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## Recruitment Brief

President and CEO Search

Metcalf Foundation

September 2023

**METCALF**  
**FOUNDATION**

## TABLE OF CONTENTS

<b>The Opportunity .....</b>	<b>1</b>
<b>Overview of the Metcalfe Foundation .....</b>	<b>1</b>
Background .....	1
Funding Philosophy .....	2
<b>President and CEO – Position Profile.....</b>	<b>2</b>
<b>Key Responsibilities.....</b>	<b>3</b>
Strategic Leadership and External Relations .....	3
Strategic Grantmaking, Delivery and Related Activities .....	3
Operational and Financial Management .....	3
Governance .....	3
People and Culture.....	4
<b>Key Experiential Requirements.....</b>	<b>4</b>
<b>Competencies &amp; Personal Style .....</b>	<b>4</b>
Other Personal Characteristics .....	4
<b>Contact Information.....</b>	<b>5</b>
<b>Disclaimer.....</b>	<b>5</b>

## THE OPPORTUNITY

The Metcalfe Foundation (hereafter ‘Metcalfe’) has been working in support of positive social and environmental change in Canada for over 60 years. The essence and ethos of the organization are captured in this statement by Sandy Houston, Metcalfe’s current President and CEO, who is stepping down after over 20 years at the helm of the organization:

*“Our grants must seek impact, to be both brave and wise. We should be the rare money – the support that is not otherwise available – that opens a door, draws a connection, conjures an opportunity, or creates a pause.”*

The Board now seeks Metcalfe’s next President and CEO. This person will have the extraordinary opportunity to lead the organization’s impact in three key focus areas: the environment, inclusive local economies, and the performing arts, and to work with grantees both local to Toronto, and across Canada.

This opportunity will appeal to head and heart, to a thoughtful and strategic leader who is a compelling communicator and naturally builds coalitions. This new leader will demonstrate a high level of accomplishment and intellectual breadth, and will be both collaborative and courageous. They will be adaptable to a diverse array of responsibilities that are both hands-on as well as high-level and strategic. This individual will represent Metcalfe and its core values in the sector, forging new alliances as well as maintaining current relationships with its partners and stakeholders. They will quickly earn the trust and confidence of the Board, the team, advisors, grantees, and other key external stakeholders.

## OVERVIEW OF THE METCALFE FOUNDATION

### BACKGROUND

The Metcalfe Foundation is a private Canadian family foundation that invests in people, ideas, and actions to build a just, healthy, and creative society. Its primary goal is to enhance the effectiveness of people and organizations working together to help Canadians imagine and build this future. Established in 1960 by George Cedric Metcalfe, Metcalfe’s original philanthropic endeavours were focused around social, educational, and health issues in Ontario. Over time, Metcalfe’s priorities, strategies, and scope have evolved in response to the societal challenges of the time. Metcalfe now centres its efforts in three key focus areas:

- **Environment:** Working at the intersection of climate, biodiversity, and sustainable livelihoods
- **Inclusive Local Economies:** Focusing on sustainable economic opportunities for low-income people and communities in Toronto

- **Performing Arts:** Supporting individual leadership and organizational innovation in the performing arts

## FUNDING PHILOSOPHY

The Metcalf Foundation's funding philosophy is based upon five key pillars:

- I. Have the courage to tackle tough issues
- II. Be supportive, not prescriptive
- III. Embrace diverse perspectives
- IV. Be curious, respectful, and rigorous
- V. Share knowledge and learn collectively

## PRESIDENT AND CEO – POSITION PROFILE

The role of the President and CEO encompasses strategic and organizational responsibilities in support of Metcalf's three principal areas of focus. Metcalf's next leader will embody the values of the organization, thoughtfully balance external and internal accountabilities, move forward with curiosity and courage, enable innovation and experimentation, and strengthen the profile of Metcalf as a leading, effective, and collaborative foundation.

Metcalf's next President and CEO will guide the foundation's efforts to augment the work of its partners and grantees, to link initiatives, to build strong vehicles for dissemination, to provide resources and platforms for generating new ideas and innovations, and to find partners and collaborators who can strengthen and expand the potential of these efforts. At the same time, they will inspire and engage a strong team of three program directors and a small dedicated staff. They will also support the management of Metcalf's portfolio, in conjunction with the Investment Committee, and continue the foundation's engagement with impact investing and sustainable finance as a core aspect of its approach to the management of its capital.

The role requires regular in-person presence at Metcalf's Toronto office as well as the ability to travel as necessary.

## KEY RESPONSIBILITIES

The responsibilities of the President and CEO include, but are not limited to, the following:

### STRATEGIC LEADERSHIP AND EXTERNAL RELATIONS

- Represent the organization by effectively communicating its mission and vision in a manner that is true to Metcalf's values
- Cultivate, build, and maintain authentic and deep relationships across sectors
- Maintain a high level of knowledge on issues applicable to Metcalf's key focus areas and keep current and ahead on best practices and emerging trends in the philanthropic sector

### STRATEGIC GRANTMAKING, DELIVERY AND RELATED ACTIVITIES

- Support program directors and oversee the development and alignment of grantmaking initiatives with a long-term view on achieving positive change
- Provide ongoing assessment and adjustment of program priorities in response to evolving needs and opportunities
- Maintain existing relationships with grantees, advisors, and partners, and further cultivate new relationships to best serve Metcalf's mission over time

### OPERATIONAL AND FINANCIAL MANAGEMENT

- Ensure sound and effective organizational and financial management for Metcalf
- Oversee the annual budget and manage Metcalf's resources within those guidelines
- As a member of the the Investment Committee and Impact Investment Committee, ensure the assets of Metcalf are invested optimally, efficiently, and in accordance with guidelines and policies

### GOVERNANCE

- Work with Metcalf's Board of Directors to establish and maintain best practices in foundation governance
- Ensure a strong culture and relationship exists between Board and staff that is built on trust, respect, and transparency
- Oversee the preparation and development of Board memos, and other communications materials and outreach activities
- Partnering closely with the Chair, arrange and attend Board meetings including preparing the materials with the program directors and communicating with the Board between meetings
- Maintain an ongoing dialogue with the Board on successes and failures against key strategic priorities, recalibrating as needed to achieve Metcalf's mission

## PEOPLE AND CULTURE

- Ensure that the appropriate policies and procedures, organizational structure, systems, and other infrastructure are in place to support the work of Metcalf and its staff
- Foster a collegial team environment
- Support the continued professional development of the existing team, delegating the appropriate level of authority and accountability, and fostering open communications
- Preserve and embody what is strongest about the Metcalf culture: respect, inclusiveness, humility, rigour, empathy, and passion for the mission

## KEY EXPERIENTIAL REQUIREMENTS

- A proven track record of organizational leadership experience gained through a diverse set of professional and personal experiences, ideally including knowledge or experience in philanthropy and/or the nonprofit sector
- Strong financial literacy is key, and knowledge of fund management is an asset
- A seasoned leader who has successfully demonstrated strategic skills, intellectual curiosity, and creative ideation as well as the ability to execute
- Experience as a coalition builder amongst multiple stakeholders
- Track record of leading teams and reputation as a respected and authentic people leader who inspires and nurtures talent at all levels inside the organization
- Knowledge of one or more of the key areas of focus is an asset
- An undergraduate degree is required; an advanced degree is an asset

## COMPETENCIES & PERSONAL STYLE

- A curious and big picture thinker who demonstrates strong intellectual capacity, is solutions-oriented, and able to connect values to strategy and action
- An individual who establishes trust and connection, cultivates long-term relationships, and brings people together to work towards a shared goal
- A capable and discerning leader who can deftly preside over and navigate between multiple files and prioritize accordingly
- An excellent communicator who speaks and writes clearly

## OTHER PERSONAL CHARACTERISTICS

- Humble and self-aware
- Social and emotional intelligence
- Integrity, honesty, trustworthiness

- Critical thinker with an analytical mind
- Diplomatic and objective
- Ambitious for collective achievements over personal accomplishment

## CONTACT INFORMATION

For further information regarding this opportunity, please contact:

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## DISCLAIMER

This document is intended to provide background information on the Metcalf Foundation for the purpose of informing potential President and CEO candidates and does not provide binding legal representations or contractual obligations. The information contained herein may be subject to change.