

METCALF
FOUNDATION

Biennial Report
2012–2013

MOVING







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if you would like more
information online.

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.

We are committed to creating conditions for meaningful change in three areas:

- sustaining the vibrancy of the professional performing arts
- harnessing the benefits of living within the Earth's environmental limits
- improving low-income people's economic livelihoods and access to quality jobs

MOVING IDEAS TO ACTION

We are passionate about ideas. It can be an idea for creating economic opportunities in a low-income neighbourhood. Or for preserving the integrity of our natural environment. Or for developing alternative sources of revenue for an arts organization. They may be daunting or risky, but it's ideas, and often radical ones, that can fuel innovative answers to challenging questions. By helping to transform **ideas** into **action** we work to enhance the ability of communities to function at the highest levels of sustainability, equity, and creativity.







MOVING PROMISE TO PRACTICE

All of our work shares a single yet ambitious goal to improve the health and vibrancy of our communities, our culture, and our natural environment. We believe this work can only be done by addressing the root causes of social, economic, and environmental issues and by reconsidering the ways in which society sets priorities. Over the past few years, we have recast our focus and our strategies in order to turn the **promise** of this goal into the **practice** of supporting long-term, integrated solutions that can drive systemic change.





MOVING COMMUNITIES TO COLLABORATION

One of the most useful contributions a foundation can make is to gather a range of people together around a critical need or opportunity. After all, the problems that concern us are complex and require the expertise and the attention of many. We believe that pathways to progress are best forged by individuals and organizations—with enormous talent and commitment—combining their collective knowledge and creating **communities** that work together in **collaboration**.





WHAT MOVES US?

With each biennial report, we try to offer a sense of what we've been up to at Metcalf over the past couple of years. This can be a challenge, as there is a lot going on here, and two years is a long time. So we like to organize our thoughts around a theme. For this report, our theme is moving.

It seemed an obvious "hook." After all, we did move in 2012 from our long-standing offices on Avenue Road to our new location on Madison Avenue in the heart of Toronto's Annex neighbourhood. But moving, of course, has a depth of meaning well beyond packing boxes and new paint. While moving offices is a simple process, moving issues is not.

Yet moving issues is indeed our task. Readers who have followed the Foundation over the past few years will recall that, at the time of our last report, we were completing a significant period of planning and thinking and were refashioning our approach to our work and to our programs. We decided that Metcalf would focus on the overall sustainability of our region, and that our work in equity and social justice, creativity and culture, and the environment would all serve this core purpose. In fact, we believe that these are the essential elements of a sustainable society.

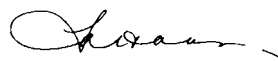
As we moved spaces, we also moved this ambitious thinking forward by putting our ideas into practice. We created collaborative learning opportunities for our arts grantees to pursue innovative approaches to shared systemic problems; we made multi-year investments in low-income neighbourhoods to catalyze more inclusive, robust local economies; and we supported grassroots thinking to muster pragmatic approaches to a greener economy. We have complemented this work with policy contributions aimed at creating an enabling environment for these new ideas to be implemented at a broader scale.

We are one small foundation. How do we best make a meaningful contribution given that the forces that shape our society are large? We are focusing our energies on three specific tasks: moving ideas into action, moving promise to practice, and moving communities towards collaboration. Our effectiveness hinges on our ability to assist in these critical transitions.

This report highlights stories of movement and transformation. One of the privileges of our work is that we are surrounded by remarkable organizations and extraordinary people who are deeply committed to social change and transformation. Metcalf's role is to enable and augment their work, to link initiatives, to build strong vehicles for dissemination, to provide a place and a time for generating new ideas and innovations, and to find partners and collaborators who can strengthen and expand the potential of these efforts. It is this work that moves us.

Many of us are likely struck by the curious disparity between the tumult of ideas and energy for social change that we see throughout our communities, and the largely unchanging nature of many of our practices and priorities. It is in this disjunction and lack of connection that foundations like Metcalf seek to make a difference. If we are able to help move some essential ideas and ways of thinking into new collaborations and practices, we will have made our contribution.

We are, as always, deeply grateful to our board, advisors, fellows, friends, and remarkable staff for all their thoughtful, creative, and rigorous contributions to this work.



Kirsten Hanson
CHAIR



Sandy Houston
PRESIDENT AND CEO



INCLUSIVE LOCAL ECONOMIES PROGRAM

As we reflect on the first two years of our Inclusive Local Economies Program, we are struck by a sense of urgency. Growing income inequality, the vulnerability of workers in a low-wage economy, and the need for responsible economic development all underscore the importance of creating powerful new opportunities for change.

The objective of our Inclusive Local Economies Program is to improve economic opportunities for low-income people. We do this by seeking alternative models, bold ideas, creative partnerships, and promising public policies that can help provide access and mobility to quality jobs, protect precarious workers, and strengthen local neighbourhood economies. This is no easy task but we are moving forward on these issues through investments in robust research, innovative community practice, and collaborative learning.

In 2012–2013, our Innovation Fellows continued to identify public policy solutions to critical labour market issues. Under the Opportunities Fund, grantees explored multiple strategies. These ranged from micro-entrepreneurship supports and exploring alternative models for enterprise; to raising awareness about workers' rights and

building the capacity of workers to advocate for themselves; to leveraging public investment for community benefits and creating career pathways.

These themes are echoed in the work of our Resilient Neighbourhood Economies pilot project. This three-year partnership with East Scarborough Storefront and Thorncliffe Neighbourhood Office continues to help us develop a better understanding of how community agencies can collaborate with local businesses and residents to improve neighbourhood economies.

In December 2013, we held our first learning symposium and gathered together all those engaged in the first two years of our Inclusive Local Economies Program. The event was a valuable opportunity to discover common threads in the work and exchange expertise to encourage better solutions.



Scadding Court Community Centre

If you take a ride on the Dundas streetcar and look south at Bathurst, you'll see how Scadding Court Community Centre retrofitted shipping containers into affordable vending spaces and transformed a once drab, underutilized intersection into a vibrant market. The market is not only a community hub but, by reducing risks and barriers for micro-entrepreneurs, it is also a catalyst for local economic development. In 2012, with support from our Opportunities Fund, Scadding Court evaluated its groundbreaking model and developed a modular marketplace model and vendor toolkit. They are now partnering with interested organizations to take the model, called Business out of the Box, to inner suburb neighbourhoods.



Ontario Employment Education & Research Centre

Behind the bustling businesses and industries of Toronto is a legion of workers in low-wage and precarious employment. The Ontario Employment Education & Research Centre (OEERC), with support from the Foundation, works alongside community and peer networks to protect precarious workers' rights. Through research, policy development, and public education, OEERC is testing new ways to raise public awareness of work conditions and develop the capacity of workers to have stronger voices in their communities.

Labour Education Centre

With billions of public funds earmarked to build public infrastructure in Toronto, the Labour Education Centre, through Metcalf funding to Labour Community Services, has created the Toronto Community Benefits Network. Convening over 60 community organizations, labour, and local residents, the network has successfully engaged Metrolinx to adopt community benefits principles in its upcoming public transit contracts. This will ensure that the large capital investment provides apprenticeships and career opportunities for disadvantaged communities in Toronto. Not only will Light Rail Transit lines move workers across Toronto, they will also help move them onto viable career pathways.



PROMISE TO PRACTICE

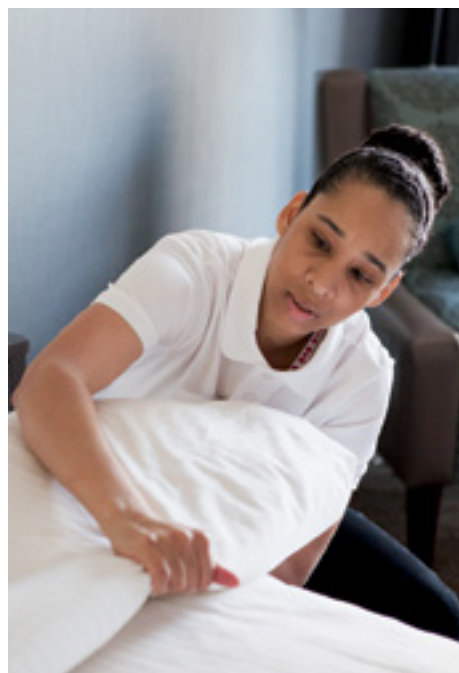
Hospitality Workers Training Centre

Toronto's hospitality industry is booming. By 2025, demand for workers is expected to grow by 45 percent. Growth of this labour-intensive sector has created an opportunity to redefine how new entrants are recruited and how the industry can create quality jobs through industry-recognized certification and training, opportunities for advancement, safe working conditions, better wages, benefits, and continuity of work.

The Hospitality Workers Training Centre (HWTC), in partnership with the hospitality workers' union and major hotels in Toronto, aims to provide workers with the exact training and recruitment supports they need. This includes vocational training in basic culinary, food and beverage services, and housekeeping, as well as resumé writing and interview skills. Courses in computer skills and English upgrading are also offered. Courses are delivered in the workplace, including the Hawthorne Food and Drink, a social enterprise downtown bistro that serves local cuisine.

Over the past two years, Metcalf has provided support to HWTC to build its capacity as an innovative workforce development intermediary. The HWTC has piloted several vocational programs and trained over 100 workers. It has also partnered with Toronto Employment Social Services to train Ontario Works recipients as room attendants, banquet servers, and stewards. Eighty percent of graduates have secured and retained employment and the majority of them are working in unionized hotels earning living wages.

The Hospitality Workers Training Centre is providing an alternative to the many precarious jobs found throughout Toronto's service sector. Its innovative strategies, designed to support workplace learning, skills development, and increased opportunities for moving up career ladders, have improved employee morale and performance, reduced turnover, and, perhaps most importantly, created quality jobs.



TOP Preparing tables for lunch at Hawthorne Food and Drink

LEFT Making beds during Room Attendant Training, Don Valley Hotel

ABOVE Prepping salads at Hawthorne Food and Drink

2012–2013 GRANTS

OPPORTUNITIES FUND 7



CAREER LADDERS

—
The 519 Church Street Community Centre
\$140,000 over 2 years
with the Hospitality Workers Training Centre, to demonstrate the value of an industry-led training model

Essential Skills Ontario
\$10,000
to identify best practices for the supply chain sector

Gerstein Centre
\$30,000
with Working for Change, to improve access to employment and career path training

Labour Community Services
\$179,300 over 2 years
with the Labour Education Centre, to engage Metrolinx to embed a Community Benefits Agreement into contracts

MICRO-ENTREPRENEURSHIP

—
ACCESS Community Capital Fund
\$65,000 over 2 years
to build a suite of micro-enterprise supports

Connect Legal
\$14,950
to support immigrant micro-entrepreneurs

Family Service Toronto
\$30,000
to develop recommendations to improve the quality of the unregulated childcare sector

The Learning Enrichment Foundation
\$24,200
to research and pilot an emerging entrepreneurship model

North York Community House
\$11,830
with Food Forward Advocacy Alliance, to create a network of community-based catering groups
\$11,984
to explore the feasibility of providing small business development supports

St. Christopher House
\$83,000
\$115,000 over 2 years
to conduct research on the informal economy

Toronto Public Library Foundation
\$50,000
to animate its two new digital innovation hubs and support a delivery model

Warden Woods Community Centre
\$6,480
to explore the feasibility of a micro-loan fund

WAGE INEQUITIES AND WORKER SUPPORTS

ACORN Institute Canada
\$40,000
to support the leadership development of low-income workers

Canadian Centre for Policy Alternatives
\$20,000
to convene a multi-disciplinary table on the living wage

Ontario Employment Education and Research Centre
\$240,000 over 3 years
to provide operating support for efforts related to advancing decent work conditions

\$28,573
with the Caregivers' Action Centre, to strengthen the capacity of a peer-led network of live-in caregivers
\$30,930
with the Caregivers' Action Centre, to explore new communication technologies

St. Christopher House
\$20,000
with MASS LBP, to develop Wagemark
\$40,000
to support Wagemark's broader launch

ALTERNATIVE MODELS FOR ENTERPRISE

—
The Learning Enrichment Foundation
\$49,040
with Social Enterprise Toronto, to conduct research

Native Women's Resource Centre of Toronto
\$25,100
to assess the feasibility of an Aboriginal business area

Newcomer Women's Services Toronto
\$42,000
to support strategy development of an immigrant women's garment workers' cooperative

Parkdale Activity-Recreation Centre
\$15,000
to create a community-owned market garden and an alternative currency
\$47,800
to assess the viability of Co-op Credits

Scadding Court Community Centre
\$12,000
to support the development of the modular marketplace model
\$56,072
to support replication of tenancy model

WoodGreen Community Services
\$96,887
to develop a new commercial tenancy model

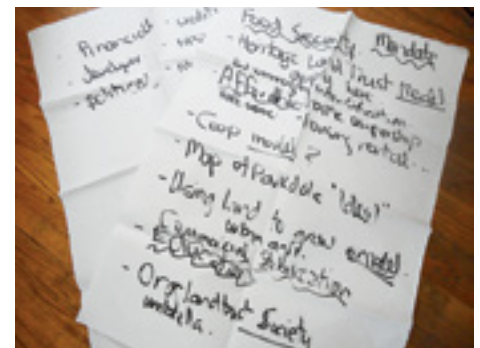
RESILIENT NEIGHBOURHOODS 7

Thorncliffe Neighbourhood Office
\$300,000 over 3 years
to support a pilot aimed at improving the economic opportunities available in Thorncliffe Park

\$14,000
with the Thorncliffe Park Women's Committee, to strengthen the economic potential of the Friday Night Bazaars

Tides Canada Initiatives Society
\$300,000 over 3 years
to support a pilot with East Scarborough Storefront aimed at improving the economic opportunities available in the Kingston/Galloway-Orton Park neighbourhood

\$13,500
in support of East Scarborough Storefront, to assess the interest and framework for a structured local business network
\$50,000
to support the Centre for City Ecology to be the project manager for the Resilient Neighbourhood Economies pilot project





PERFORMING ARTS PROGRAM

In 2012 and 2013, our Performing Arts Program evolved and grew, building on what we had learned, while strengthening and deepening our support to organizations and individuals as they develop innovative strategies, implement new ideas, and share insights with others in the sector.

In 2012, the Foundation wound down its Strategic Initiatives (SI) program. Over the past 12 years the Foundation awarded, through our SI program, over \$11 million in 115 multi-year grants that helped 84 different companies implement strategies to address their most pressing challenges. The final grants, awarded in 2012, will provide funding to help organizations address issues related to the development of new work, outreach programs for youth, and long-term capital projects through 2015.

In 2013, we launched the Creative Strategies Incubator (CrSI). Through CrSI, Metcalf will support companies as they explore new strategies in meaningful ways, nurture the organizational change that comes from developing and implementing innovation, and foster a culture of shared learning. Grantees under the CrSI program receive three-year funding to implement a strategy that addresses an important sectoral issue and become members of a learning network around that topic. The new program builds on the strengths of the SI program—self-directed initiatives, multi-year funding,

opportunities for learning—but enhances the effectiveness of that program by adding a shared focus, a format for joint learning, the support of outside experts, and opportunities for dissemination of learning and policy work.

The 2013 learning network, focused on the topic of new or alternative approaches to revenue, is already demonstrating the potential of the program. All of the participating companies have made significant progress on their initiatives. Possibly more importantly, the companies are excited about sharing their learning with each other, pressing their colleagues for additional details that would help with the implementation of their own initiatives.

We marked the 12th year of the Performing Arts Internships program with the publication of *Places, Please!* Looking back at the 200 performing arts interns that Metcalf has supported, this beautiful book is both a call to funders to consider the extraordinary potential of supporting internship opportunities and a celebration of what this work has accomplished.



Crow's Theatre

In 2012, Crow's Theatre developed a unique approach to their lack of a home and performance space. They decided to create Toronto's first professional theatre east of the Don River by designing a facility whose operation could be supplemented by wedding and corporate event rentals. To succeed, the company realized the importance of engaging the local community. With the help of Strategic Initiatives funding they garnered neighbourhood support for their proposal to the City and have collaborated with independent theatre companies in the Leslieville area. The opening of the new facility is planned for 2015, and there is already a wide audience waiting to welcome Crow's to their new home.

ASO Learning Network

Arts service organizations (ASOs) face a number of challenges, including limited staff and financial resources, which make professional development a major challenge. Katherine Carleton at Orchestras Canada sought Strategic Initiatives support to found the ASO Learning Network. The network has engaged in peer sharing, learning sessions including workshops led by Richard Evans, Clayton Lord, and Susan Nelson, and extensive network mapping exercises. Although Katherine created the network with funding received through Orchestras Canada, it has become an opportunity for leaders and individuals across many arts disciplines to share and collaborate.

Tarragon Theatre

Metcalf's Performing Arts Internship program has long supported opportunities for people to receive their earliest formal employment in arts organizations. Recognizing that freelance workers do not typically have long-term employment situations conducive to extended internships, Phillip Silver, a former Metcalf advisory committee member, approached us with a creative idea for addressing the needs of freelancers. Over a full season, emerging designer Michelle Tracey worked on all of the shows at Tarragon Theatre, mentored by such noted designers as Charlotte Dean, Julie Fox, Jason Hand, Camellia Koo, Ken MacDonald, Rebecca Picherack, and Kimberly Purtell.



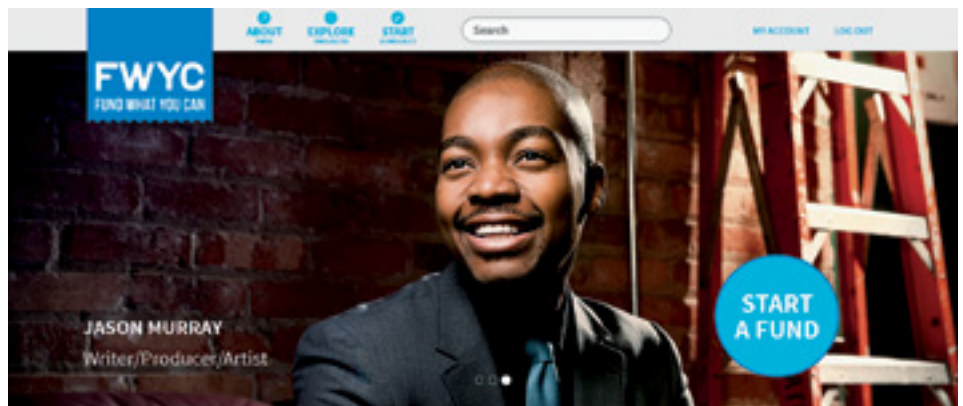
IDEAS TO ACTION

The Toronto Fringe

In 2013, the Fringe of Toronto Theatre Festival celebrated 25 years of phenomenal growth. Its trademark summer event has grown into Toronto's largest theatre festival, welcoming over 90,000 patrons and giving voice to over 1,200 artists annually. In winter 2008, Toronto Fringe launched the Next Stage Festival. In 2011, they opened the Creation Lab to provide subsidized rehearsal space. The Fringe see themselves as both a home and a resource for the independent theatre and dance community.

Recognizing that the indie community is increasingly turning to crowdfunding platforms like Indiego or Kickstarter, the Fringe asked themselves some questions. What if a platform was specifically created for the needs of independent artists? What if it was made in Canada and wasn't subject to wire transfer fees? What if it had lower—or possibly no—fees? In answer to these questions, and with support from Metcalf's Creative Strategies Incubator, the Fringe recently launched their latest venture, Fund What You Can (fwyc.ca). FWYC is a dedicated crowdfunding platform run by the Fringe as part of their mandate to be a resource for the indie community. It is open to any Canadian artist with an independent project in performing, media, or visual arts, and will operate without platform fees through August 2014. The Fringe also offers workshops to help participating companies create successful campaigns, once again providing both a home and a resource for the indie community.

The Foundation is very interested in the challenges facing independent artists. The recent Metcalf Innovation Fellowship papers of both Shannon Litzenger and Jane Marsland address challenges and promising responses to funding and sustaining small companies. Given our ongoing interest in these issues, the Fringe's approach was timely. It combined the focus issue of new approaches to revenue generation—for the Fringe and for the companies using fwyc.ca—with the Fringe's genuine commitment to sharing their learning with emerging artists.



TOP & RIGHT In July 2013, The Fringe of Toronto Theatre Festival celebrated its 25th anniversary

ABOVE FWYC.CA, the Fringe's new crowdfunding platform



2012–2013 GRANTS

CREATIVE
STRATEGIES
INCUBATOR 22013 FOCUS ISSUE –
NEW APPROACHES
TO REVENUE

Acting Up Stage
Theatre Company Inc.
\$100,500 over 3 years
to transform their
annual concert into
a social enterprise

Art of Time Ensemble
\$130,000 over 3 years
to build primary
revenue through
online engagement

The Fringe
of Toronto
Theatre Festival
\$109,000 over 3 years
to investigate crowd-
sourced funding for
independent theatre

Tafelmusik Baroque
Orchestra and
Chamber Choir
\$185,000 over 3 years
to build online
sales revenues

Toronto Alliance for
the Performing Arts
\$125,000 over 3 years
to increase earned
revenue from
facility rentals

STRATEGIC INITIATIVES

AUDIENCE
ENGAGEMENT

Ballet Jörgen Canada
\$165,000 over 3 years
to investigate
non-traditional and
online venues

The Company
Theatre
\$90,000 over 3 years
to increase online profile

Necessary Angel
Theatre Company
\$105,000 over 3 years
to increase online and
educational outreach

Théâtre français
de Toronto
\$120,000 over 3 years
to engage diverse
Francophone
communities within
Toronto

Theatrefront
\$75,000 over 3 years
to improve their profile
locally and internationally

YOUTH/EDUCATION
OUTREACH

Mammalian
Diving Reflex
\$106,500 over 3 years
to formalize the
company's Youth Wing

Toronto Consort
\$90,000 over 2 years
to engage students
in the performance
of Renaissance music

Young People's
Theatre
\$162,000 over 3 years
to create a member
schools initiative

ARTISTIC
PROCESS

Ipsita Nova Dance
Projects
\$99,960 over 3 years
to instigate a Creation
Lab program

Nightwood Theatre
\$120,000 over 3 years
to create a multi-tiered
model for play creation

Obsidian Theatre
Company
\$119,100 over 3 years
to support more
Black artists in
the development
of work

ADMINISTRATIVE
CAPACITY-BUILDING

dance Immersion
\$90,000 over 3 years
to address capacity
and succession

Orchestras Canada/
Orchestres Canada
\$94,500 over 3 years
to develop a hub for
Toronto-based arts
service organizations

Soundstreams
Canada
\$135,000 over 3 years
to create the position
of Artistic Associate

FACILITY

Crow's Theatre
\$150,000 over 3 years
to build local capacity
in the neighbourhood
of their new facility

Tarragon Theatre
\$195,000 over 3 years
to build capacity for a
major renovation project

PERFORMING ARTS INTERNSHIPS 2

Acting Up Stage
Theatre Company Inc.
\$27,500
Thomas Swayne
(administration)

Aluna Theatre
\$27,500
Sebastian Marziali
(artistic producing)

Cahoots Theatre
Company
\$27,500
Justine Yim
(administration)

Canadian Stage
\$27,500
Alex Vass (properties)

Carousel Players
\$6,600
Jacqueline Costa (design)

Clay and Paper
Theatre
\$27,500
Michaud Garneau
(community arts)

\$27,500
Anna Sapershteyn
(community arts)

The Grand Theatre
\$21,683
Autumn Coppaway
(technical direction)

\$16,500
Teresa Veerkamp
(wardrobe)

Great Canadian
Theatre Company
\$27,500
Nicole Milne
(artistic direction)

Guelph Jazz Festival
\$20,625
David Lander
(administration)



Jumblies Theatre
\$27,500
Sarah Miller
(community arts)

\$27,500
Sonja Rainey
(community arts)

Nightswimming
\$27,500
Emma Mackenzie Hillier
(dramaturgy)

The School of
Toronto Dance
Theatre
\$13,750
Emma Kerson
(artistic production)

Shadowland Theatre
\$27,500
Kristi White
(community arts)

Shaw Festival
\$9,000
Jon Grosz (properties)

\$25,500
Claire Levick (wardrobe)

\$16,000
Tara Litvack
(music direction)

\$16,000
Doug Price
(music direction)

Soundstreams
Canada
\$27,500
Benjamin Dietschi
(administration)

Stratford Summer
Music Festival
\$27,500
James Beaver
(administration)

Talk is Free Theatre
\$19,000
Justin Stadnyk
(artistic direction)

Tarragon Theatre
\$21,291
Michelle Tracey (design)

Theatre Direct
Canada
\$27,500
Melissa Haddad
(arts education)

Toronto
Dance Theatre
\$17,600
Jennifer Lee
(stage management)


\$17,050
Tara Mohan
(stage management)

Volcano Non-Profit
Productions Inc.
\$27,500
Natasha Powell
(administration)

\$27,500
Ginger Scott
(administration)

ENVIRONMENT PROGRAM

After a decade of working on complex issues, including the establishment of a more sustainable local food system in Ontario, in 2012 we decided to shift our focus to a more integrated approach to fundamental environmental challenges. We believe the best way to approach this work is to support innovative thinking and tangible initiatives that balance both environmental and economic interests.



Over the last decade, our Environment Program supported a number of initiatives that helped alter the landscape in Ontario—from the Greenbelt legislation to the province's new Local Food Act, and from building Ontario's local sustainable food sector to growing the next generation of leaders through our Sustainability Internship program. Yet the fundamental conflict among social, environmental, and economic interests continues, and opportunities for balance and compromise remain limited.

In 2013, we launched our new Environment Program: Prosperity in Balance. It is based on a belief that it is possible to strengthen and preserve the integrity of our natural environment, while at the same time enabling economic growth and investment that allows individuals to flourish and communities to thrive.

We live on an increasingly urban planet. Over 80 percent of Canadians now live

in urban areas, one-third of whom live in the Greater Golden Horseshoe. This trend shows no sign of slowing down. As one of the fastest growing regions in North America, the Greater Golden Horseshoe is projected to grow by an additional 3.7 million to 11.5 million people in 2031. This represents 80 percent of Ontario's projected population growth over the next 20 years. With this growth comes new pressure on southern Ontario's environment.

Our challenge and our opportunity is to help reinvent this growth in ways that balance social, environmental, and economic interests. To do so means we need to look at systems and sources of growth. These include cities and people, policies and markets, resource requirements and consumer choices, and perhaps most importantly, our environment. How do we balance the demands and constraints of these various components? That is the challenge we have ahead of us.



Landscape Ontario

When we think about “infrastructure” we usually imagine bridges, roads, and other physical structures. But what if you added a living, green dimension to infrastructure that mimics ecosystem services, such as bioswales that reduce flooding or tree canopies that provide shade from summer heat and help purify our air? Landscape Ontario, in partnership with Green Roofs for Healthy Cities and the Ontario Parks Association, is engaging communities throughout Ontario to detail the promising benefits that green roofs, living walls, and other green infrastructure hold for the practice of sustainable city building.

Project Neutral

Responding to a complex challenge on the scale of climate change is daunting, to say the least. Project Neutral is helping Toronto tackle this challenge, one neighbourhood at a time. Their Household Carbon Footprint Survey and accompanying Household Challenge help participants set reduction targets and identify actions they can take to reduce their individual carbon footprint.



Ontario Nature

Sand, stone, and gravel are three key ingredients for building our cities and the highways that connect them. Yet the process of extracting these resources is often rife with conflict and controversy. With the idea of developing sustainable practices, Ontario Nature and a coalition of environmental organizations and aggregate companies set out to develop a voluntary certification program for aggregate operations. Out of this process, the Cornerstone Standards Council was established in 2012 and tasked with developing aggregate standards that respect community and environmental concerns.



COMMUNITIES TO COLLABORATION

Everdale

Metcalf first supported Everdale in 2007, to train future farmers on their 50-acre farm near Hillsburgh, Ontario, about an hour northwest of Toronto. Over several years Metcalf has also provided funding to Everdale through our Sustainability Internships program. Through the internships, promising young leaders in the early stages of their careers have been able to work alongside Everdale staff as the organization has grown in its programming scope and reach.

The Foundation has also been a key early supporter of Everdale's work at Black Creek Community Farm. Working with a range of community organizations and partners, Everdale helped initiate the innovative Black Creek Community Farm, situated on seven acres of land managed by the Toronto Region Conservation Authority, in the Jane-Finch neighbourhood. Everdale is the project lead responsible for growing this urban community farm into a world-leading model of sustainable urban agriculture.

Our long-term engagement with Everdale has demonstrated the importance of investing in early-stage program development and supporting an organization as its ideas and programs mature and develop into new areas of work. Everdale has continued to demonstrate the many social, environmental, and economic benefits that result from bringing agricultural opportunities to diverse urban and rural communities.



TOP Black Creek Community Farm, Toronto's largest urban farm

LEFT Farmer training at Everdale's Hillsburgh, Ontario farm

RIGHT Everdale's produce is available at farmers' markets in Toronto



2012–2013 GRANTS

HEALTHY LANDS

Land Food People Foundation

\$175,000 over 2 years
to strengthen their operational and financial structures

\$40,000

to conduct outreach in support of Ontario's local food system

Ontario Farmland Trust

\$50,000 over 2 years
to respond to the growing interest and need for farmland securement services

Ontario Nature

\$109,250 over 2 years
to continue community-based plans for linking protected natural areas, farmlands, and green spaces

\$100,000 over 2 years
to support a coalition of environmental organizations and aggregate companies working to develop a voluntary certification program for aggregate operations

SPECIAL RFP PROCESS

Ecological Farmers' Association of Ontario

\$57,250 over 2 years
to increase coordination of consumer demand for local food and producers' capacity to meet that demand

Everdale Environmental Learning Centre

\$56,500
to build the market share for local sustainable food produced on or near urban lands

Social Planning Toronto

\$76,824 over 2 years
in partnership with Toronto Environmental Alliance, to engage Torontonians from diverse communities in public discussions about land use policies that promote healthy lands

Tides Canada Initiatives Society

\$63,000 over 2 years
to support and expand the work of Not Far From The Tree

\$90,000

to support Sustain Ontario's new initiatives and a multi-year strategic planning process

\$70,000

to support Sustain Ontario's communications, outreach, and network development activities

FarmStart

\$97,600
to develop new farmland protection, transfer, and succession options for farmers

Resource Library for the Environment and the Law

\$25,000
to conduct a comprehensive inventory of components that should be included in a new Local Food Act

The Stop Community Food Centre

\$85,000
with Community Food Centres Canada, to build and expand the Grow for The Stop program

PROSPERITY IN BALANCE

REINVENTING GROWTH**Green Communities Foundation**

\$60,000 over 2 years
to support the rollout of a WALK Friendly Ontario designation system

Living City Foundation

\$100,000 over 2 years
to increase community sustainability in apartment towers in the Jane-Finch area of northwest Toronto

Ontario Horticultural Trades Foundation

\$116,000 over 2 years
with Green Roofs for Healthy Cities and the Ontario Parks Association, to engage four Ontario communities in developing green infrastructure plans

Ontario Nature

\$59,700
to explore, develop, and promote models for biodiversity offsetting in Ontario

Sustainability Network

\$55,000
with Sustainability Co-Lab, to work in three mid-size communities to engage businesses in making commitments and taking measurable action to reduce their greenhouse gas emissions

Tides Canada Initiatives Society

\$81,000
with Project Neutral, to refine their approach and survey methodology

METCALF GREEN PROSPERITY CHALLENGE**OCAD University**

\$33,583
for Dr. Ian Clarke to design low-cost, small-scale passive solar greenhouses for growing food in cities

Ryerson University

\$31,000 over 2 years
for Dr. Miljana Horvat to produce guidelines for solar zoning in an urban context

University of Guelph

\$40,000 over 2 years
for Dr. Andrea Bradford to produce a detailed cost-benefit analysis of green infrastructure retrofit projects

University of Toronto

\$36,000
for Dr. Beth Savan to monitor and analyze factors that will assist marginalized communities in adopting cycling as a transportation option

University of Waterloo

\$39,800 over 2 years
for Dr. Amelia Clarke to develop a Sustainability Alignment Methodology to better understand how local government pricing signals can support sustainable community plans

\$36,800

for Dr. Stephen Quilley to research the extent to which the self-fabrication or modification of objects can challenge existing business models and consumption habits

**Western University**

\$36,800
for Dr. Jamie Baxter to create toolkits for dialogue for potential wind turbine "host" communities

York University

\$32,500
for Dr. Martin Bunch to build an online platform for Torontonians to share stories about ecosystem services

\$29,000

for Dr. Jose Etcheverry to enable the use of electric vehicles powered by renewable energy at York University

\$38,000

for Judith Lipp and Dr. Christina Hoicka to build, execute, and measure the effectiveness of a community-based energy conservation program targeted at current community power initiative participants

SUSTAINABILITY INTERNSHIPS

Carolinian Canada Coalition

\$30,000
Jennifer van Overbeeke

Clean Air Partnership

\$16,000
Sam Schachar

Ecological Farmers' Association of Ontario

\$30,000
Emily Hansen

EcoSource

\$30,000
Rahul Mehta

Everdale Environmental Learning Centre

\$23,000
Damian Adjodha

\$29,600

Michael Scahill

Land Food People Foundation

\$30,000
Toby Davine

MaRS

Discovery District
\$20,000
Aaron Barter

Parkdale Activity-Recreation Centre

\$30,000
Kunitomo Kamizaki

The Stop Community Food Centre

\$30,000
with Community Food Centres Canada, for Ross Curtner

Thousand Islands Watershed Land Trust

\$30,000
with the Frontenac Arch Biosphere Network, for Sarah Matheson

Tides Canada Initiatives Society

\$15,000
with Not Far From the Tree, for Paul Stewart
\$29,488
with Sustain Ontario, for Kendal Lee Donahue

\$30,000

with Toronto Park People, for Tammy Yuen

INNOVATION FELLOWSHIP

Our Innovation Fellowship program provides support for the exploration of issues and ideas that can catalyze the areas in which we work. Most Innovation Fellows focus on connecting grassroots innovation and new practice with policy prescriptions and perspectives. Their work helps the Foundation advance new policy thinking, open conversations into the wider community, and continues to inform and strengthen our various granting programs.

Over the last two years, Metcalf's ten Innovation Fellows made contributions to issues ranging from how to conceptualize the green economy for our region, to how to better align public funding in support of a rapidly changing cultural landscape; from the perilous legal circumstances of migrant workers in Canada, to an examination into the startling growth of social assistance as the principle income support for people with disabilities. All of this work can be accessed from our website.

Lynn Eakin

provided strategic support and was instrumental in establishing the Ontario Nonprofit Network

Fay Faraday

examined the rights of migrant workers and the need for sustainable reform and change

Tim Jackson and Peter Victor

analyzed concepts of the green economy as a solution to environmental and financial instability

Shannon Litzenberger

examined arts funding policies and proposed new strategies

Jane Marsland

studied funding challenges in the arts and provided recommendations for a shared platform model

Sally Miller

assessed alternative practices and policies for Ontario's changing agricultural landscape

John Stapleton

studied and mapped the increase in the "working poor" population in the Toronto region
examined implications of social assistance as the principal support for persons with disabilities

Marilyn Struthers

provided an overview of public funding practices and provided recommendations for best ways to design funding processes to support results

Tom Zizys

explored the changing shape and dynamics of the labour market

Choreographing our Future

Strategies for supporting next generation arts practice



METCALFE
FOUNDATION

Fair Exchange

Public funding for social impact through



METCALFE
FOUNDATION

Shared Platforms and Charitable Venture Organizations

A powerful possibility for a more resilient arts sector

By Jane Marsland



The "Welfareization" of Disability Incomes in Ontario

What are the factors causing this trend?

By John Stapleton



Green Economy at Community Scale

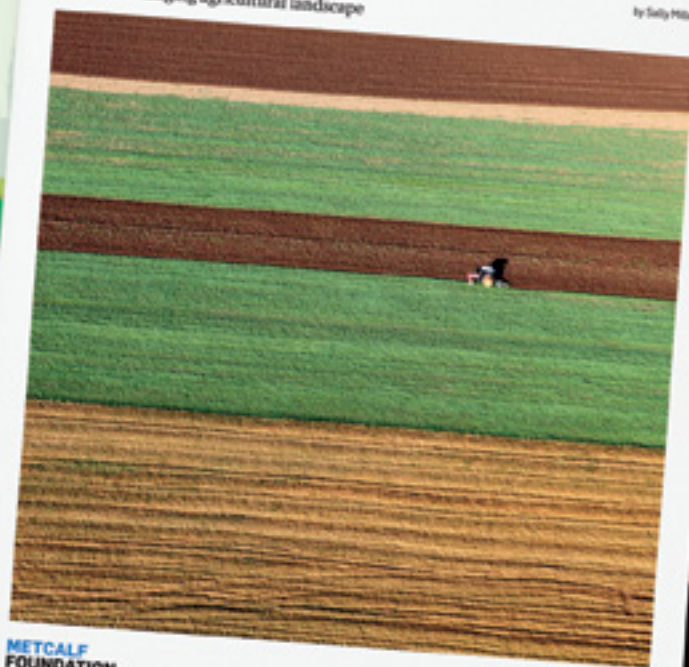
By Tim Jackson and Peter A. Victor



Places to Farm

Alternative practices and policies for Ontario's changing agricultural landscape

By Sally Miller



MADE IN CANADA

How the Law Constructs Migrant Workers' Insecurity



Poor

IN THE TORONTO

Who they are, where they live, and how trends are changing

By John Stapleton, Brian Murphy, Yue Xing

RENEWAL PROGRAM

Metcalf has a long history of supporting non-profit leaders over the arc of their careers in order to strengthen their capacity to do their very best work in the organizations and communities they serve.

Metcalf's Renewal Program supports exceptional individuals who are seeking professional renewal and development. The program aims to provide transformative learning opportunities at a pivotal juncture in time for both the individual and the organization they work for. Through the program the Foundation hopes to increase leadership capacity and contribute to the vitality and effectiveness of the non-profit sector.

Over the last two years, we have provided a wide variety of professional opportunities for 12 different leaders. Canada asks a lot of our civil society organizations—the range of challenges and expectations they must meet is ever-increasing—yet opportunities for replenishment, reflection, and skills enhancement are in short supply. We look forward to continuing to invest in remarkable individuals and their vital work.

Daily Bread Food Bank

[Richard Matern, Senior Manager, Research](#) took part in the elite 8-month Munk School of Global Affairs' Fellowship in Global Journalism

EcoSource

[Lea Ann Mallett, Executive Director](#) attended Centered Leadership: When Remarkable Women Lead at The Banff Centre

Native Earth Performing Arts

[Donna-Michelle St. Bernard, General Manager](#) participated in the critical reading of new work, discussion with academics and practitioners, and discussion of mandate and programming

Nature Canada

[Ian Davidson, Executive Director](#) evaluated business models for organizations transforming towards a more service-oriented approach

Nature Conservancy of Canada

[John Lounds, President and CEO](#) undertook research and participated in the Ivey Business School's CommunityShift program

Opera Atelier

[Patricia Barretto, Executive Director](#) built professional networks and developed skills at the annual Opera America conference

Opera.ca

[Christina Loewen, Executive Director](#) mentored by Claude Legrand in the practice of facilitating innovation

Small World Music Society

[Alan Davis, Executive Director](#) participated in research and networking activities at WOMEX 2012 and increased knowledge about latest artistic trends in world music

Stratford Shakespeare Festival

[Anita Gaffney, Administrative Director](#) attended Leading Change and Organizational Renewal at Harvard Business School

The School of Toronto Dance Theatre

[Andrea Roberts, Artistic Coordinator, Professional Programs](#) attended Leading in the Middle at The Banff Centre

Theatre Direct Canada

[Lynda Hill, Artistic Director](#) participated in intensive study at the Loris Malaguzzi International Centre of Childhood and a residence at La Baracca

Tiger Princess Dance Projects

[Yvonne Ng, Artistic Director & Founder](#) took part in a retreat at the Ontario Vipassana Centre, a residency workshop in Banff, and completed an independent residency with the leadership of the Vancouver International Dance Festival

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 our program areas.

GENERAL FUND

<p>ArtsBuild Ontario \$1,500 to support the Staging Sustainability 2014 conference</p> <p>Business for the Arts \$20,000 to support the development of a series of boardLink workshops</p> <p>Canadian Art Foundation \$25,000 to support expansion of the Editorial Residency Program</p> <p>Canadian Centre for Policy Alternatives \$7,500 to support Alex Himelfarb's <i>Tax Is Not A Four-Letter Word</i> book tour</p> <p>Canadian Environmental Grantmakers' Network \$6,000 in 2012 \$6,000 in 2013 to support organizational development</p> <p>Canadian Environmental Learning Centre \$10,000 to support work on <i>Sustainable Cities: The Role of Philanthropy in Promoting Urban Sustainability</i>, a CEGN brief</p> <p>Cape Farewell Foundation \$50,000 for core support during their second year of operation and to develop programs and activities</p>	<p>CIVIX \$25,000 over 5 years to support the CIVIX Caucus</p> <p>Community Food Centres Canada \$200,000 over 2 years for core support</p> <p>Earth Rangers \$15,000 to support their membership program</p> <p>EcoSpark Environmental Organization \$5,479.50 to support a thorough evaluation of the Monitoring the Moraine model and its potential for replication</p> <p>Environmental Defence Canada \$17,500 to support outreach and education efforts related to Ontario's energy strategy</p> <p>Everdale Environmental Learning Centre \$8,250 with Fresh City Farms, to produce <i>A Tale of Three Carrots</i>, a story that distills the environmental and social reasons for eating local food</p> <p>FarmStart \$3,000 to support the first national Food Farms Fish and Finance conference</p> <p>FoodShare Toronto \$17,500 to support the 2012 Urban Agriculture Summit in Toronto</p>	<p>Friends of the Greenbelt Foundation \$39,904 to support a study regarding the economic impacts of regional food systems in Southern Ontario</p> <p>Imagine Canada \$79,600 to support a new regional local food distribution model that brings together the efficiencies of large-scale distribution with the product variation and freshness that smaller-scale aggregators can provide</p> <p>Inter Pares \$45,000 over 3 years to support Leadership for a Stronger Canada</p> <p>International Board on Books for Young People \$1,500 to support Food Secure Canada's 2012 National Assembly</p> <p>The Lewa Wildlife Conservancy (Canada) \$30,000 over 3 years to support the National Reading Campaign</p> <p>The Lewa Wildlife Conservancy (Canada) \$15,000 in 2012 \$15,000 in 2013 in support of the NRT's Research & Monitoring and Micro-Credit Programmes</p> <p>Literary Review of Canada \$10,000 for core support</p> <p>Living City Foundation \$10,000 to support the Spur Festival</p> <p>Living City Foundation \$5,000 for 2012 \$7,000 for 2013 to create educational materials for use at the 2012 and 2013 Green Living Shows</p>	<p>McGill University \$360,000 over 3 years to support the Green Fiscal Commission</p> <p>Nature Canada \$5,000 in support of the Birdlife International World Conservation Congress</p> <p>New Brunswick Youth Orchestra \$10,000 to support the work of the Green Budget Coalition</p> <p>Pelee Island Bird Observatory \$60,000 over 2 years to support Sistema New Brunswick</p> <p>Philanthropic Foundations Canada \$10,000 in 2012 \$10,000 in 2013 to support ongoing programs</p> <p>Shadowland Theatre \$45,000 over 3 years for general support</p> <p>Small Change Fund \$10,000 to support the Executive Director position</p> <p>Social Planning Council of Ottawa \$10,000 to support the Citizens Academy</p> <p>Social Planning Council of Ottawa \$7,000 to support the Citizens Academy</p> <p>Social Planning Council of Ottawa \$20,000 over 2 years for the Citizens Academy annual learning program</p>	<p>The Stop Community Food Centre \$23,000 to support their strategic planning assessment</p> <p>Sustainability Network \$2,000 to support their 15th anniversary celebration</p> <p>Tides Canada Initiatives Society \$17,000 to support the core operations of Diasporic Genius</p> <p>Toronto Alliance for the Performing Arts \$20,000 in 2012 \$20,000 in 2013 to support Jane's Walk</p> <p>Toronto Alliance for the Performing Arts \$35,000 to help Toronto Park People expand their outreach work across Toronto</p> <p>Toronto Alliance for the Performing Arts \$45,000 to support Toronto Park People's Parks 44 initiative</p> <p>Toronto Artscape Foundation \$5,000 to support a city-wide survey regarding audience views on the role of the arts in Toronto</p> <p>Toronto Artscape Foundation \$63,000 to develop a coordinated training program</p> <p>University of Toronto, School of Public Policy & Governance \$2,000 to support a public lecture by Professor Tyler Cowen</p> <p>University of Toronto, School of Public Policy & Governance \$120,000 over 3 years in support of the creation of the Not-for-profit Policy Research Hub at the Mowat Centre for Policy Innovation</p>	<p>Volcano Non-Profit Productions Inc. \$15,000 to enable the development of an online housing service</p> <p>The Walrus Foundation \$25,000 to support the Director of Development and the Manager of Special Events & Projects positions</p> <p>Writers' Trust of Canada \$25,000 to support their human resources and digital capacity</p> <p>Writers' Trust of Canada \$50,000 in 2012 \$50,000 in 2013 to support the Vicky Metcalf Award for Literature for Young People</p>
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DIRECTOR-INITIATED



Alma Children's Education Foundation
\$10,000
for general support

Art Gallery of Ontario
\$5,000
to support the Grange Preservation Fund

The Canadian Institute for Advanced Research
\$10,000 in 2012
\$10,000 in 2013
for general support

Casey House Foundation
\$250,000 over 5 years
to support the Rebuilding Lives Capital Campaign and new Day Health Program

Community Food Centres Canada
\$10,000
to support the Local Community Food Centre in Stratford, Ontario

Daily Bread Food Bank
\$3,500
in support of the Holiday Challenge

Dixon Hall
\$4,000
to support the men's shelter and youth program
\$5,000
to support the music and homeless shelter programs

Earthroots Fund
\$10,000
to support wolf habitat protection

Family Service Toronto
\$6,000
to support the June Callwood Campaign Against Child Poverty's Keep the Promise project

FoodShare Toronto
\$5,000
to support the Garden and Food Curriculum Working Group
\$5,000
for the Student Nutrition and School Program

Fort York Foundation
\$10,000
to support the building of the Visitor's Centre

Friends of Algonquin Park
\$10,000
to support wolf research and habitat protection

Friends of Fort York and Garrison Common
\$7,000
to support the Precinct Advisory Committee

Friends of Howard Public School
\$3,000
to support the Eco-Forum

High Park Nature Centre
\$3,000
for general support

INNERchamber Inc.
\$4,000
for general support

JUMP Math
\$10,000 in 2012
\$10,000 in 2013
for general support

Kiwanis Music Festival
\$3,000
for general support

North York Women's Shelter
\$1,000
for general support

Off the Wall Stratford
\$3,000
for general support

Opera Atelier
\$5,000
for general support

Parkdale Activity-Recreation Centre
\$7,000
for general program support

Shaw Festival
\$10,000
for general support

SKETCH Working Arts
\$5,000 in 2012
\$5,000 in 2013
for general program support

The Stratford Chefs School
\$9,000
for general program support

Stratford Shakespeare Festival
\$20,000
to support the Michael Langham Director's Workshop

Temple Emanu-El
\$5,000 in 2012
\$5,000 in 2013
to support Rabbi Arthur Bielfeld Discretionary Fund's Refugee Network Project

The Theatre Centre
\$20,000 in 2012
\$20,000 in 2013
to support their capital campaign

Thornccliffe Neighbourhood Office
\$20,000
to support the Learn to Skate program and Homework Club

Toronto Public Library Foundation
\$300,000 over 3 years
to support the Robert F. Reid Special Collections Acquisition Fund

Temple Emanu-El
\$20,000 in 2012
\$15,000 in 2013
to support the Literary Circle Program

Toronto Rehab Foundation
\$5,000
for general support

Toronto Youth Wind Orchestra
\$6,500 in 2012
\$5,000 in 2013
for general support

50TH ANNIVERSARY GRANTS

Theatre Passe Muraille
\$275,000 over 3 years
to engage the surrounding neighbourhood with the theatre

Tides Canada Initiatives Society
\$421,000 over 5 years
to support East Scarborough Storefront to build an eco-food hub



LONG-TERM ENGAGEMENT

PARKS, THE ARTS, AND A COMMUNITY HUB

As we challenge ourselves to keep moving, it occurs to us that our collective efforts to do so are not always something that can be perceived or witnessed in the short term, or even in the two-year time period of a biennial report. We believe there is value in sharing stories that illustrate the extraordinary good that comes from patient and long-term commitment. The following three stories illustrate how making a difference requires vision, tenacity, and time. They capture the spirit of this report and shine a light on the cumulative impact of moving, patiently and steadily, over the long term.

We are fortunate to be able to work with thoughtful, creative people who care deeply about long-term social change and who understand the particular determination and passion this work requires. These are the kind of people and stories that energize and inspire us. We hope you find them inspiring too.



Toronto Park People

Toronto has an incredible array of parks, big and small. Over 1,600 in fact. But for many years, we took our parks for granted and overlooked the need to make improvements. Dave Harvey took notice and became convinced we could do better.

In 2010, we gave Dave the first of two Innovation Fellowships to explore how other jurisdictions and models work, and what Toronto could learn. Dave's work led to a well-received Metcalf paper: *Fertile Ground for New Thinking: Improving Toronto's Parks*.

The paper sparked so much interest and discussion that in 2011, with core support from Metcalf, Dave launched a new organization called Toronto Park People. The organization works from a simple premise: when residents get involved, parks get better. Whether it's animating a park with arts programming, growing a community garden, or transforming a park with a farmers' market, Toronto Park People supports park groups working to enhance and enliven their parks. In three short years, Toronto Park People has ignited passion and support from community groups, city staff, private business, and funders with an interest in improving Toronto's parks.

In 2012, The W. Garfield Weston Foundation initiated the Weston Family Parks Challenge, in collaboration with Park People. It is a 3-year, \$5 million program to support the long-term sustainability of Toronto's parks. Building on this momentum, the Ontario Trillium Foundation announced it would be contributing \$1.125 million to Park People and the Weston Family Parks Challenge. And in early 2014, TD Bank Group and Park People created the TD Park Builders Program to engage low-income communities in animating their local parks.

It is inspiring to see Toronto Park People garnering such outstanding interest and support for Toronto's parks and neighbourhoods. We will continue to support Toronto Park People as it advances its Parks 44 campaign to create local neighbourhood park groups in all 44 of Toronto's wards. It's truly remarkable how one strong idea, with dynamic leadership and a little bit of funding, can grow into a city-wide catalyst for healthier parks and better neighbourhood engagement.





Jumbli's Theatre

Jumbli's Theatre makes art in everyday and extraordinary places with, for, and about the people and stories found there. Jumbli's engages diverse artists and local people to create new works that inspire, reflect, and celebrate a neighbourhood. They say that everyone is welcome and grapple with the implications— aesthetic and social— of meaning it. They are a pioneer and an acknowledged expert in innovative practices of community-engaged arts work.

Metcalf initially became involved with Jumbli's in 2004 when we supported the first of ten internships. Jumbli's' place-based work attracted a succession of young artists interested in learning about this innovative approach. As their work with mentoring progressed, Jumbli's began formalizing their training methodologies. In 2006, the Foundation supported Jumbli's with a multi-year grant to create the Jumbli's Studio, out of which evolved a repertoire of workshops and resources, including *Artfare Essentials*— a six-day intensive on the principles and practices of community-engaged arts practice. Recent support from a variety of other funders has allowed Jumbli's to extend its workshops and resources provincially and nationally.

Today, with Creative Strategies Incubator (CrSI) support combined with Platform A funding from the Toronto Arts Council, Jumbli's is launching new ventures to share community arts practices with "mainstream" arts organizations. The CrSI program, and its 2014 focus issue on audience engagement and building communities, was an excellent fit for this work. Over the next three years, we will be providing funding for Jumbli's to work with large and mid-sized companies such as the Canadian Opera Company, Canadian Stage, Tapestry New Opera, and Young People's Theatre.

As the performing arts sector struggles with the implications of participatory work and the expectations of 21st century audiences, our support of Jumbli's has helped them redefine a new interdisciplinary area of practice and disseminate what they have learned. In turn, their work has helped expand the boundaries around our own thinking about social inclusion in the arts and about where art happens, who creates it, and what kinds of stories it can tell.





East Scarborough Storefront

When it comes to demonstrating what a community hub of service delivery, resident leadership, and partnership engagement can look like, East Scarborough Storefront is an intrepid trailblazer. For over ten years they have worked with local residents, dozens of partner agencies, volunteers, and academics to create a one-stop shop that offers a range of programs and services. The result is a resource centre and gathering place where residents are engaged in governance and decision making, problem solving and advocacy, volunteer-led programming, and envisioning and designing the layout and future expansions of the Storefront.

Reflecting on its development, the Storefront—inspired by the childhood story of the little engine that teaches the value of hard work, perseverance, and optimism—refers to itself as *The Little Community That Could*. The engine, so to speak, that

keeps pushing the Storefront's impressive accomplishments forward is fueled by the power of collaborations. This includes collaborations to support people and to build community, and collaborations and partnerships with academia, the private sector, local businesses, resident networks, and community agencies—all under the banner of building a stronger, vibrant, sustainable Kingston/Galloway-Orton Park neighbourhood.

Over the past decade, the Foundation has been a major supporter of the Storefront as it has navigated opportunities and obstacles. We invested in Residents Rising—a grassroots resident's association in Scarborough that focuses on community engagement. We supported the creation of Community Speak—quarterly discussions on local issues and brainstorming of solutions among residents, community partners, and the Storefront. We helped catalyze the Community Design Initiative, that partnered

youth with architects, planners, and designers through the Storefront's renovation and expansion process. We also supported the documentation of the Storefront's development through the creation of a book that tells the story: *The Little Community that Could*.

As a result of a substantial Metcalf 50th anniversary grant, the Storefront built an eco-food hub to facilitate food security and economic and green opportunities for local residents. In 2011, East Scarborough Storefront joined Metcalf as a partner in the Resilient Neighbourhood Economies pilot project. The purpose of the project is to explore how we can harness collaboration and community-building to encourage economic improvements in the surrounding neighbourhood.

It usually takes years and great dedication to see communities undergo meaningful transformation. The Storefront illustrates how collaboration is the secret to seeding and nurturing this kind of change.

METCALF IN MOTION

Metcalf moves ideas to action,
promise to practice, and
communities to collaboration by...

convening people
around areas
of mutual interest



learning from past
experiences and
embracing a hopeful
vision of the future



informing public
policy with original
research and
cutting-edge ideas

inspiring and
supporting smart
people with
smart ideas



accepting risks and
encouraging the
emergent and untested

nurturing leaders
with opportunities
to learn and reflect

tackling tough
problems and seizing
opportunities



FINANCIAL INFORMATION

CONDENSED STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2013

	2013	2012
ASSETS		
Cash and cash equivalents	12,515,565	1,726,111
Accrued interest and dividends receivable	1,845,689	1,691,401
Investments at market value	129,145,824	128,763,556
Other receivables and capital assets	7,019,882	7,144,375
	150,526,960	139,325,443
LIABILITIES		
Accounts payable and accrued liabilities	2,483,364	1,812,280
NET ASSETS	148,043,596	137,513,163

CONDENSED STATEMENT OF REVENUE AND EXPENDITURES

REVENUE	16,270,935	6,560,881
EXPENDITURES		
Investment-related	383,506	265,682
Other	597,449	702,550
	980,955	968,232
REVENUE BEFORE GRANTS	15,289,980	5,592,649
GRANTS & DIRECT CHARITABLE ACTIVITIES		
Performing Arts	1,140,775	1,115,833
Environment	1,097,933	1,112,654
Inclusive Local Economies	873,492	1,041,904
Special Initiatives (including 50th Anniversary Grants)	763,700	804,200
Direct charitable activities	883,649	884,707
	4,759,549	4,959,298
EXCESS OF REVENUE OVER EXPENDITURES	10,530,431	633,351

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

OUR PEOPLE

DIRECTORS & OFFICERS

Kirsten Hanson
Chair

Johanna Metcalf
Vice Chair

Peter Hanson
Treasurer

Luke Metcalf

Pamela Robinson

Ken Rosenberg

Robert Sirman

Sandy Houston
President and CEO
(ex officio)

STAFF

Sandy Houston
President and CEO

Adriana Beemans
Inclusive Local Economies
Program Director

Michael Jones
Performing Arts
Program Director

Mary MacDonald
Environment
Program Director
(through December
2013)

Colette Murphy
Inclusive Local Economies
Program Director
(through December
2012)

Andre Vallillee
Environment
Program Director

Janet Lewis
Director of Finance

Heather Dunford
Grants Manager

Anne Perdue
Writer and
Communications Lead

Stephanie Sernoskie
Executive Assistant
and Office Manager

Shahil Thomas
Local Economies
Developer

PERFORMING ARTS PROGRAM ADVISORS

**PERFORMING ARTS
INTERNSHIPS**

Philip Akin
Obsidian
Theatre Company

Kate Fenton
Freelance Artist

Shawn Kerwin
Freelance Designer

Phillip Silver
York University

Michael Trent
Dancemakers

Nancy Webster
Young People's Theatre

**CREATIVE
STRATEGIES
INCUBATOR**

David Abel
Art of Time Ensemble

Chris Lorway
Soundstreams Canada

Mitchell Marcus
Acting Up Stage
Theatre Company Inc.

Meredith Potter
Meredith Potter
Arts Management

Pamela Robinson
Ryerson University

Rupal Shah
Nightswimming

**STRATEGIC
INITIATIVES**

Jerry Doiron
Isabel Bader Centre
for the Performing Arts

Anne Patterson
Dunning
Arts Action Research

Glenn Hodgins
Canadian Music Centre

Mitchell Marcus
Acting Up Stage
Theatre Company Inc.

Meredith Potter
Meredith Potter
Arts Management

Pamela Robinson
Ryerson University

Celia Smith
Toronto Artscape

INCLUSIVE LOCAL ECONOMIES PROGRAM ADVISORS

**OPPORTUNITIES
FUND**

Phil Frei
Entrepreneur

Karim Harji
Purpose Capital

Anne Jamieson
Toronto Enterprise Fund

Deena Ladd
Workers' Action Centre

Robert Sirman
Canada Council
for the Arts

Tom Zizys
Independent Labour
Market Expert

ENVIRONMENT PROGRAM ADVISORS

**SUSTAINABILITY
INTERNSHIPS**

Mark Bekkering
City of Toronto

Jerry DeMarco
Environmental
Review Tribunal

Mary McGrath
Small Change Fund

Joyce McLean
Toronto Hydro
Corporation

Caroline Schultz
Ontario Nature

Sarah Winterton
WWF-Canada

**RFP FOR
INCREASING
THE VIABILITY
OF THE LOCAL
SUSTAINABLE
FOOD SYSTEM**

Carly Dunster
Carly Dunster Law

Kathleen Mackintosh
Culinarium

Ralph Martin
University of Guelph

Franco Naccarato
The Greenbelt Fund

Ken Rosenberg
Paliare Roland Rosenberg
Rothstein LLP

Ted Zettel
Organic Meadow
Co-operative

**REINVENTING
GROWTH**

Hannah Evans
Ministry of Municipal
Affairs and Housing

Larry Onisto
SENES Consultants

Ken Rosenberg
Paliare Roland Rosenberg
Rothstein LLP

Greg Searle
BioRegional
North America

Ersilia Serafini
Summerhill

Sarah Winterton
WWF-Canada

Doug Wright
Council of Canadian
Academies

**GREEN PROSPERITY
CHALLENGE**

Robert Gibson
University of Waterloo

Jamie James
Tower Labs @ MaRS

Judith Lipp
TREC Renewable
Energy Cooperative

Tanzeel Merchant
Ontario Growth
Secretariat, Ministry
of Infrastructure

Beth Savan
University of Toronto

Peter Victor
York University

DESIGN
The Office of Gilbert Li

PRINCIPAL PHOTOGRAPHY
Chris Thomaidis

PRINTING
Warren's Waterless

This brochure has been printed with a waterless printing press. Waterless printing eliminates the use of vast amounts of water and the need to dispose of effluents into the environment.

The paper used in this book contains 100% post-consumer waste fibre, is acid-free, processed chlorine free, EcoLogo-certified, and was manufactured with biogas energy. The paper and printer are certified by the Forest Stewardship Council.

