

The background of the entire page is an abstract composition. It features a series of concentric circles that create a sense of depth and movement, resembling a tunnel or a vortex. The colors are primarily deep blues and purples, with a bright red/pink area in the center. A small, light blue geometric shape, possibly a hexagon or a stylized flower, is positioned in the middle of the red area. The overall effect is dynamic and visually striking.

METCALF FOUNDATION

Biennial Report
2016–2017

Depth
of Field





Throughout the report, please click on this icon if you would like more information online.

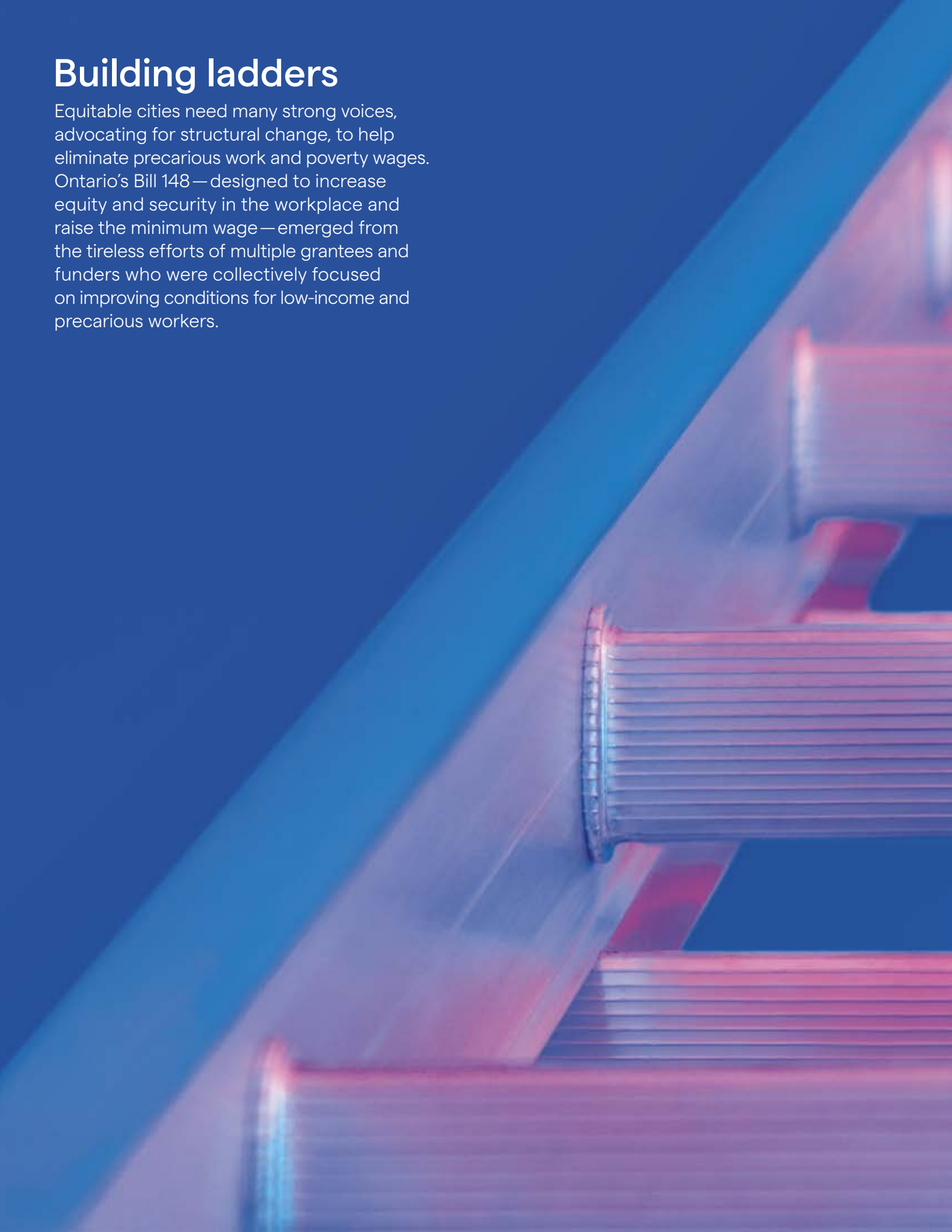
The mission of The George Cedric Metcalf Charitable Foundation is to enhance the effectiveness of people and organizations working together to help Canadians imagine and build a just, healthy, and creative society.

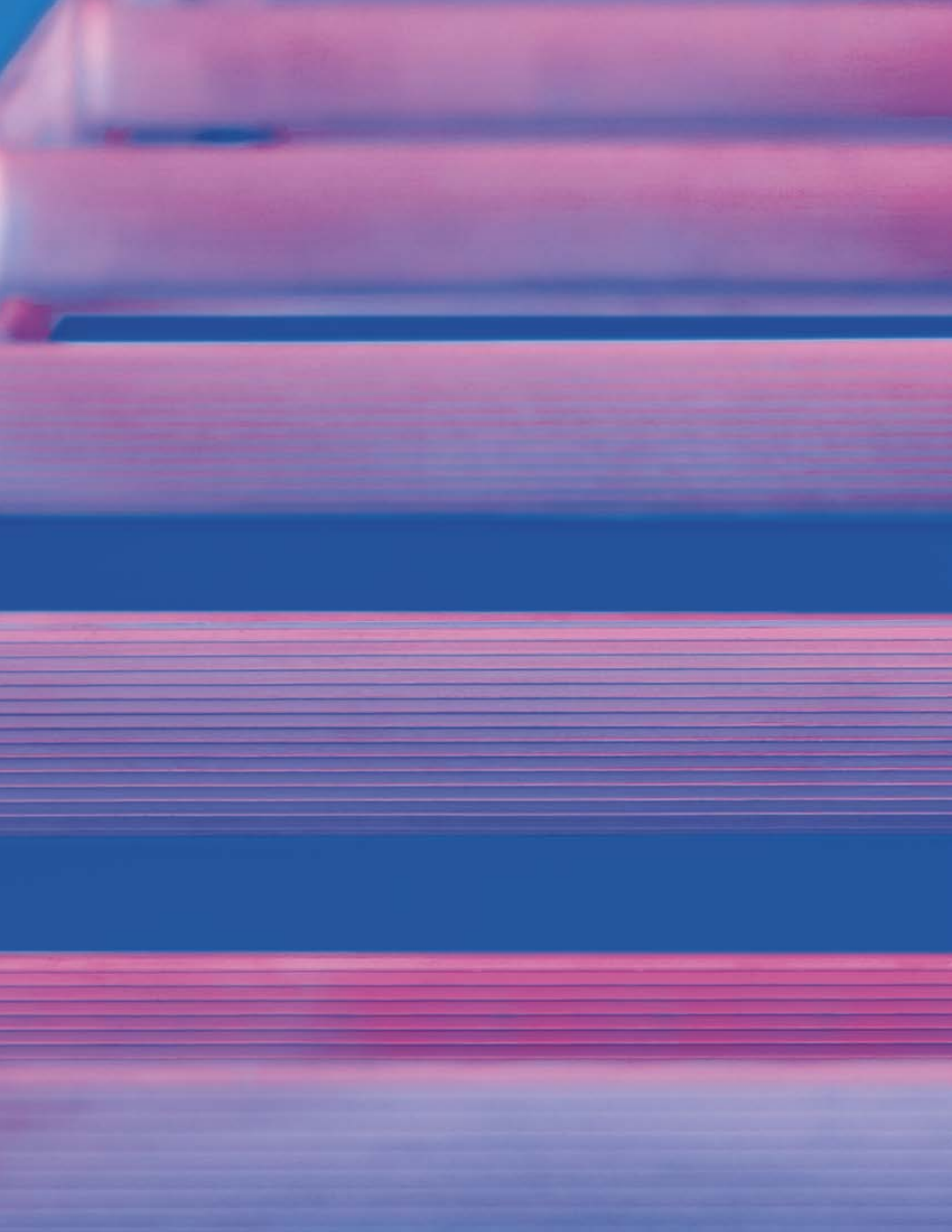
We are committed to creating conditions for meaningful change in three ways:

- improving economic livelihoods for low-income people in Toronto.
- leveraging opportunities for new approaches and shared learning in the performing arts.
- building a low-carbon, resource efficient, and resilient Canada.

Building ladders

Equitable cities need many strong voices, advocating for structural change, to help eliminate precarious work and poverty wages. Ontario's Bill 148 — designed to increase equity and security in the workplace and raise the minimum wage — emerged from the tireless efforts of multiple grantees and funders who were collectively focused on improving conditions for low-income and precarious workers.

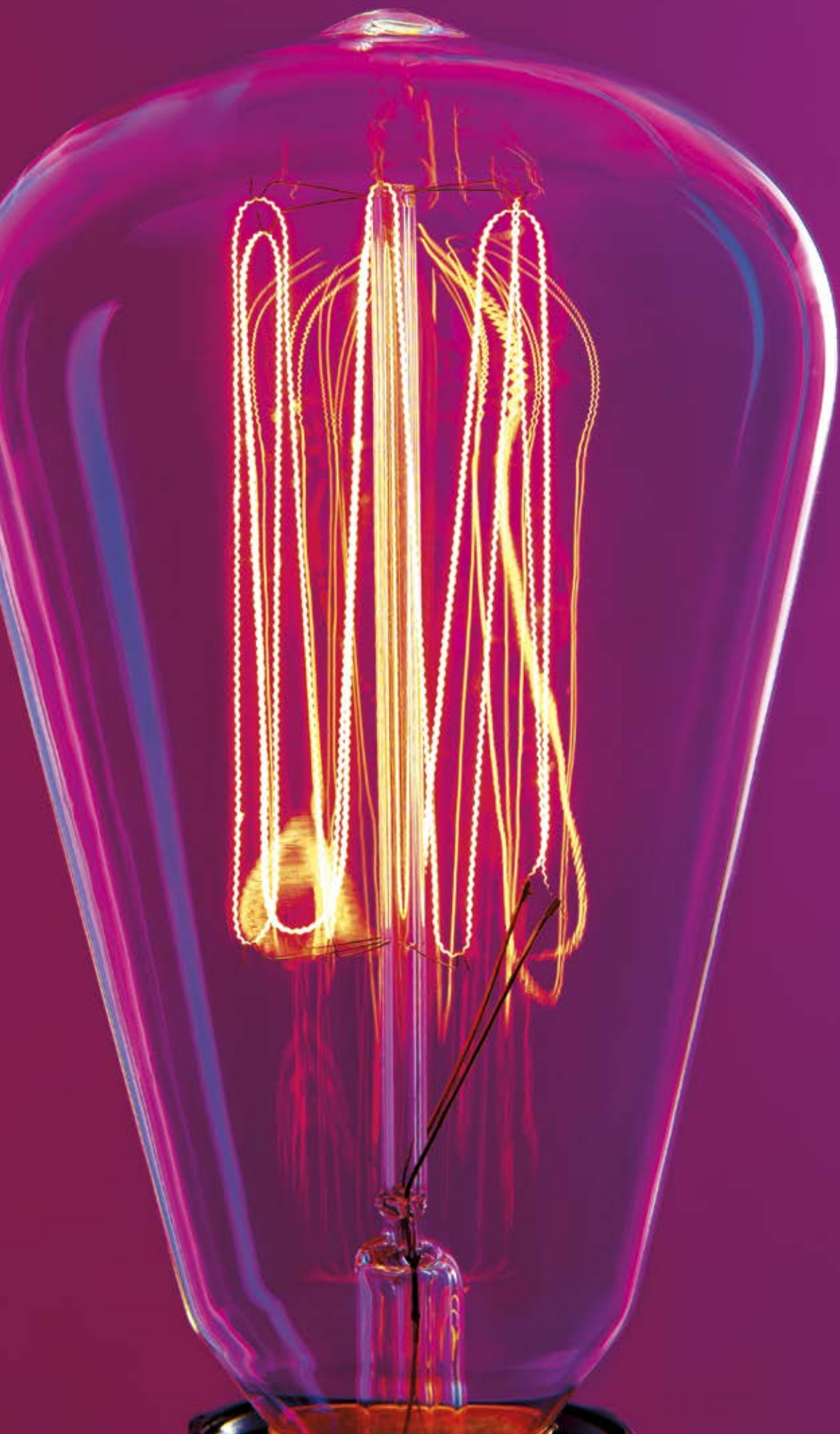


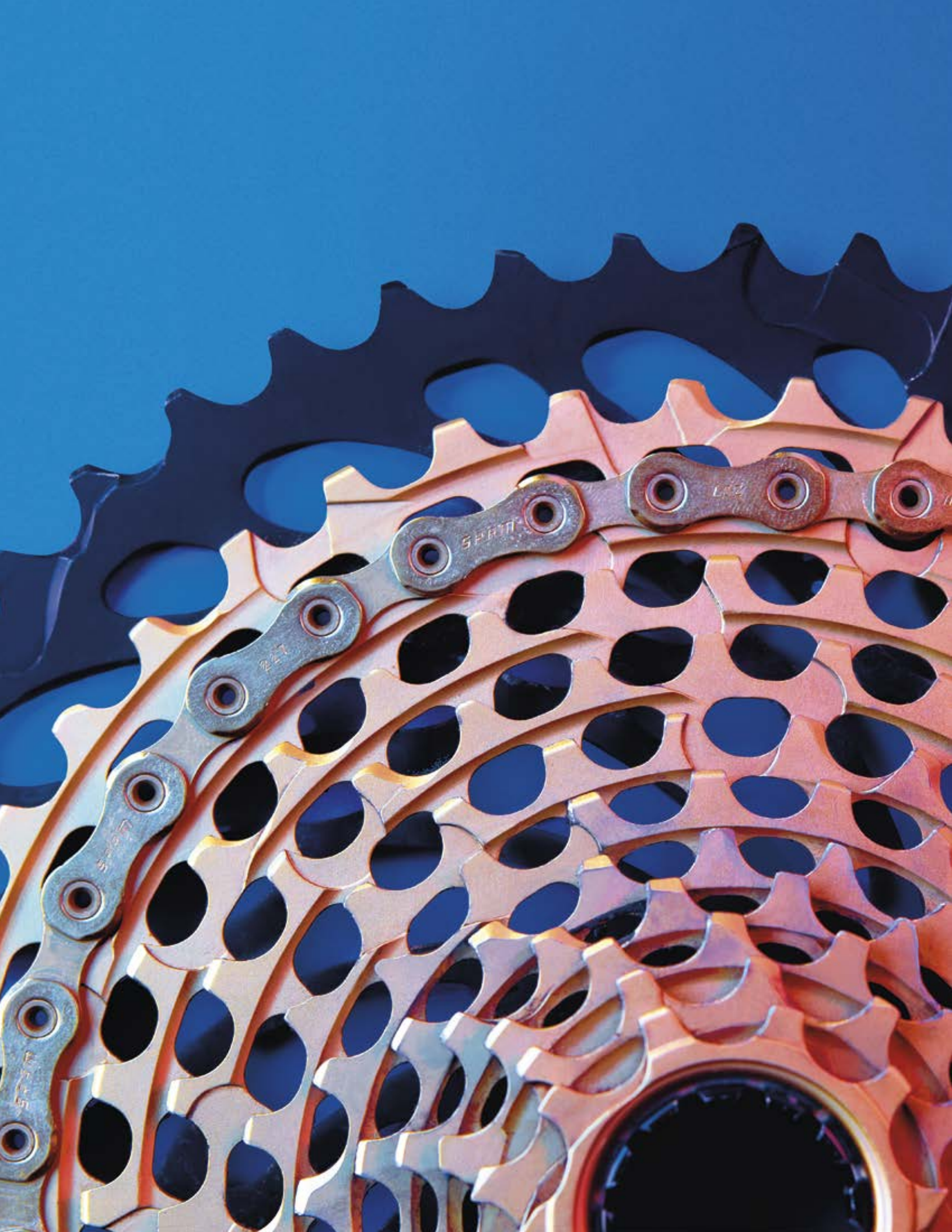


Ideas for transformation

At the heart of any thriving arts organization is a strong and dynamic interplay between art, people, and resources. In our work in the performing arts, we bolster these connections through learning-focused internships and by supporting organizations that are pursuing bold and inspiring strategies to unlock artistic potential, build audience and community, and diversify revenue sources.

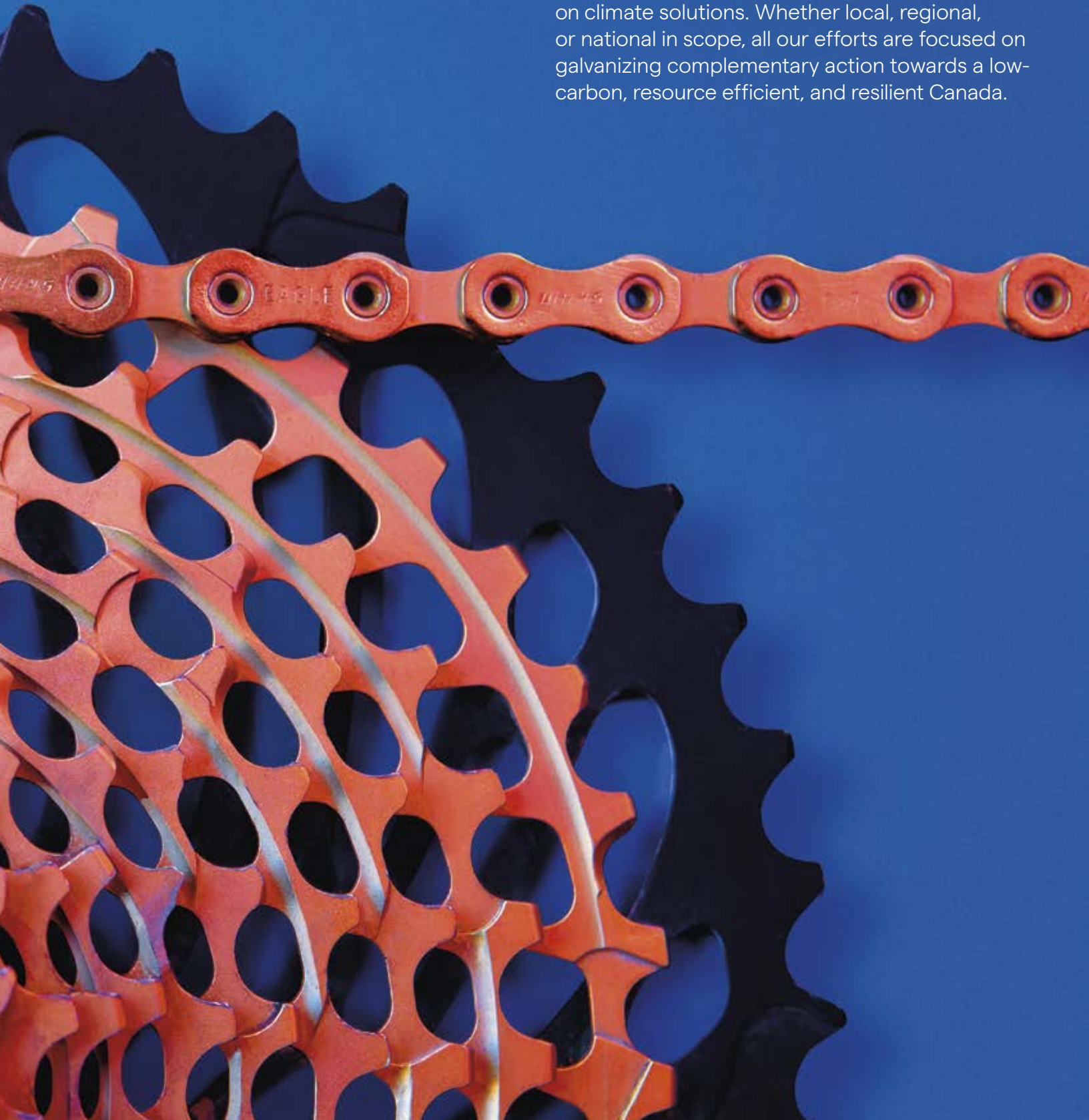






Calibrating forward movement

Levers to effect change are best orchestrated in concert. This is illustrated by our work in the environment where we engage at various scales from grassroots organizing and cycling advocacy in Toronto to advancing national policy research on climate solutions. Whether local, regional, or national in scope, all our efforts are focused on galvanizing complementary action towards a low-carbon, resource efficient, and resilient Canada.





Depth of Field

WITH EACH OF OUR BIENNIAL REPORTS we set out to tell the story of the past two years—challenges, triumphs, and everyday endeavours too. Underlying themes always emerge during this process that capture the essence of our work and reflect our current focus. As we put together this report the theme that arose for us is *Depth of Field*.

Like photographers who make numerous choices and adjustments to reveal new ways of seeing, we are always adjusting our depth of field to maximize our impact. As a foundation we know that adapting our sightlines to address various levels of risk, and embracing both uncertain abstractions and tangible terrains, is vital to our work. Our depth of focus can be vast or narrow, systemic or singular. And we know we are most effective when we embrace complexity, be it through different measures of scale, duration, or geography. At no time has this been more apparent to us than over the past two years.

For example, one of our largest undertakings was developing the Toronto Sector Skills Academy, which we did in partnership with the Aspen Institute—a Washington-based “think and do tank.” This multi-year initiative provides leadership training to practitioners and policy-makers from government, training institutions, and civil society, who are forging new networks and collaborations to improve employment outcomes for low-income people across Ontario.

One of the Foundation’s continuing priorities is our desire to help build human capacity within the non-profit sector. In other words, increase its depth of field. A steadfast example of this has been our commitment to investing in individuals and organizations within the performing arts through our learning networks and internships.

Over the last few years our environmental work has focused on climate change. We have aimed our efforts at drastically different scales, such as supporting the development of carbon pricing policies at a national level while also pursuing street-level organizing to create a robust cycling culture in Toronto.

Looking back over the last two years we are struck by the significant progress that has been made on crucial societal issues. The broad framework for solutions to climate change in Canada

has advanced significantly, as have protections and opportunities for low-income and precarious workers in Ontario. Critical to these successes has been the creation of credible, cogent research and targeted policy recommendations that address the logistics of implementation. The challenge is to never lose sight of the big picture, yet find the time, attention, and funds to support various moving components in a holistic and coordinated way.

Initiatives like the National Housing Collaborative and the Toronto Community Benefits Network have underscored the need for partnerships, consortiums, and alliances among an ever-widening group of actors including non-profit agencies, private and community interests, funders, and government.

As the challenges facing society become ever more complex, the funds available to support the work of social change cannot keep up. Over the last year, as a way of amplifying our grant-making, Metcalf increased its commitment to impact investing. These shifts within our portfolio leverage our ability to make investments in areas that directly align with our mission.

The last few years have been a relatively optimistic time in Canada, yet tumultuous and troubling in much of the world. Many are losing faith in the ability of governments to make the world a better place. It is hard to imagine that Canada can be impervious to these trends. Under these circumstances, a strong and engaged civil society could not be a more urgent imperative.

We are enormously proud of what our partners and allies have accomplished over the last two years and look forward to what’s ahead. We will no doubt continue to adjust our depth of field as we look through our lens and search for ways to imagine and build a just, healthy, and creative society.

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



Kirsten Hanson
CHAIR



Sandy Houston
PRESIDENT AND CEO



Inclusive Local Economies

The Inclusive Local Economies Program supported promising strategies for improving the livelihoods of low-income people in Toronto, and launched a unique leadership program to encourage innovation in Ontario's workforce development system. This work was informed and complemented by policy research and analysis.

TORONTO IS A WEALTHY metropolis and yet many residents do not share in its prosperity. Growing income inequality combined with the rising cost of living has resulted in greater vulnerability for low-wage workers. This underscores the need to remain bold in our ambition for responsible economic development and an inclusive local economy.

In 2016 and 2017, the Inclusive Local Economies Program made significant investments aimed at strengthening the capacity of community partners to be able to work collaboratively to advance equitable local economic development, increase leadership among workers, and improve job opportunities and apprenticeships—while also reflecting on their own work as practitioners. As part of this commitment, in early 2016 we gathered grantees, fellows, and advisors for the second Metcalf Inclusive Local Economies symposium.

At the symposium, grantees shared their ideas and expertise regarding long-term strategies for making local economies more equitable—such as John Howard Society of Ontario's research on police records as a barrier to employment, and Hospitality Workers Training Centre's workforce development model. It was also an opportunity for Metcalf to share insights from our past work—including the three-year Resilient Neighbourhood Economies project that wound down in late 2015.

Another way we addressed the capacity of community partners was through a grant to Dr. Sarah Schulman and social design organization InWithForward. Grounded in her work with West Neighbourhood House, Schulman led a six-month learning circle for non-profit practitioners, including Metcalf staff. Exploring prototypes and problem-solving approaches, the group experimented with social service design and delivery methodologies. A significant learning for Metcalf, as well as our partners, was the importance of shifting how we invest in capacity. We need to expand our scope to not only focus on individuals and organizations, but to address barriers that impede change while also enabling stronger relationships and networks among practitioners, clients, funders, and community groups.

Motivated by the innovative way that Hospitality Workers Training Centre and NPower Canada were providing training that was specifically responding to industry needs, in 2016 Metcalf partnered with the Washington-based Aspen Institute to launch the *Toronto Sector Skills Academy*. The ambitious ten-month leadership program is the first of its kind in Canada. It focuses on strategies to improve the quality of low-wage work and remove barriers that impede workers from moving into good jobs. Graduates of the leadership program become Aspen Economic Opportunity Fellows and join an international community of workforce practitioners. The first of three *Toronto Sector Skills Academy* groups graduated in late 2017. We are encouraged by their demonstrated success in collaborating on strategies focused on deepening engagement with employers, in specific industries, in order to better serve job seekers.

Stemming from this new program stream, in 2017 the Foundation began a six-month consultancy with the Ontario Ministry of Advanced Education and Skills Development. Our role was to assist the Ministry in piloting its Sector Partnership Planning Grant—an initiative targeted at addressing workforce challenges among employers, in specific sectors, by developing innovative partnerships with employment and training providers. In addition to providing technical assistance, the Foundation developed a series of recommendations for how the province might strengthen workforce development capacity.

Over the last two years we have come to realize how important it is to deploy all of the tools in our toolbox. The impact of our grant-making is strengthened when grounded in community and collaboration, complemented through our leadership in capacity-building, reinforced with policy analysis—such as the research we fund through our Innovation Fellowships—and augmented through partnerships that focus on systems change.



The many initiatives we support in our efforts to improve the economic livelihoods of low-income people in Toronto exemplify extraordinary inventiveness and commitment. However, when we step back and adjust our **depth of field** to view the collective work and the collaborations among our grantees, funding partners, and fellows — that is when we see the remarkable impact of their efforts.

IN 2017, the Government of Ontario passed the *Fair Workplaces, Better Jobs Act*, which legislated a significant increase to the minimum wage and improvements to the employment standards and labour relations acts. The Bill's passage was due in large measure to the unflagging work of the **Ontario Employment Education and Research Centre** and the **Workers' Action Centre**. These efforts were supported by **Access Alliance Multicultural Health and Community Services** and **Canadian Centre for Policy Alternatives**. The Foundation supported this work alongside the Atkinson Foundation, Maytree Foundation, and the United Way of Greater Toronto.

Building upon the Community Benefit Framework embedded into the Eglinton Crosstown LRT, and Community Benefits provisions in the provincial government's 2016 *Infrastructure for Jobs and Prosperity Act* (Bill 6), many grantees are collaborating to ensure infrastructure development creates training opportunities and good jobs among low-income communities in and around our growing city.

The **Toronto Community Benefits Network** is championing Community Benefit Agreements across the city. **Building Up** is testing out strategies to help its trainees complete their apprenticeships and is partnering with **Access Community Capital Fund** to help apprentices access micro-loans. Similarly, **East Scarborough**

OPPOSITE: Toronto Community Benefits Network launches its Ready to Build campaign.

BELOW: Community partners gather for the second Inclusive Local Economies symposium at Hart House.

RIGHT: Building Up member practices trades skills.

FAR RIGHT: Caregiver Action Centre organizes and advocates for permanent status.



Storefront is teaming up with its partners to ensure that job seekers from its neighbourhood are able to access training opportunities. Inspired by the potential of public infrastructure development to enable equitable economic development, the Jane/Finch Centre is exploring how its neighbour, York University, can support local hiring and social procurement. And the DUKE Heights Business Improvement Area is creating a dialogue with its members to understand their workforce needs and collaborating with partners to connect residents to good local jobs.

Committed to advancing the innovation and collaboration needed to address systemic issues in our labour market, many individuals working for organizations supported through our *Opportunities Fund* enrolled in the *Toronto Sector Skills Academy*. Insights from the inaugural group of graduates were captured in a video that has been widely shared in many community presentations. Reflecting on the 10-month program, Rowena Power, formerly of North York Harvest Food Bank, mentions how incredibly empowering it is to spend time with other people who are actively pursuing similar goals. Mike Hewitt of the Quinte Economic Development Commission reflects on the opportunity to learn from participants who bring a variety of perspectives representing economic development, the labour market, employers, employment agencies, and government.

The Caregivers Action Centre and Migrant Workers Alliance for Change advocate for fair employment, immigration status, and decent work for caregivers and migrant workers. Recognizing that migrant workers are among Canada's most precariously employed, the Foundation supported these organizations in helping to build leadership among migrant workers in order that they be better able to raise awareness of their experiences, which include employer abuse, tied work permits, and exploitative recruitment fees. Their voices are critical to informing federal policy changes to the Temporary Foreign Worker Program.

In Metcalf Innovation Fellow Fay Faraday's 2016 report, *Canada's Choice: Decent Work or Entrenched Exploitation for Canada's Migrant Workers*, Faraday provides a strategic analysis of the laws, programs, and policies that structure and constrain the rights of migrant workers and documents their continued exploitation. The Foundation hopes that policy recommendations to strengthen protections and enhance employment security for Canada's migrant workers, put forward by the Caregivers Action Centre, the Migrant Workers Alliance for Change, and Faraday's reports, will be integrated into the federal government's upcoming 2019 review of the caregiver program. 7

OPPORTUNITIES FUND



The 519 Church Street Community Centre
\$174,050 over 2 years
 to develop a neighbourhood-based local economic development strategy for the Moss Park community

Access Alliance Multicultural Health and Community Services
\$59,832

to deepen knowledge within community health centres about the impacts of precarious jobs and identify strategies for decent work

ACCESS Community Capital Fund
\$84,000 over 2 years
 to create a micro-loan program that enables low-income people to access financing to improve their skills or pay for employment related expenses

ACORN Institute Canada
\$47,250
 in partnership with ACORN Canada, to support the leadership development of its members to engage and inform policy discussions regarding employment insurance

Canadian Centre for Policy Alternatives
\$40,000
 to conduct research on the sharing economy in Toronto

Charité LEO
\$42,533
 in partnership with La Passerelle – I.D.É., to research labour market gaps and skills shortages for bilingual talent in the Toronto Region

Flemingdon Park Ministry
\$67,000
 in partnership with the Flemingdon Hub Steering Committee, to identify upcoming neighbourhood infrastructure projects and engage the community on the design of a local employment and economic development strategy

FoodShare Toronto
\$45,000
 to work with key stakeholders on advancing a jobs strategy for school cafeterias

\$105,810 over 2 years
 in partnership with Thorncliffe Park Women's Committee, to strengthen its governance model, develop leadership, and strengthen economic outcomes for its newcomer micro-entrepreneurs

\$103,458 over 2 years
 in partnership with Thorncliffe Park Women's Committee, to develop the operational model for the new shipping container café in the R. B. Burgess Park

Jane/Finch Community and Family Centre
\$140,000 over 2 years
 to develop and implement a local economies strategy that leverages economic development opportunities occurring in the Jane Finch neighbourhood

\$195,000 over 2 years
 in partnership with the Hospitality Workers Training Centre, to create an employment pipeline for individuals who experience barriers to employment and to support the career advancement of incumbent institutional food workers

John Howard Society of Ontario
\$50,000 over 18 months
 to conduct research examining employers' police record checking practices in Toronto and develop online resources with best practices

Labour Community Services
\$75,000
 in partnership with the Toronto Community Benefits Network, to build organizational capacity to advocate for Community Benefit Agreements in Toronto and monitor the progress on the Eglinton Crosstown and Finch LRT

The Learning Enrichment Foundation
\$50,000
 in partnership with Building Up, to strengthen engagement with the construction industry to improve trainee and apprentice outcomes

\$220,000 over 2 years
 in partnership with Building Up, to pilot strategies that improve apprenticeship completion rates

North York Harvest Food Bank
\$125,000 over 2 years
 to strengthen industry engagement for its logistics and forklift workforce development strategy

NPower Canada
\$60,000
 to strengthen employer engagement for its workforce strategy in IT related careers

Ontario Employment Education and Research Centre
\$220,000 over 2 years
\$589,000 over 3 years
 to advance decent work conditions for people through research and policy development, public education, capacity building, and leadership development for workers

\$62,100
 in partnership with the Caregivers Action Centre, to map the challenges caregivers currently experience and make policy recommendations regarding the federal Caregiver Program and the provincial Changing Workplaces Review

\$150,736 over 2 years
 in partnership with the Caregivers Action Centre, to advance and document its organizational model to enable worker leadership, research, resource development, and knowledge dissemination about the federal policy changes to the Caregiver Program

\$105,580 over 2 years
 in partnership with the Migrant Workers Alliance for Change, to support capacity building among migrant workers' leadership and organizations

\$17,000
 in partnership with the Migrant Workers Alliance for Change, to develop a digital media campaign to support migrant workers' rights

Parkdale Activity-Recreation Centre
\$100,000 in 2016
\$150,000 over 2 years
 to support the FoodReach Collaborative to continue the scaling of a community-based food procurement and distribution system

St. Michael's Hospital Foundation
\$161,571 over 2 years
 to support The Upstream Lab to examine working conditions and the health of precariously employed health sector workers in Toronto

Tides Canada Initiatives Society
\$175,000 over 2 years
 to support East Scarborough Storefront to foster economic opportunities for low-income people

\$51,000
 to support East Scarborough Storefront to work with the University of Toronto's Scarborough campus on a place-based workforce development strategy

West Neighbourhood House
\$30,000
 to develop and disseminate information and tools for low-income informal economy workers

York Entrepreneurship Development Institute
\$145,500 over 2 years
 in partnership with DUKE Heights BIA, to develop career pathway strategies for low-income job seekers and workers in food and furniture manufacturing

2016–2017 TORONTO SECTOR SKILL ACADEMY PARTICIPANTS 71



OPPOSITE: Learning Circle participants share their work.

LEFT: Closing session of the inaugural Toronto Sector Skills Academy.

Devi Arasanayagam
Manager, Community & Labour Market
City of Toronto, Employment & Social Services

Mirelle Blassnig
Senior Design and Development Analyst
Ministry of Advanced Education and Skills
Development

Haris Blentic
Director, Employment Services
Dixon Hall Neighbourhood Services

Tarah Clark
Director of Partnerships
Building Up

Fabio Crespin
Manager, Youth Initiatives
United Way of Greater Toronto

Matias de Dovitiis
Executive Director
DUKE Heights BIA

Neil Dick
Elevate Plus Program Coordinator / Lead Facilitator
Loyalist Training & Knowledge Centre
(Loyalist College)

Janna Erichsen
Chair, Part-time Learning,
School of Transportation
Centennial College

Avril Gray-White
Director of Programs and Services
Skills for Change

Mike Hewitt
Manufacturing Resource Centre Coordinator
Quinte Economic Development Commission

Christopher Imecs
Steward of Government Relations
The Learning Enrichment Foundation

Najma Iqbal
Manager, Community & Labour Market
City of Toronto, Employment & Social Services

Philip Johnson
Director of Operations
Hospitality Workers Training Centre

Judy Josefowicz
Manager, Local Economic Opportunities
East Scarborough Storefront

sipho kwaku
Director, Employment Services
WoodGreen Community Services

James Lapierre
Manager, Community & Labour Market
City of Toronto, Employment & Social Services

Vanessa Ling Yu
Founding Director
caterToronto

Heather McMillan
Executive Director
Durham Workforce Authority (DWA)

Aleksandra Popovic
Consultant
Workforce Skills Development

Jennifer Posthumus
Manager, Employer & Stakeholder Engagement
City of Toronto, Employment & Social Services

Rowena Power
Director of Food Distribution
North York Harvest Food Bank

Sue Sadler
Vice President, Services &
Program Development
ACCES Employment

Léonie Tchatat
President and CEO
La Passerelle-I.D.É.

RESEARCH AND PARTNER PUBLICATIONS



"Sharing economy" or on-demand service economy? released by the Canadian Centre for Policy Alternatives, provides the first in-depth snapshot of workers and consumers who identify as participating in Toronto's sharing economy. The report examines who is providing services, the conditions of their work, and public perceptions of the need to change regulations within this new sector.



The Resilient Neighbourhood Economies was a Metcalf-led three-year pilot designed to help create economic opportunities for low-income residents in two Toronto neighbourhoods. *Resilient Neighbourhood Economies: A Foundation's strategic learning from a three-year investment in local economies* is a comprehensive analysis of the lessons learned working alongside community partners and is a useful guide for others interested in undertaking local economic place-based work and forging community-foundation partnerships.



Through the Creative Strategies Incubator, the Performing Arts Program helped Toronto arts organizations test and develop new approaches to revenue diversification, audience and community building, and unlocking artistic potential. The program also provided 27 promising arts leaders across Ontario with year-long professional development internships.

ARTISTS MAKE DAILY LEAPS OF FAITH that often astound us with their risk, invention, and audacity. As a culture we are better for them because the results refresh our frames of reference, ignite our imaginations, and stimulate our emotions and empathy. Looking closely at how an artist manages risk, one finds a creative practice that relies on testing ideas through an iterative loop.

In 2016 and 2017, the Foundation continued to support the performing arts in Toronto through its flagship three-year funding stream—the Creative Strategies Incubator. Companies receive multi-year funding to explore, test, and implement strategies that address longstanding issues in meaningful new ways, and to nurture the organizational change that comes from developing and implementing innovation. Companies also convene regularly to share what they are learning.

The first two Creative Strategies Incubator cohorts comprised a total of 12 organizations. Working on revenue generation strategies, the 2013 cohort experimented with new lines of business by expanding current programming, monetizing existing yet under-realized artistic assets, or designing new digital interfaces. Organizations in the 2014 cohort worked on deepening their understanding of how they engage, collaborate with, or service audiences and communities. Both groups reflected deeply on the importance of relationship-building between arts organizations and with audiences.

As these two cohorts completed their three-year initiatives, two new cohorts received funding. Organizations in the 2016 group are focusing on providing opportunities for artistic work to reach its potential; the 2017 cohort is working on engaging audiences and building communities. With each new funding cycle, we continue to be struck by the high degree of self-analysis and the inventive responses organizations bring to each year's focus issue.

As the Creative Strategies Incubator entered its fifth year, the Foundation had an opportunity to reflect not only on the outcomes of individual organizations, but on our own granting practices as well. We began to realize the value of being able to provide

a way for grantees to quickly test some of the assumptions and ideas behind their individual initiatives, and then be able to change course, if necessary, before committing considerable resources to a specific solution.

This reflection contributed to the decision to create *Staging Change*. Rather than an all-in, up-front funding approach, *Staging Change* is a tiered granting stream that draws inspiration from the ways in which artists manage risk. Promising ideas and assumptions can be tested early on through an iterative exploration, with the most promising ventures given further support by the Foundation. *Staging Change* was launched at the end of 2017 in partnership with American-based EmcArts—a social enterprise for adaptive learning and innovation.

As part of our commitment to building leadership, the Foundation continues to invest in opportunities for people seeking a career in the performing arts through its Internship Program. Since 2001, the program has helped hundreds of aspiring arts workers launch their careers. Many Metcalf interns have gone on to lead and manage arts organizations and are now mentoring a new generation—an extraordinary testament to the ability of this program to help nurture a vibrant and skilled new arts leadership pool. Over the last two years, internships were awarded across various disciplines including artistic direction, producing, audience engagement, and props and set design.

We have also continued our collaboration with the Canada Council for the Arts, the Ontario Arts Council, the Toronto Arts Council, and the Ontario Trillium Foundation, to explore possibilities for small- to mid-sized arts organizations to develop new forms of charitable structures. Our shared interest in creating better conditions for emerging artists and small companies has resulted in a multi-year exploration of new and improved ways for artistic work to impact the public good. The consortium's substantial financial and creative commitment to these pursuits has been steadfast. This collaboration remains at the forefront of Metcalf's working agenda in the performing arts.



A culture of shared learning is one way we nurture **depth of field** within the performing arts sector. The *Creative Strategies Incubator* is designed with both internal and external learning goals in mind. Not only do participants work independently on their funded initiative, they also convene four times a year to support and learn from each other, acquire new competencies, and deepen their peer networks. A public sharing event at the conclusion of each three-year granting period is designed to amplify the impact of Metcalf's investment by sharing inspiration and knowledge with practitioners in the broader artistic community and by informing funders and policymakers of emerging trends.

AUDIENCES TODAY have an abundance of options from which to choose. With resources that are often strained, arts organizations need to find ways to carve out a specific and unique identity in order to thrive and grow. This often means paying particular attention to the depth of engagement between themselves and their constituents. As our grantees discovered—working on depth first is critical to broadening their reach.

In 2016 and 2017, the overriding concern of grantees became relationship-building. Four approaches emerged. One was giving non-professional participants the opportunity to work alongside professionals in a range of roles from learners to co-creators—**Anandam Dancetheatre**, **Toronto Summer Music Festival**, and **Jumblies Theatre**. Another was reimagining bricks and mortar cultural institutions as meeting places for a broad range of community members—**The Theatre Centre**. Working through the seven Indigenous grandfather teachings as a way of reconciling and reconnecting with Canada's original peoples and working to embed these wisdoms within the organization's day-to-day practices—**Young People's Theatre**. And develop new technology strategies to build a community of audiences across the country and create interactive theatrical experiences—**Nightswimming** and **SummerWorks**.



OPPOSITE: Yuichiro Inoue, Margarita Soria, Valerie Calam, Devon Snell, Alana Elmer, and Peter Kelly in *Mining Tracing*, Toronto Dance Theatre, choreographer Amanda Acorn.

LEFT: Ensemble members in *Glaciology*, Anandam Dancetheatre, choreographer Brandy Leary.

BELOW: Grantees and invited guests discuss questions arising from the 2014 Creative Strategy Incubator final presentation.

BOTTOM: Once a year, The Theatre Centre transforms itself into the City of Craft, a market that welcomes over 4,000 people in a weekend.



As the 2014 cohort concluded their three-year initiatives and the 2017 cohort began theirs, a common theme began to emerge. Collectively, the organizations were discovering that authentic listening, adapting as needed, discarding invalid assumptions, and embracing the unexpected were essential components of the invitations they make to the public. The **Toronto Summer Music Festival**, for example, discovered that creating a meaningful social network for amateur musicians was just as valuable as providing an excellent training experience. The deeper connections provided by this social network encouraged participants to purchase more tickets to the festival, to become donors, and to entice their own networks to engage with the organization.



Performing Arts 2016–2017 Grants

CREATIVE STRATEGIES INCUBATOR 71

2014 FOCUS ISSUE – ENGAGING AUDIENCES AND BUILDING COMMUNITIES

Anandam Dancetheatre
\$94,000 over 3 years
to investigate how audiences engage with participatory performing arts

Jumbles Theatre
\$120,000 over 3 years
to explore community engaged arts practice through knowledge exchange

Kaeja d’Dance
\$210,788 over 3 years
to animate a public space in the inner Toronto suburbs

Nightswimming
\$101,000 over 3 years
to develop online hubs for each of their projects

SummerWorks Performance Festival
\$160,000 over 3 years
to create an audience engagement platform using beacon technology

The Theatre Centre
\$135,000 over 3 years
to open their new facility to social innovators and the local community

Toronto Summer Music
\$160,650 over 3 years
to establish the Toronto Summer Music Community Academy

2015 FOCUS ISSUE – NEW APPROACHES TO REVENUE

b current Performing Arts Co.
\$70,000 over 3 years
to create a revenue generating series of courses and retreats

The Company Theatre
\$125,000 over 3 years
to create and manage a website on performing arts in Canada

Nightwood Theatre
\$133,271 over 3 years
to develop a leadership training program for women

Soundstreams Canada
\$111,500 over 3 years
to redesign past and upcoming productions for use by regional presenters

2016 FOCUS ISSUE – PROVIDING OPPORTUNITIES FOR ARTISTIC WORK TO REACH ITS POTENTIAL

Art of Time Ensemble
\$110,000 over 3 years
to foster new creation, enhance existing works, and realize artistic ideas

The Musical Stage Company
\$137,000 over 3 years
to develop collaborative relationships with American regional theatres

Native Earth Performing Arts
\$160,000 over 3 years
to launch The Mskomini Giiizis Residency for emerging and mid-career Indigenous artists

Public Recordings Performance Projects
\$102,000 over 3 years
to build presence and partnerships by drawing on the company’s history and reputation

Toronto Dance Theatre
\$150,000 over 3 years
to reimagine the company’s body of work for creative and organizational growth

Volcano Non-Profit Productions Inc.
\$195,482 over 3 years
to re-enter the international touring arena

2017 FOCUS ISSUE – ENGAGING AUDIENCES AND BUILDING COMMUNITIES

Aluna Theatre
\$225,000 over 3 years
to develop three new community and audience outreach channels

Canadian Opera Company
\$215,000 over 3 years
to animate the company’s underused rehearsal space in Toronto

Le Théâtre français de Toronto
\$180,000 over 3 years
to meet the needs of a younger and diversified francophone audience

The Fringe of Toronto Theatre Festival
\$170,000 over 3 years
to explore ways to include people living with both visible and invisible disabilities

Young People’s Theatre
\$221,325 over 3 years
to welcome newcomer and Indigenous people through cultural exchange and reconciliation

PERFORMING ARTS INTERNSHIPS 71

adelheid dance projects
\$19,000
Jane Alison McKinney (artistic direction)

Aluna Theatre
\$30,000
Bruce Gibbons Fell (direction/producing)

Canadian Stage
\$30,000
Monica Lee (properties/set design)

Citadel & Compagnie
\$30,000
Marianna Rosato (production management)

Great Canadian Theatre Company
\$30,000
Bronwyn Steinberg (artistic direction/producing)

\$30,000
Sarah Finn (production management)

Jumbles Theatre
\$30,000
Julia Hune-Brown (direction/community arts)

MABELLEarts
\$30,000
Shifra Cooper (artistic direction)

Nightswimming (and Theatrefront)
\$30,000
Sehar Bhojani (artistic direction/producing)

Nightswimming
\$30,000
Jeff Ho (dramaturgy)

Nightwood Theatre
\$30,000
Sadie Epstein-Fine (artistic direction)

Obsidian Theatre Company (and Young People’s Theatre)
\$30,000
Luke Reece (administration)

Pat the Dog Theatre Creation
\$27,500
Nicole Smith (producing)

Peggy Baker Dance Projects
\$12,900
Oriana Pagnotta (arts management/producing)

Public Energy (and Dance Collection Danse)
\$29,700
Victoria Mohr-Blakeney (curation)

Shadowland Theatre
\$30,000
Ishai Buchbinder (artistic direction/producing)

Shaw Festival
\$18,600
Patrick Bowman (music direction)

The Musical Stage Company
\$29,950
Kevin Wong (artistic direction)

The Stratford Shakespearean Festival of Canada
\$30,000
Ted Witzel (artistic direction)

SummerWorks Performance Festival
\$20,762
Tina Fushell (curation)

Talk is Free Theatre
\$18,000
Jakob Ehman (artistic producing)

Tapestry Opera
\$30,000
Jessica Derventzis (artistic direction/dramaturgy)

Theatre Kingston
\$30,000
Mariah Horner (artistic direction/producing)

Toronto Summer Music
\$30,000
Jennifer Mak (audience engagement)

Toronto Tabla Ensemble
\$9,000
Razak Pirani (artistic direction)

Volcano Non-Profit Productions Inc.
\$11,900
Rimah Jabr (artistic direction)

Young People’s Theatre
\$30,000
Isabelle Siciliano (arts education)

RIGHT: Michelle Thrush, Brandon Oakes, and Cathy Elliott in *Crazy Dave Goes to Town* by Daniel David Moses as part of Native Earth Performing Art's Mskomini Giizis Residency.

BELOW: Toronto Summer Music Community Academy participants Peggy Radin and Wendy Bornstein.

BOTTOM: Art of Time Ensemble's Andrew Burashko in *Sound and Colour*.



RESEARCH AND PARTNER PUBLICATIONS



With the Toronto Arts Foundation and Toronto Arts Council, Metcalf commissioned research to study two unconventional producing initiatives. The report, *Generator and The RISER Project: Sector Developers for Independent Theatre in Toronto*, examines Generator's alternative self-producing model and RISER's collaborative linking of emergent theatre artists with senior partners.





The last two years mark major progress for core goals of the Environment Program. Highlights include new climate legislation in jurisdictions across Canada, bike lanes on Bloor Street and other big wins for cycling in Toronto, timely reports informing important policy changes, and helping to secure major new public investments in the environment.

OBSERVERS OF SOCIAL MOVEMENTS often remark that change happens slowly until it occurs suddenly. As we entered 2016, we found ourselves working in a distinctly different context from the previous few years of climate-related work. There had emerged both public support and political space to make meaningful progress on climate issues, and we quickly adapted our funding strategies to best suit this momentum.

Cycle City funding was targeted toward timely efforts at Toronto City Hall that led to key cycling budget increases and city-wide cycling plans being passed. We also continued our support for building a cycling constituency across the city through programming outside of Toronto's downtown core.

We merged our *Electrifying Movement* stream into our *Enabling Solutions* fund, allowing us to continue our focused approach to achieving low-carbon goals in Canada, while creating a comprehensive funding strategy for sectors responsible for the largest amounts of greenhouse gas emissions in Canada: electricity, buildings, industry, and transportation.

With new and emerging opportunities for advancing climate policies, the past two years have been an especially productive period for supporting timely policy research and analysis. *Enabling Solutions* funding has helped with the research, writing, and release of a range of reports that have directly informed policy and regulatory changes at provincial and federal levels, enabling climate solutions to flourish.

With so much change occurring on the issues in which we are engaged, we reached a moment in 2017 where we needed to

address how this shifting landscape was impacting and informing our work. We realized that more resources were needed to address the reality that the implementation of new government programs and policies takes considered time and effort. In late 2017, we refocused *Enabling Solutions* funding to support research that offers practical guidance for implementing existing provincial- and national-level climate commitments. To reflect this change in emphasis, we renamed this area of funding *Climate Blueprints*.

We also began to realize that very limited philanthropic support existed to protect, restore, and steward the carbon services of terrestrial and marine ecosystems as part of provincial, territorial, and national climate strategies. Well-functioning ecosystems play a critical role in maintaining a stable climate here on Earth, and Canada is home to a diversity of such carbon rich ecosystems. We consulted sector leaders from across Canada, the US, and at the international level to help inform the development and design of a new funding stream. In November 2017, we launched *Carbon Landscapes* with a goal to better connect climate action and conservation initiatives in Canada.

In this new focus area, we will support research and place-based strategies that lead to the protection, restoration, and stewardship of landscapes that provide critical carbon services as well as important cultural, economic, and social benefits. And through direct support for Indigenous-led conservation and stewardship, the Foundation hopes to make a meaningful contribution in support of Canada's efforts towards reconciliation.



As a foundation, we have a unique opportunity to support interconnected work at multiple scales. We liken this to adjusting our **depth of field**, be it research, education, or advocacy efforts in diverse geographies and jurisdictions, which collectively push us toward common goals. As you will read in this section, many notable outcomes were achieved over the past two years.

METCALF'S CYCLE CITY GRANTEES have successfully advocated to double Toronto's cycling infrastructure budget, championed the passage of a new 10-year cycling plan that will add hundreds of kilometres of bike lanes on city streets, worked to build a cycling constituency outside of downtown through community bike hubs, and produced timely and informative research that puts cycling issues on the front page of local news and civic agendas.

As Toronto's downtown population soars and there is explosive growth in the number of people who ride bikes, our city streets are in desperate need of reimagining and redesigning. The Bloor Street Bike Lane Pilot Project was a perfect opportunity to coalesce Metcalf's *Cycle City* funding strategies and grantee efforts around one common goal.

Through the **David Suzuki Foundation** and **Cycle Toronto**, the Foundation supported community organizing and advocacy efforts to highlight the benefits of bike lanes on Bloor and to ensure community voices were heard at City Hall. The **Toronto**

OPPOSITE: Bike lanes like this one on Toronto's College Street play a crucial role in *Cycle City's* goal of building a culture that supports cycling in Toronto.

RIGHT: Community partners and cycling advocates enjoy a Scarborough Cycles' bike tour.

FAR RIGHT: Asad Satid learns bike mechanical skills as part of Scarborough Cycles' Earn Your Bike program.



LEFT: Green Budget Coalition members meet with Canada's Finance Minister Bill Morneau.

Centre for Active Transportation, another Metcalf grantee, in partnership with researchers at the University of Toronto, compiled and analyzed a range of indicators as part of a Bloor bike lane economic impact study. This data was critical to supporting evidence-based decisions at City Hall regarding the fate of the bike lanes. Communications efforts by Metcalf and partners that included video, infographics, and polling research further amplified the clear case in support of bike lanes on Bloor. On November 7, 2017 Toronto City Council voted to make bike lanes permanent on a downtown stretch of Bloor.

Toronto still has a long way to go to become an exemplary city for cycling but, if the past two years are any indicator, our partners are demonstrating the power and promise of connecting cycling and philanthropy.

Through public policy research and outreach efforts, *Enabling Solutions* grantees such as Clean Energy Canada, Pembina, Environmental Defence, and Canada's Ecofiscal Commission, have been at the forefront of a range of significant climate victories.

Notable achievements include government commitments to: put a price on carbon so polluters pay for their emissions; phase out coal-fired electricity in Canada; reduce methane emissions in our country's oil and gas sector; develop a national zero-emission vehicle strategy; and secure substantial public investments in low-carbon solutions.

The **Green Budget Coalition**—a long time Metcalf grantee—played a key role in securing landmark investments in climate and conservation priorities. The Coalition of 20 leading Canadian environmental organizations produces an annual set of federal budget recommendations. These are based on a thorough analysis of how the Government of Canada can support the environment through fiscal and budgetary measures. Coalition efforts in 2016 helped secure hundreds of millions in new climate investments in the 2017 federal budget, followed by a landmark \$1.3 billion investment in marine and terrestrial conservation efforts in the 2018 budget that closely matched the scale of what the Coalition had recommended in its report released in late 2017.

Environment 2016–2017 Grants

CYCLE CITY 7

The 519 Church Street Community Centre
\$25,000
in collaboration with Open Streets Toronto, to support and expand Toronto's annual Open Streets events

Canadian Urban Institute
\$32,000
in collaboration with The Laneway Project and Community Bicycle Network, to research the role of laneways as bikeways in Toronto

City of Toronto
\$85,000 over 2 years
in collaboration with community partners, to research opportunities for greater cycling uptake amongst residents of Toronto's tower communities

Clean Air Partnership
\$299,069 over 2 years
in collaboration with sector and community partners, to launch the Scarborough Cycles program

\$12,500
to research the feasibility of developing a car driver safety course focused on active transportation

\$281,920 over 2 years
in collaboration with sector and community partners, for continued support of the Scarborough Cycles program

David Suzuki Foundation
\$240,000 over 2 years
in partnership with Cycle Toronto, to coordinate efforts around community engagement and communications

The Pembina Foundation for Environmental Research & Education
\$30,000
to research opportunities for reducing emissions within the goods movement sector through the use of bicycles for deliveries in Toronto

Regent Park Community Health Centre
\$82,000 over 2 years
in collaboration with Charlie's FreeWheels, to develop and deliver a Cycling Education and Advocacy Hub for youth living in and around the Regent Park area of Toronto

University of Toronto
\$50,000
in partnership with Swerhun Facilitation, to support the Cycling Think & Do Tank in preparing a briefing package identifying a common set of cycling indicators for the Toronto region

York University
\$150,000 over 3 years
in partnership with Regenesys York, to support cycling programming and community outreach through York University's new community bike hub

ELECTRIFYING MOVEMENT

Ryerson University
\$52,900
for Ryerson City Building Institute to research and report on transit-oriented development opportunities in Toronto

Simon Fraser University
\$35,000
for the Sustainable Transportation Action Research Team (START) to research and report on electric vehicle-related policies in Canadian provinces and cities

University of Ontario Institute of Technology
\$100,000 over 2 years
to investigate neighbourhood-level challenges related to the transition to electrified personal transportation in the GTHA

REINVENTING GROWTH

Ontario Nature
\$200,000 over 3 years
in partnership with Cornerstone Standards Council, for a voluntary certification system for aggregates

ENABLING SOLUTIONS

Canadian Environmental Grantmakers' Network
\$20,000
as part of a collaborative funding effort to strengthen climate communications work in Canada

Canadian Parks and Wilderness Society
\$60,610
to research options for an accounting framework that quantifies the carbon value of natural systems in Canada

Clean Economy Fund
\$60,000 over 2 years
to develop a new collaborative funding mechanism

Ecotrust Canada
\$210,000 over 3 years
in partnership with Wahnkohtowin Development GP Inc., Brinkman Climate, and the Northeast Superior Regional Chiefs' Forum, to develop a forest carbon project for the Chapleau Crown Game Preserve

Environmental Defence
\$100,000 over 2 years
to support the Clean Economy Alliance in Ontario

\$50,000
to support public education and advocacy work

Équiterre
\$60,000 over 3 years
in collaboration with EcoAnalytics, to develop a shared public opinion research service

McGill University
\$450,000 over 3 years
for continued support of Canada's Ecofiscal Commission

Nature Canada
\$30,000 over 2 years
to support the Green Budget Coalition

The Pembina Foundation for Environmental Research & Education
\$150,000 over 2 years
to advance greenhouse gas emission reduction strategies across the country

\$5,500
to research and identify opportunities for reducing the environmental impacts of goods movement across the country

\$30,000 over 2 years
to support the Strathmere Group

\$90,000 over 2 years
to support low-carbon transportation research

Simon Fraser University
\$200,000 over 2 years
to support Clean Energy Canada's research and communications

\$50,000
to support Clean Energy Canada's public outreach and convening efforts

\$40,000
to support Sustainable Transportation Action Research Team's (START) low-carbon transportation research

University of Toronto, School of Public Policy & Governance
\$46,400
for Mowat Centre to research the intergovernmental challenges to climate action in Canada

University of Waterloo
\$40,851
in collaboration with partners at Dalhousie University, Concordia University, and Centre Québécois du Droit de l'Environnement, to research the implications of Paris climate commitments for how governments review new industrial projects

York University
\$7,500
to support Dr. Mark Winfield's work on the federal environmental review process

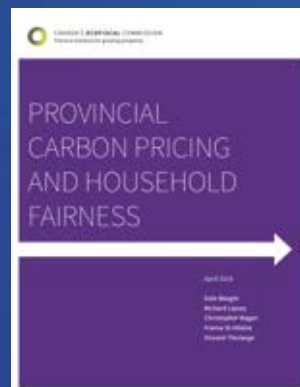
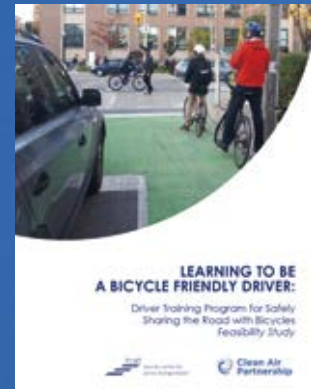
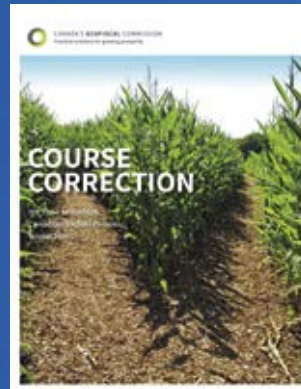
RIGHT: At the *Our Future King* event hosted by the Pembina Institute. From left: Jennifer Keesmaat, Andy Byford, David Kuperman, Janice Solomon, Nithya Vijayakumar, and Dylan Reid.

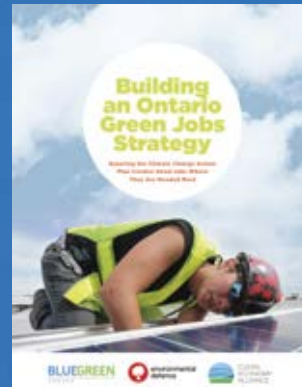
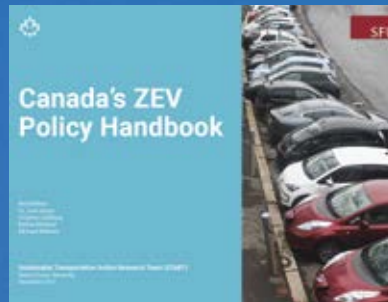


LEFT: Toronto Mayor John Tory and UPS Canada President Christoph Atz are photographed at the UPS cargo bike pilot launch in front of Toronto City Hall.

Environment Program Research and Partner Publications 7

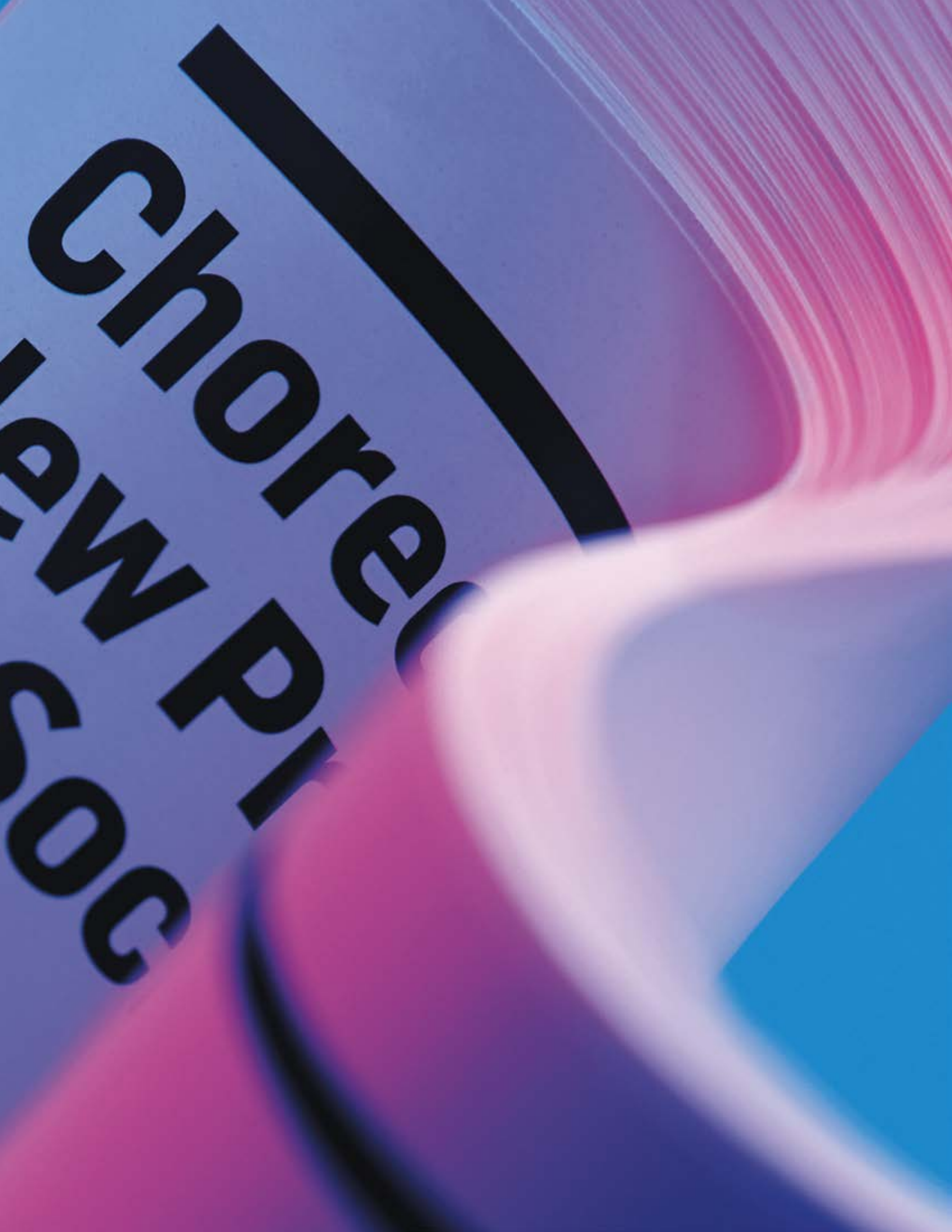
Timely public policy research is central to how the Environment Program contributes to public discourse and decision-making in Canada. Over the past two years, we have supported a range of experts to research opportunities for advancing climate policy solutions at local, regional, and national levels. The primary audience for this work includes public officials and policy makers, citizen activists and NGO leaders, industry, and other key stakeholders. A number of reports featured below were supported through collaborative funding efforts with other philanthropic partners. It has been heartening to see so much of this research evolve from a concept in a proposal to a referenced report that is instrumental in supporting key policy change.





GREEN PROSPERITY CHALLENGE SERIES:

Green Prosperity Report	METCALF FOUNDATION	METCALF FOUNDATION	METCALF FOUNDATION	METCALF FOUNDATION	METCALF FOUNDATION
<p>A New Era of Environmental Governance in Canada</p> <p>Better Decisions Regarding Infrastructure and Resource Development Projects</p> <p>— by Mark Wozniak</p>	<p>Incanting the Nature of Cities</p> <p>Using Financial Approaches to Support Green Infrastructure in Ontario</p> <p>— by Stephanie Cohen, Praveen Arora, and Sachi Jaisi O'Neil</p>	<p>Building Toronto</p> <p>Achieving Social Inclusion in Toronto's Emerging Green Economy</p> <p>— by Cheryl Teitelbaum and Laura Ziegler</p>	<p>Pricing Works</p> <p>How pricing of municipal services and infrastructure can lead to healthier and more efficient cities</p> <p>— by Robert Tipton, Michelle Bernatchez, Sam Jaisi O'Neil, and Monique Wapman</p>	<p>Vulnerable Households and the Smart Grid in Ontario</p> <p>Emerging Challenges and Opportunities</p> <p>— by Joe D. Bonfield and David Stephens</p>	<p>Building a 21st Century Cycling City:</p> <p>Strategies for Action in Toronto</p> <p>— by Tracy Lashburn and Dr. Beth Arora</p>



**Chore
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The Metcalf Innovation Fellowship program provides critical thinkers with the opportunity to ask hard questions and propose solutions to systemic issues in the areas in which we work. Their research brings a depth of field to our granting strategies, furthers discussions within diverse communities, and helps the Foundation support practical approaches to policy issues.

POLICY ANALYST and researcher Elizabeth MacKinnon and arts administrator and fundraiser Christine Pellerin examined the feasibility of social finance as a revenue generation tool for the performing arts sector. Their exploration included a survey of successful examples such as Britain's Arts Impact Fund.

More than Money: How social finance can build resilience in the arts sector breaks new ground in exploring how the non-profit arts sector in Canada can harness the power of social finance to strengthen its financial footing.

Constitutional and human rights lawyer Fay Faraday completed the third in a trilogy of reports examining precarious conditions created and perpetuated by Canada's Temporary Foreign Worker Program (TFWP). *Canada's Choice: decent work or entrenched exploitation for Canada's migrant workers?* is the only comprehensive technical analysis of the 2014 changes to the TFWP. It played a key role in submissions to the Parliamentary Committee in the fall of 2016 and is widely cited in academic publications. Faraday also conducted research on public education and communication and worked with the Migrant Workers Alliance for Change to build a broader movement in support of migrant workers' rights.

Social policy thinker Dr. Sarah Schulman and her team at social design agency InWithForward examined how social innovation can inform social service delivery. They conducted experiments with over 400 Canadian social service professionals, searching for and testing ways to strengthen capacity. Dr. Schulman's research

is a timely provocation to consider the unique challenges faced by the sector and to explore new methods for shifting culture and practice. In *Choreographing New Practices for Social Change*, Dr. Schulman shares her reflections from two years' experimentation, offering case studies and actionable strategies that are grounded within a theoretical framework.

Social policy analyst John Stapleton has continued his investigation of Canada's income security system and supported dissemination of findings from his 2015 *Working Poor* report. Stapleton participated on Ontario's Advisory Group on Income Security Reform and the Toronto Poverty Reduction Strategy. He currently sits on the national Ministerial Advisory Committee on Poverty. In the Metcalf *Solitary Confinement* blog series he explores difficulties that social assistance recipients face when pursuing self-employment. His 2016 report *A Basic Income for Canadians: What would change?* compares the budgets of four people receiving income security benefits and reveals how a basic income could alter their circumstances.

Labour market policy analyst Tom Zizys is exploring issues and challenges associated with advancing good jobs within the food sector. Environmentalist Graham Saul is leading a reflective discussion within Canada's environmental movement that will re-examine how sector leaders communicate the ultimate objective of their work with the aim of identifying and framing the sector's work in a way that unites and strengthens its disparate parts.



Leading and Learning

The Foundation has long recognized the contributions and commitment of non-profit leaders in catalyzing positive change on pressing social and cultural issues. Continuing our history of supporting these leaders, in 2017 we launched a new professional development program: the Leading and Learning Program. The program comprises two separate funding streams, offering support to both individuals and groups. It replaces the Renewal Program which was wound down in 2016.

Network Learning Fund

supports a group of organizations, led by a charitable partner, in exploring a shared concern, challenge, or area of common interest.

Environmental Defence in partnership with the **Pembina Institute** and **Équiterre** travelled to California to build relationships and expand their network with environmental and government leaders who are advancing key issues on climate change policy.

Faith & the Common Good with peers from **Trinity St-Paul's Centre for Faith, Justice and the Arts**, **Toronto Arts Council** and **Artsbuild Ontario** (with additional funding from Toronto Arts Council), travelled to New York and Philadelphia to explore successful examples of how faith-based spaces are being co-purposed as performing arts venues to the benefit of both religious and arts communities.

Toronto Neighbourhood Centres with non-profit leaders from **Parkdale Activity-Recreation Centre**, **West Neighbourhood House**, and the **Ontario Non-Profit Network** attended the **Synergia Summer Institute** in Italy—an educational and training centre dedicated to social change work. The group explored ways of creating more inclusive and sustainable economic structures in the community.

Individual Leadership Fund

supports senior non-profit management individuals in their pursuit of professional leadership development with recognized teaching or training institutions.

Evergreen

Seana Irvine, Chief Strategy Officer
enrolled at the Harvard Kennedy School's Global Change Agents Program

Canada's Ecofiscal Commission

Dale Beugin, Executive Director
registered in McGill University's Executive Leadership Experience Program

Renewal Program

Tides Canada Initiatives Society

Anne Gloger, Director, East Scarborough Storefront
documented and disseminated the learnings from a decade of neighbourhood-based work

RIGHT: Participants from Toronto Neighbourhood Centres, Parkdale Activity-Recreation Centre, West Neighbourhood House, and the Ontario Non-Profit Network, with colleagues, at the Synergia Summer Institute in Italy.



LEFT: Environmental Defence's Keith Brooks and his peers Équiterre's Annie Bérubé, Environmental Defence's Dale Marshall, and Pembina Institute's Lindsay Wiginton in Sacramento, California.

ABOVE: Representatives from Faith and the Common Good, Trinity St-Paul's Centre for Faith, Justice and the Arts, ArtsBuild Ontario, and the Toronto Arts Council visited Philadelphia's Christ Church Neighborhood House where they saw a production of *Destiny Estimate* by MJ Kaufman.

Special Initiatives

The Foundation reserves a small 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 precisely fit into our program areas.

GENERAL FUND

Arts Access Fund
\$5,000
in support of the
Arts Access Collective

**Canadian Centre for
Policy Alternatives**
\$13,150
to support research
and communications
to champion a \$15
minimum wage and
explore amendments
that would support
'gig economy' workers

**Canadian
Dance Assembly**
\$15,000 in 2016
\$2,000 in 2017
to support a research
initiative on the
amalgamation of dance
service organizations
in Canada

**Canadian Education
and Research
Institute for
Counselling (CERIC)**
\$2,500
to support the
Workforce Planning
Zone of the Cannexus
2017 Conference

**Canadian
Environmental
Grantmakers'
Network**
\$10,000 in 2016
\$10,000 in 2017
for general support

**The Canadian
Institute for
Advanced Research**
\$225,000 over 3 years
in support of the Bio-
inspired Solar Energy
Program which is
creating new renewable
energy technology

CanAsian Dance
\$6,000
to support a network
of Toronto choreogra-
phers through a strategic
planning process

**Christian Jewish
Dialogue of Toronto**
\$5,000
to support the
October 2016 Basic
Income Symposium

**CivicAction
Leadership
Foundation**
\$150,000 over 3 years
in support of
core operations

CIVIX
\$25,000 over 5 years
in support of the
CIVIX Caucus

**Community Food
Centres Canada**
\$200,000 over 2 years
in support of
core operations

**Cultural Human
Resources Council**
\$50,000 over 2 years
to create a training
program to help
mid-level arts managers
gain the required skills
for senior positions in
major institutions

\$25,000
to support a third cohort
of arts leaders in their
Talent to Lead program;
to convene participants
in cohorts 1 and 2 in
regional gatherings;
and to prepare a
White Paper on Cultural
Leadership – A perspec-
tive from the Field of
Mid-Career Managers

**Dance Collection
Danse / Arts
Inter-Media Canada**
\$43,500 in 2016
\$33,000 in 2017
to develop and imple-
ment a sustainable
business plan

DanceWorks
\$15,000
for a collaborative project
exploring how design
thinking approaches
can activate new public
engagement with
Toronto's professional
dance community

**Dixon Hall
Neighbourhood
Services**
\$500
to support the youth
programs cycling initiative

Earth Day Canada
\$16,000
to support a study
tour to Copenhagen
and Bristol to learn how
these two cities are
championing the role of
outdoor play and active
transportation

**Environmental
Defence Canada**
\$60,000 over 2 years
to continue its role
as host of the Clean
Economy Alliance

FoodShare Toronto
\$30,000
in support of the
installation of a hood
in the new commercial
kitchen

\$60,000
in partnership with
Sustain Ontario, to
review and renew the
previously released
Metcalf Food Solutions
Paper, *Menu 2020:
Ten Good Food Ideas
for Ontario*

Imagine Canada
\$5,000 in 2016
\$5,000 in 2017
for the Sector
Champion membership

JUMP Math
\$20,000
in support of the
Numeracy Counts
initiative

**National Theatre
School of Canada**
\$40,000
to support an Ontario-
based artistic
practitioner to take part
in the Artistic Leadership
Development Program

Nightswimming
\$10,000
in support of the
commission and
mentoring of young
creators in celebration
of Nightswimming's
25th anniversary

**Obsidian Theatre
Company**
\$10,000
to support the Mentor/
Apprentice Program

**The Omega
Foundation**
\$50,000
in support of
SmartSAVER

**Ontario Employment
Education and
Research Centre**
\$37,056
in support of their
office expansion

\$1,000 in 2016
\$500 in 2017
on behalf of an advisory
committee member

Ontario Nature
\$15,000
to support active
engagement with the
Government of
Ontario's Forest Carbon
Policy Working Group
consultations

**Parkdale
Activity-Recreation
Centre**
\$20,000
in support of the pur-
chase of land at
87 Milky Way and assist
with the larger strategy
of building more inclu-
sive local economies

**Pelee Island Bird
Observatory**
\$10,000
in support of its avian
research and
educational programs

**Philanthropic
Foundations Canada**
\$5,000
to support public
advocacy on behalf of
the charitable sector

**Red Door
Family Shelter**
\$100,000
in support of the Com-
munity of Hope Capital
Campaign to build
a new shelter at
875 Queen Street East

Sanctuary Toronto
\$30,000
for general support

**Sistema Toronto
Academy**
\$125,000 over 2 years
to support a collaboration
with East Scarborough
Storefront to expand
the Sistema program
to the Kingston-
Galloway/Orton Park
neighbourhood

Small Change Fund
\$5,000
to research and develop
a new business model
for the organization

**Social Planning
Council of Ottawa**
\$30,000 over 3 years
in support of Synapcity

**Sustainability
Network**
\$5,000
in recognition of
Sustainability Network's
20th anniversary

\$3,000
in partnership with
Sustainability Co-Lab,
to support Mike
Morrice's participation
in the Academy
for Systems Change
Fellowship program

**Tides Canada
Initiatives Society**
\$5,000
to support Jane's Walk in
their efforts to develop
a business model

\$7,000
to support the Ward
Project, in collaboration
with Diasporic Genius
and the editors of
The Ward

**Toronto Alliance for
the Performing Arts**
\$5,000
to support a city-wide
survey to gather
data on key economic,
cultural, and
behavioural indicators,
in order to inform policy

**Toronto Arts
Foundation**
\$15,000 over 2 years
to conduct an evalua-
tion of two new models
being pioneered by
Generator and Why
Not Theatre

**Toronto Artscape
Foundation**
\$180,000 over 3 years
in support of Launchpad

**Toronto Park
People Projects**
\$5,000
to assist individuals to
attend the 2017 Heart
of the City Conference

**United Way of
Greater Toronto**
\$5,000
in support of the
housing collaborative
feasibility study

\$75,000
in support of
the National Housing
Collaborative

**University of Toronto,
School of Public
Policy & Governance**
\$50,000
in support of the "Not-
for-profit Research Hub"
at the Mowat Centre

**Wildlife Conservation
Society Canada**
\$6,700
to support the 2018
North American Congress
for Conservation Biology
gathering in Toronto

**Women's Habitat
of Etobicoke**
\$8,000
to evaluate a pilot project
enabling a micro-
enterprise collective
to share a Toronto
Employment and Social
Services case worker

**Writers' Trust
of Canada**
\$50,000 in 2016
\$50,000 in 2017
in support of the
Vicky Metcalf Award
for Literature for
Young People

DIRECTOR-INITIATED

Alma Children's Education Foundation \$10,000 in 2016 \$5,000 in 2017 for general program support	The Canadian Institute for Advanced Research \$10,000 in 2016 \$10,000 in 2017 for general support	FoodShare Toronto \$5,000 in 2016 \$5,000 in 2017 in support of the student nutrition and school program	Nova Dance \$2,500 in 2016 \$2,500 in 2017 for operational support	The Scott Mission \$2,000 for general support	The Theatre Centre \$5,000 in 2016 \$5,000 in 2017 for operational support
Anglican Parish \$500 for the Music for the Spirit Program	Casey House Foundation \$250,000 over 5 years in support of the "Rebuilding Lives" Capital Campaign and new Day Health Program	High Park Nature Centre \$5,000 in 2016 \$5,000 in 2017 for general support	Off the Wall Stratford \$5,000 in 2016 \$5,000 in 2017 for general support	Shaw Festival \$10,000 in 2016 \$10,000 in 2017 for general support	Toronto Mendelssohn Choir \$2,000 in 2016 \$2,000 in 2017 for general support
Another Chance Wildlife Rehabilitation \$1,000 in 2016 \$500 in 2017 for general support	Community Food Centres Canada \$15,000 in 2016 \$15,000 in 2017 in support of Stratford's Local Community Food Centre	INNERchamber Inc. \$10,000 in 2016 \$10,000 in 2017 for general support	Ovarian Cancer Canada \$3,000 for general support	Shorefast Foundation \$2,500 in 2016 \$2,500 in 2017 for operational support	Toronto Public Library Foundation \$10,000 in 2016 \$10,000 in 2017 for the areas of highest needs
Art of Time Ensemble \$5,000 in 2016 \$5,000 in 2017 for operational support	Dixon Hall Neighbourhood Services \$3,000 for shelter support	JUMP Math \$10,000 in 2016 \$10,000 in 2017 for general support	Parkdale Activity-Recreation Centre \$5,000 in 2016 \$5,000 in 2017 for the Parkdale Neighbourhood Land Trust	SKETCH Working Arts \$5,000 in 2016 \$5,000 in 2017 for general support	Toronto Youth Wind Orchestra \$2,500 in 2016 \$2,500 in 2017 for general support
B'Nai B'Rith Jewish Community Camp Inc. \$10,000 in 2016 \$10,000 in 2017 in support of their capital campaign	Literary Review of Canada \$10,000 for general support	Loran Scholars Foundation \$5,000 for general support	Peggy Baker Dance Projects \$2,500 in 2016 \$2,500 in 2017 for operational support	The Stratford Shakespearean Festival of Canada \$30,000 in 2016 \$30,000 in 2017 in support of the Michael Langham Workshop for Classical Direction	Word-Play \$5,000 in 2016 \$5,000 in 2017 for general support
Canada's National Ballet School \$2,500 in 2016 \$2,500 in 2017 for operational support	to support girls and young women \$1,000		Raincoast Conservation Foundation \$20,000 in support of the Coastal Wolves: Science and Conservation project	The Talent Fund \$20,000 for general support	

SPECIAL MENTIONS



The Foundation is supporting the core operations of the **CivicAction Leadership Foundation**. The CivicAction Leadership Foundation was created by CivicAction, a non-profit organization, which brings together leaders from business, labour, academia, and civil society to tackle challenges in the region, such as infrastructure and jobs for youth who are facing barriers. Reflecting the Foundation's commitment to leadership development, Metcalf is supporting two program streams, the Emerging Leaders Network and DiverseCity Fellows, both of which focus on strengthening the capacity of young leaders to take an active role in civil society.



Metcalf funds the **Canadian Institute for Advanced Research** to explore the research question: how can we learn from nature to harvest energy from the sun? This question guides the work of the Bio-inspired Solar Energy Program, which is based within the Canadian Institute for Advanced Research. Metcalf funding is helping to advance this program's research efforts to find ways to harvest energy from photons to create renewable solar power. This work is led by Program Director Edward Sargent in collaboration with his global research team.



The Foundation has provided a grant to the **Toronto Artscape Foundation** in support of Artscape Daniels Launchpad. Launchpad offers affordable membership-based access to multimedia tools, equipment, and technology, and its programs build entrepreneurial skills to launch and accelerate new businesses in the arts. With this grant, Metcalf is specifically targeting early curriculum design and demonstrating an ongoing commitment to investing in the skills development capacity of the arts sector.

Financial Information

CONDENSED STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2017

	2017	2016
ASSETS		
Cash and cash equivalents	2,441,547	12,171,412
Accrued interest and dividends receivable	1,365,041	1,181,076
Investments at market value	163,590,384	147,065,794
Other receivables and capital assets	2,995,634	3,109,850
	170,392,606	163,528,132
LIABILITIES		
Accounts payable and accrued liabilities	1,689,688	2,113,313
NET ASSETS	168,702,918	161,414,819

CONDENSED STATEMENT OF REVENUE AND EXPENDITURES

REVENUE	13,864,053	8,704,486
EXPENDITURES		
Investment-related	359,050	326,860
Other	652,869	550,155
	1,011,919	877,015
REVENUE BEFORE GRANTS	12,852,134	7,827,471
GRANTS & DIRECT CHARITABLE ACTIVITIES		
Performing Arts	1,271,504	1,170,285
Environment	1,263,664	1,258,781
Inclusive Local Economies	1,179,761	1,058,439
Special Initiatives	775,306	894,250
Direct charitable activities	1,073,800	1,016,394
	5,564,035	5,398,149
EXCESS OF REVENUE OVER EXPENDITURES	7,288,099	2,429,322

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

DIRECTORS & OFFICERS

Kirsten Hanson Chair	Luke Metcalf
Johanna Metcalf Vice Chair	Pamela Robinson
Peter Hanson Treasurer	Ken Rosenberg
	Robert Sirman
	Sandy Houston President and CEO (ex officio)

STAFF

Sandy Houston President and CEO	Annie Rawlings Office Manager and Executive Assistant (from February 2017)
Adriana Beemans Inclusive Local Economies Program Director	Stephanie Sernoskie Office Manager and Executive Assistant (through to August 2016)
Michael Trent Performing Arts Program Director	Kate Fane Communications Specialist (February 2016 to May 2017)
Andre Vallillee Environment Program Director	Mercedes Sharpe Zayas Programs Intern (January 2016 to May 2017)
Janet Lewis, CA Director of Finance	Saroja Ponnambalam Programs Intern (May to September 2017)
Catherine Annau Communications Manager	Ali Houston Programs Intern (from September 2017)
Heather Dunford Grants Manager	
Anne Perdue Senior Editor	

PERFORMING ARTS PROGRAM ADVISORS

CREATIVE STRATEGIES INCUBATOR — David Abel Art of Time Ensemble	Shannon Litzenberger Independent Artist/ Advocate
Tricia Baldwin Isabel Bader Centre for the Performing Arts	Micheline McKay Micheline McKay + Associates
Chris Lorway The Corporation of Massey Hall and Roy Thomson Hall	Liam McQuade Liam McQuade Inc.
Mitchell Marcus The Musical Stage Company	Cathy Smalley Project Management/ Consultant
Pamela Robinson Ryerson University	Nancy Webster Young People's Theatre
Rupal Shah Toronto Arts Council	PERFORMING ARTS INTERNSHIPS — Nova Bhattacharya Nova Dance
Cathy Smalley Project Management/ Consultant	Katherine Carleton Orchestras Canada/ Orchestres Canada
CREATIVE STRATEGIES INCUBATOR LEARNING NETWORK SUPPORT LEADS — Daniel Bernhard Mushroom Cloud	Kate Fenton Freelance Artist
Naomi Campbell Luminato	Shawn Kerwin Freelance Designer
Menon Dwarka Arts Etobicoke	Andy McKim Theatre Passe Muraille
	Natasha Powell Holla Jazz

INCLUSIVE LOCAL ECONOMIES PROGRAM ADVISORS

OPPORTUNITIES FUND — Phil Frei Entrepreneur	Karim Harji Purpose Capital
Margaret Hancock Family Service Toronto	Sandy Houston Metcalf Foundation
Karim Harji Purpose Capital	Joanne Kviring Virgin Unite
Anne Jamieson Toronto Enterprise Fund	Bruce Lawson The Counselling Foundation
Deena Ladd Workers' Action Centre	Sevaun Palvetzian CivicAction
Robert Sirman	Jamison Steeve Martin Prosperity Institute
Paul Taylor FoodShare Toronto	Kaylie Tiessen Unifor
Tom Zizys Independent Labour Market Expert	Sean Twyford Ministry of Children and Youth Services
TORONTO SECTOR SKILLS ACADEMY — Mandie Abrams Hospitality Workers Training Centre	Pat Walcott Toronto Employment & Social Services
Catherine Chandler- Crichlow 3C Workforce Solutions	
Nation Cheong United Way of Greater Toronto	
Trina Foster Ontario Centre for Workforce Innovation	

ENVIRONMENT PROGRAM ADVISORS

CYCLE CITY — Yvonne Bambrick Forest Hill Village BIA	David McKeown Formerly with Toronto Public Health	Eric Miller University of Toronto	Robert Gibson University of Waterloo
Hannah Evans Ministry of Municipal Affairs	Shawn Micallef Spacing Magazine	Sevaun Palvetzian CivicAction	Andrew Heintzman InvestEco Capital
Matt Galloway Metro Morning on CBC Radio One	ELECTRIFYING MOVEMENT — Pamela Blais Metropole Consultants Ltd.	André Sorensen University of Toronto	Tanzeel Merchant Ministry of Municipal Affairs
Jennifer Keesmaat University of Toronto	Tyler Hamilton MaRS Cleantech Venture Services	Henry J P Wiercinski	Ersilia Serafini Summerhill Group
		ENABLING SOLUTIONS — Mark Bekkering City of Toronto	Enid Slack University of Toronto

DESIGN
The Office of Gilbert Li

PRINCIPAL PHOTOGRAPHY
Paul Weeks

PRINTING
Warren's Waterless

PAPER
Rolland Enviro Print

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

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