dance Projects

\$5,000

to allow Peggy Baker to benefit from the guidance of an experienced mentor, James Kudelka, as she transitions from being principally a solo choreographer to being an Artistic Director of a company with a small ensemble of dancers.

### St. Christopher House

\$10,000

to support Maureen Fair to engage with activists and community workers in South America and Africa in order to bring new knowledge and perspectives back to St. Christopher House.

### Volcano Non-Profit Productions Inc.

\$10,000

to support Artistic Director Ross Manson through the course of a two-month international research project and a two-month retreat.

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NONPROFIT LEADERS  
WHOSE RENEWAL  
HAS BEEN SUPPORTED  
BY VARIOUS  
METCALF PROGRAMS  
SINCE 2001

## SPECIAL INITIATIVES

The Foundation maintains a small reserve fund for making grants outside of our formal program areas. These grants give the Foundation the opportunity to support worthy initiatives that are consistent with our objectives but do not neatly fit into any of our program areas. The following is a list of the special initiative grants made in 2010 and 2011.

### 50TH ANNIVERSARY GRANTS

#### Diaspora Dialogues

\$75,000

to engage Torontonians in a conversation called Deeper Dialogues, a new series of art + ideas events that explore how to strengthen Toronto; these public events will explore the wide range of ways in which social justice, sustainability, and culture can be intertwined to create a more livable city.

#### Theatre Passe Muraille

\$275,000 over 3 years

to present an exciting slate of events designed to break down the walls between the theatre and its surrounding neighbourhood in a city-building initiative grounded in the belief that institutional arts organizations need to change the type of engagements that they have with audiences – going out into the community and building relationships with people who might not attend traditional theatre performances.

#### Tides Canada Initiatives Society

\$421,000 over 5 years

to support East Scarborough Storefront as they build an eco-food hub that will act as the foundation for a range of environmental and food-security focused initiatives and be a model of how linking economic justice, green issues, and food can contribute to community well-being, neighbourhood renewal, and a stronger urban fabric.

\$80,000

to support Sustain Ontario as they undertake Good Food Ideas to Feed a Hungry City, an initiative aimed at engaging the broader public

in a discussion about sustainable, socially just food systems incorporating social media strategies and locally based events.

### GENERAL FUND

#### Al Purdy A-frame Trust

\$25,000

in support of the purchase of the Al Purdy A-frame house.

#### Alternatives Journal

\$15,000

for production of a food-themed edition of Alternatives Journal.

#### The Bruce Trail Association

\$250

in memory of Sandra Purchase.

#### Canadian Centre for Policy Alternatives

\$2,000

for general program support.

#### Canadian Environmental Grantmakers' Network

\$11,225 over 2 years

to support organizational development.

\$5,000

to support The Age of the Unenviromental, the first in a series of Building Bridges papers on developing integrated approaches to grantmaking.

\$3,000

to support the organization in their strategic planning process for 2012 to 2014.

#### Canadian Institute for Advanced Research (CIFAR)

\$135,000 over 2 years

in support of the Junior Fellow Academy Initiative.

#### Canadian Stage Company

\$100,000

to conduct a feasibility study, encompassing business models, architectural studies, and fundraising feasibility, for a major capital campaign that would propose resolutions to the governance model at the St. Lawrence Centre and prepare for extensive renovations at both the St. Lawrence Centre and the Berkeley Street Theatre.

#### Cape Farewell Canada

\$70,000

a core-funding grant which covers staff costs for a year plus basic communication expenses.

#### The Centre for Aboriginal Media

\$5,000

to support the imagineNATIVE Film & Media Arts Festival.

#### CHF Canadian Hunger Foundation

\$20,000

in support of the Benishangul Project in Ethiopia.

#### Daily Bread Food Bank

\$400

to support their work on the Ontario Housing Benefit.

#### Democracy Education Network

\$30,000 over 3 years

in support of democracy skills workshops.

#### Diaspora Dialogues

\$20,000

in support of the Urban Under Ground Project.

#### Dreamwalker Dance Company

\$10,000

in support of the Diasporic Genius initiative.

#### The Ecologos Institute

\$1,500

to support the Foodstock event.

#### Environmental Defence Canada

\$50,000

in support of the Come Clean campaign.

#### Friends of the Greenbelt Foundation

\$10,000

in support of the T.eau Campaign.

#### Fringe of Toronto Theatre Festival

\$35,000

to facilitate the opening of the company's Creation Lab, allowing them to hire a coordinator who will accelerate the project's sustainability through increased earned revenues, build systems and policies for use and rental of the space, and address issues of communications regarding their services for the independent theatre community.

#### Furniture Bank

\$1,760

for general program support.

#### Houselink Community Homes

\$6,000

to support their work with the ODSF Action Coalition in order to mobilize and engage their members in a discussion around key disability policy issues, and to work collectively on the development of a broader vision of what a disability support program should look like in advance of public consultations for the Social Assistance Review.

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

\$50,000

for general program support.

#### Imagine Canada

\$10,000 over 2 years

in support of the Imagine Canada's Sector Champions program.

#### International Board on Books for Young People

\$8,000

in support of the TD National Reading Summit.

#### The Lewa Wildlife Conservancy (Canada)

\$20,000

to support the Health Care Programme in Kenya.

\$10,000

in support of the Health Education Programme in Kenya.

\$10,000

in support of the Research & Monitoring Coordinator position in the Northern Rangelands Trust.

#### Literary Review of Canada

\$20,000 over 2 years

in support of internships with the Literary Review of Canada.

#### MaRS Discovery District

\$4,000

to support a Design Workshop for a ChangeLab led by REOS partners in order to help leaders learn about ChangeLab methodology as a way to support large-scale social transformation processes.

#### Maytree Foundation

\$5,288

to support a research project that will document and describe existing services for immigrants who are self-employed and entrepreneurs, exploring whether self-employment and entrepreneurship is a viable option for lifting new Canadians out of poverty in the Greater Toronto Area.

#### Meal Exchange

\$8,000

to support the Food Secure Canada board in a strategic planning process.



Sustain Ontario's City to Country; Country to City tour samples delicious preserves produced by George Brown's new cannery training program.



**New Brunswick Youth Orchestra**  
\$60,000 over 2 years  
in support of Sistema New Brunswick.

**No. 9 Contemporary Art & the Environment**  
\$10,000  
in support of their capacity building.

**Pembina Foundation**  
\$25,000  
to identify fair and effective "commuter choice" policy options to address gridlock, seeking to determine if there are any conditions under which commuters would be open to road fees to help implement an integrated regional transit strategy.

**Philanthropic Foundations Canada**  
\$3,000  
in support of the New Thinking About Funding the Charitable Sector in Canada symposium.

**Project Bookmark Canada**  
\$20,000  
to support the National Strategy initiative.

**Ryerson University**  
\$5,000  
to support the GrowTO Seminar Series.

**Scarborough Music Theatre**  
\$16,000 over 2 years  
in support of the Scarborough Village outreach project.

**Social Planning Toronto**  
\$10,000  
in support of the Community Organization Around Transit Issues project.  
\$4,000  
to support the 2010 Toronto Community Development Institute Spring Conference, an effort of community agency staff, academics, and activists committed to strengthening community development practice as a city-building strategy.

**St. Matthew's Bracondale House**  
\$2,000  
in support of the Holistic Wellness programs.

**The Stop Community Food Centre**  
\$65,000 over 2 years  
in support of the Green Arts Barn project.

**Sustainability Network**  
\$2,500  
to support the Collective Impact! The Environment & Our Diverse Society conference.

**Tarragon Theatre**  
\$12,000  
to support the Mallory Gilbert Award for three years.

**Thorncliffe Neighbourhood Office**  
\$5,000  
in support of their music program.

**Tides Canada Foundation**  
\$25,000  
in partnership with the Centre for City Ecology, in support of their Program Manager/Web Producer position.  
\$20,000  
in support of Jane's Walk.  
\$10,000  
in support of Small Change Fund.

**Toronto Alliance for the Performing Arts**  
\$50,000  
to support Theatres Leading Change Toronto, a collaborative project under which small and mid-sized performing arts companies have opportunities to investigate alternate organizational models.  
\$3,000  
for special project support.

**Toronto Arts Foundation**  
\$40,000 over 2 years  
in support of the Metcalf Arts Policy Fellowship.

**Toronto Community Foundation**  
\$30,000  
in support of The Toronto Project.

**Toronto General & Western Hospital Foundation**  
\$10,000  
in support of the Dr. E.D. Wagle Fellowship in Hypertrophic Cardiomyopathy Research.

**University of Toronto**  
\$20,000  
to enable two interns from the School of Public Policy & Governance to work on the planning and development of the Toronto City Summit Alliance's 2011 regional summit.  
\$8,000  
to compile an inventory of good practices and lessons learned relating to food policy councils.

**The Walrus Foundation**  
\$90,000 over 2 years  
in support of the Director of Development and the Manager of Special Events & Projects positions.

**Wellesley Institute**  
\$1,500  
to assist in bringing Richard Wilkinson, a British social epidemiologist, to Canada in order to discuss the growing income inequality and how to address that trend.  
\$4,000  
to support a multi-sector partnership's efforts to contribute to a broad, informed policy debate around labour market issues leading up to Ontario's 2011 provincial election; Six Ideas to Support Good Jobs will outline how we can pursue smart public policies to ensure that the labour market can work better for everyone and more effectively address growing income inequality in Ontario.

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

#### DIRECTOR-INITIATED

**Alma Children's Education Foundation**  
\$35,000 over 2 years  
for general program support.

**Art Gallery of Ontario**  
\$5,000  
for general program support.

**The Arthritis Society**  
\$1,000  
for general program support.

**Canada's National Ballet School**  
\$3,500  
for general program support.

**Canadian Institute for Advanced Research (CIFAR)**  
\$10,000  
for general program support.

**Canadian Opera Company**  
\$10,000  
for general program support.

**Casey House**  
\$5,000  
for general program support.

**Daily Bread Food Bank**  
\$6,000 over 2 years  
in support of Team Paliare Roland Rosenberg Rothstein LLP for the Holiday Challenge.

**Dixon Hall**  
\$7,500  
in support of music, youth, and homeless shelter programs.

**FoodShare**  
\$2,500  
in support of the Garden and Food Curriculum Working Group.

**The George R. Gardiner Museum of Ceramic Art**  
\$3,000  
for general program support.

**High Park Initiatives**  
\$7,000  
to support professional development activities for the staff of the Nature Centre.

**JUMP Math**  
\$30,000 over 2 years  
for general program support.

**S.H.A.R.E. Agriculture Foundation**  
\$5,000  
in support of the Guatemalan Education Project.

**SKETCH**  
\$3,000  
for general program support.

**Soulpepper Theatre**  
\$10,000  
for general program support.

**Stratford Chefs School**  
\$10,000  
for general program support.

**Stratford Shakespeare Festival**  
\$40,000 over 2 years  
for general program support.

**The Theatre Centre**  
\$40,000 over 2 years  
in support of their capital campaign.

**Tides Canada Foundation**  
\$7,500  
for general program support of Small Change Fund.

**Tides Canada Initiatives Society**  
\$3,000  
for general support of East Scarborough Storefront.  
\$1,000  
for general program support of Not Far From the Tree.

**Toronto Public Library Foundation**  
\$40,000 over 2 years  
in support of the Literacy Circle program.  
\$300,000 over 3 years  
in honour of Robert F. Reid and in support of Robert F. Reid Special Collections Acquisition Fund.

**Toronto Rehab Foundation**  
\$6,500  
for general program support.

**Toronto Youth Wind Orchestra**  
\$10,000 over 2 years  
for general program support.

# FINANCIAL INFORMATION

## CONDENSED STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2011

	2011	2010
<b>ASSETS</b>		
Cash and cash equivalents	10,887,928	255,806
Accrued interest and amounts receivable	1,325,657	2,788,487
Marketable securities, at market	120,901,384	131,798,335
Other receivables and capital assets	5,102,118	5,020,841
	<b>138,217,087</b>	<b>139,863,469</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	165,451	355,137
Unpaid grants	1,171,824	1,723,263
	<b>1,337,275</b>	<b>2,078,400</b>
<b>NET ASSETS</b>	<b>136,879,812</b>	<b>137,785,069</b>

## CONDENSED STATEMENT OF REVENUE AND EXPENDITURES

	2011	2010
<b>REVENUE</b>	<b>4,516,342</b>	<b>11,925,976</b>
<b>EXPENDITURES</b>		
Investment management, custodial, audit, and legal fees	365,123	499,377
Other expenses	381,402	436,911
	<b>746,525</b>	<b>936,288</b>
<b>INCOME BEFORE GRANTS</b>	<b>3,769,817</b>	<b>10,989,688</b>
<b>GRANTS PROGRAM</b>		
Performing Arts	1,127,178	1,041,900
Environment	1,157,658	1,059,270
Inclusive Local Economies/Community	522,548	796,694
Special Initiatives (including 50th Anniversary Grants)	1,069,000	1,081,760
Program expenses	798,690	643,082
	<b>4,675,074</b>	<b>4,622,706</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>(905,257)</b>	<b>6,366,982</b>

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

# OUR PEOPLE

## DIRECTORS AND OFFICERS

**KIRSTEN HANSON**  
*Chair*

**JOHANNA METCALF**  
*Vice Chair*

**PETER HANSON**  
*Treasurer*

**LUKE METCALF**

**PAMELA ROBINSON**  
*(from June 2010)*

**KEN ROSENBERG**

**ROBERT SIRMAN**

**SANDY HOUSTON**  
*President and CEO (ex officio)*

**WILLIAM PASHBY**  
*Secretary (ex officio)*

## STAFF

**SANDY HOUSTON**  
*President and CEO*

**MICHAEL JONES**  
*Performing Arts Program Director*

**MARY MACDONALD**  
*Environment Program Director*

**COLETTE MURPHY**  
*Inclusive Local Economies Program Director*

**JANET LEWIS**  
*Director of Finance*

**HEATHER DUNFORD**  
*Grants Manager*

**STEPHANIE SERNSKIE**  
*Office Manager and Executive Assistant*

**ANNIE LEE**  
*Office Manager and Executive Assistant  
(through December 2011)*

**KATIE RABINOWICZ**  
*Acting Environment Program Officer  
(January through December 2010)*

**ALEX WAY**  
*2011 Summer Intern*

## PERFORMING ARTS ADVISORS

### STRATEGIC INITIATIVES

**JERRY DOIRON**  
*Shaw Festival*

**ANNE PATTERSON DUNNING**  
*Arts Action Research*

**GLENN HODGINS**  
*Ottawa Chamber Music Society*

**MITCHELL MARCUS**  
*Acting Up Stage  
Theatre Company Inc.*

**MEREDITH POTTER**  
*Meredith Potter  
Arts Management*

**PAMELA ROBINSON**  
*Ryerson University*

**CELIA SMITH**  
*Toronto Artscape*

### PERFORMING ARTS INTERNSHIPS

**PHILIP AKIN**  
*Obsidian Theatre Company*

**KATE FENNELL**  
*Royal Winnipeg Ballet School*

**KATE FENTON**  
*freelance artist*

**WILLIAM MOORE**  
*curator, writer*

**PHILLIP SILVER**  
*Faculty of Fine Arts, York University*

**MICHAEL TRENT**  
*Dancemakers*

**NANCY WEBSTER**  
*National Arts Centre,  
English Theatre*

## INCLUSIVE LOCAL ECONOMIES/ 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 Addictions and Mental Health*

**ROBERT SIRMAN**  
*Canada Council for the Arts*

**JOHN STAPLETON**  
*Open Policy*

## 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*

### SUSTAINABILITY INTERNSHIPS

**JERRY DEMARCO**  
*Environmental Review Tribunal*

**MARY MCGRATH**  
*Small Change Fund*

**CAROLINE SCHULTZ**  
*Ontario Nature*

**SARAH WINTERTON**  
*Environmental Defence*



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