

Environment
Program Guidelines 2009

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The Metcalf Foundation

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

WE FOCUS OUR EFFORTS ON THREE AREAS:

- sustaining the vibrancy of the professional performing arts
- ensuring the ecological integrity of our natural and working lands
- developing lasting solutions to issues of poverty

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

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

WE TRY TO ENCOURAGE SUCCESS BY:

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

In our work, we aim to be clear, open, reflective and responsive. We actively seek to learn from our experiences with funded projects, and from our ongoing exploration of issues and ideas. We expect our grant-making practices to evolve as we strive to realize the full potential of our commitment and resources.

The Environment Program

The Metcalf Environment Program seeks to strengthen and enhance the effectiveness of people and organizations working together to ensure the ecological health and integrity of Southern Ontario's natural and working lands.

We believe the health of our natural and working lands is critical to the health of our communities and peoples. Whether first growth forest, family farm or working woodlot, these lands sustain essential ecological, aesthetic, economic and spiritual values that are essential to both human and natural communities. However, the Southern Ontario region is subject to increasing pressure from development including sprawl, transportation corridors, natural resource extraction and industrial production. As these pressures continue to escalate and spread, the health of our farms, fields and forests is increasingly threatened.

People and organizations in Southern Ontario are tackling head-on the tough issues surrounding human use of ecosystems and landscapes. They are generating and promoting creative policies and practices that contribute to sustainable land-use patterns. They are helping communities to think long term and have a strong voice in decision-making. They are assisting diverse interests to find common ground. When this process is effective, conservation works not only to preserve land but also to nurture community.

Our goal is to enable these individuals and organizations to cultivate long-term solutions that benefit both land and people. We want to help them to bring greater clarity to the issues, work collectively, think broadly in pursuit of comprehensive approaches and empower communities to take a meaningful role in decisions that affect their lives.

The Environment Program will support the Foundation's three core themes – dynamic leadership, integrated thinking, new ideas and practice – through two interrelated program components:

- [Healthy Lands](#)
- [Leaders in the Field](#)

We expect the Program to evolve as we learn from both our experiences with projects on the ground and from our exploration of emerging issues. As such, we will maintain flexibility in our programs in order to respond to issues and opportunities that arise over time.

Healthy Lands

The health of Southern Ontario's natural and working lands is threatened and subject to increasing pressure from industrial, urban and agro-industrial development. Our goal is to ensure its integrity through conservation that preserves biodiversity, supports sustainable working lands and nurtures community. Informed discussion and integrated thinking among a broad range of stakeholders is necessary to achieve this goal. Yet the current debate remains narrow in focus, contentious and obscure.

We believe that non-profit organizations are key to resolving difficult conservation issues in Southern Ontario. They are at the centre of the land-use debate through their policy analysis, community engagement and scientific research. They are promoting alternative visions and best practices that reflect deep ecological and social values. They are reaching out to diverse interests – citizens, business people, landowners, developers, farmers, aboriginal peoples, governments, community leaders – to find common ground and shared goals.

We want to assist these organizations in their work. The Healthy Lands program is designed to support organizations that are: exploring and developing innovative approaches to tackling tough land-use problems; actively seeking opportunities for ongoing dialogue, collaborative learning and

reflection; and inspiring people and communities to contribute to positive change. Specifically we are interested in proposals that:

Make Connections – We are interested in supporting efforts that contribute to integrated thinking and action. Activities funded may include promoting urban-rural connections, advancing coordinated regional planning and encouraging collaboration among a broad range of diverse interests.

Inform the Conversation – The foundation seeks to ensure that the conversation about human use of ecosystems and landscapes is informed at all levels. Activities funded may include examination of smart growth policies and practices, bioregional mapping, applied research and education on the importance of land-use and natural resource issues.

Strengthen Organizations – We acknowledge that organizational capacity is inextricably linked to effective program delivery and therefore needs to be nurtured at the same time. As such, we will consider supporting a number of organizations to increase the breadth and depth of their work by helping them to seize new opportunities or address chronic limitations.

Engaging Communities – We are interested in fostering organizations’ efforts to engage their communities in their work and empower communities to act on issues and in processes that affect their lives. Activities funded may include assisting communities to develop a vision for their future, enhancing participation in public processes and providing communities with analysis, tools and technical expertise.

WHO IS ELIGIBLE TO APPLY?

As a charitable foundation registered with the Canada Revenue Agency (CRA), the George Cedric Metcalf Charitable Foundation can only offer support to organizations with charitable status. If you have an idea that advances the goals and objectives of our program but your group does not qualify, please contact us. We may be able to offer support or assistance in other ways.

WHAT IS THE APPLICATION PROCESS?

For 2009, applications under the Healthy Lands Program will be considered in the fall only, with letters of inquiry due in September 2009.

Prospective applicants are encouraged to contact the Environment Program Director in advance to discuss their proposals. Applying to this program is a two-step process.

Step One – Letter of Interest

Interested organizations must first send a letter of inquiry to the Foundation. The letter should briefly outline the nature of the application the organization wishes to submit, as well as a work schedule, approximate budget and the amount being requested from the Foundation. The letter should not exceed 3 pages. Please complete and attach a Metcalf Application Cover Sheet to the front of your letter. Foundation staff will review letters of interest, and identify those proposals it wishes to pursue. Please provide **two paper copies of the letter of interest printed double-sided and submit an electronic version in word to ruthr@metcalffoundation.com.**

Step Two – Full Application

Based on the letters of interest, the Foundation will invite organizations to submit full applications. **This is not a guarantee of funding.** Those organizations invited to submit full proposals should develop an application not to exceed 6 pages containing:

- a short summary of the organization's objectives and history;
- a statement of your overall vision;
- a statement of your project goals and objectives including why they are important and how they contribute to your vision;
- the broader conservation and/or organizational context of the proposed initiative;
- a brief rationale for, and description of, project activities;
- a description of how your project activities contribute to making connections, informing the conversation, strengthening organizations and/or engaging communities;
- the anticipated short-term outcomes that will occur as a result of the activities you have undertaken and how you envision tracking your progress;
- the potential challenges and opportunities to achieving your project's overall goal and how you plan to address any unforeseen factors that may arise as your project unfolds;

- what you want to learn from undertaking this project and how you envision doing this;
- a description of project team, project workplan and key partners.

In support of your 6-page application, you should also include:

- the Metcalf Application cover page;
- brief bios of key project staff;
- a list of board members;
- a completed financial and statistical template (found on our website) with information on other sources of financing already secured or being sought and on a long-range financial strategy for supporting the project;
- the organization's most recent financial statements.

A separate letter of introduction may be included. We do not encourage the inclusion of additional printed material, e.g. annual reports or newsletters. This material will not be forwarded to our advisory committee. Please note that we are unable to consider incomplete applications for funding. Please provide [eleven paper copies of the proposal printed double-sided and submit an electronic version in word to \[ruthr@metcalffoundation.com\]\(mailto:ruthr@metcalffoundation.com\)](#).

HEALTHY LANDS (CONTINUED)

HOW WILL APPLICATIONS BE ASSESSED?

Applications will be reviewed by the Foundation's Board and staff, assisted by an advisory committee from the community.

Projects will be evaluated on the basis of:

- the organization's history and track record,
- the proposed activities' iteration of Metcalf Foundation's program goals,
- the organization's readiness to undertake the proposed work,
- potential project results and likelihood of success,
- the potential to learn about new approaches and practice.

HOW WILL WE LEARN FROM OUR WORK?

Successful applicants set indicators of success in partnership with the Foundation at the start of the grant. They meet annually with us, so we can jointly monitor progress and results. We will also host a group meeting of all successful applicants and seek opportunities for grantees to share their work and learnings more broadly.

We reserve the right to review our ongoing commitments if circumstances arise in which the project is unlikely to be realized. These circumstances could include failure to undertake activities or to meet goals as described in the proposal, the departure of senior leadership or severe financial difficulties.

Leaders in the Field

Across Southern Ontario people are striving to improve the health and integrity of our natural and working lands. They come from nonprofit organizations, First Nations, community groups and universities, and include policymakers, farmers, researchers, elders and entrepreneurs. Some are new to the field; others have been working tirelessly for decades. They are creative, committed individuals striving to create positive change in a complex, challenging environment.

For these individuals, time and resources to innovate, build skills and develop new knowledge are limited due to inadequate and unpredictable funding, high expectations and an environment of constraint. All too often, there is neither space nor support for personal and professional development. Yet if these people are going to tackle the tough issues surrounding human use of ecosystems and landscapes effectively, they need opportunities to think broadly, work and learn collectively, generate ideas, transfer knowledge, and sustain their efforts.

The goal of Leaders in the Field is to develop, strengthen and celebrate exceptional leaders working on land use issues in Southern Ontario. Through this program we will offer senior leaders, who can benefit from periods of professional development, reflection and renewal, the flexibility to pursue opportunities not available under regular workplace demands.

The program will also cultivate new leaders who have recently become engaged in the work. Through structured internships we will create productive entry points to mentoring and training so that the rich experience and specialized knowledge that exist in the field will guide the development of the next generation of leaders.

Two parallel streams provide opportunities for people at all stages of their careers and in various capacities in order to enhance their skills and experience:

- [Field Fellowships](#)
- [Field Internships](#)

Field Fellowships

Southern Ontario is graced with outstanding senior leaders working to promote a conservation that not only stewards the land but also nurtures community. Over the course of their careers, these individuals have made an enormous contribution. They have been developing new programs, sharing their experience and knowledge, building organizations and influencing public policy. Their work has been a personal and professional investment in the health of the organizations, communities and constituencies they serve.

In most cases, this work is carried out in challenging circumstances – with limited resources, in a difficult and rapidly changing environment. Stress, burnout and attrition are too often the result. Investing in the health and productivity of those committed to the field is essential for continued success. We believe that replenishment and renewed inspiration encourages longer and more productive careers for these leaders.

Through this program the Foundation wishes to acknowledge, develop, and strengthen the contribution of exceptional individuals working on land use issues in Southern Ontario. Field Fellowships are intended to support outstanding senior leaders by providing them with the opportunity to advance their work outside

of the confines of their day-to-day responsibilities, renew their sense of purpose and focus, and tend to their own well-being.

This is an intentionally flexible program that does not prescribe a course of action but instead intends to provoke a range of responses from outstanding leaders around a broad spectrum of needs. During the fellowship, these leaders will not be involved in regular workplace demands devoting their full time attention instead to fellowship activities. Through this fellowship program, we hope to realize the benefits that can accrue – to leaders, their organizations, their communities and their work – from periods of professional development, reflection and renewal.

The Foundation will not be operating our Field Fellowships program in 2009, while we investigate alternate ways to support this portion of the environment sector.

Field Internships

Collectively we in the environment community have met some success exploring and developing innovative ways to resolve tough land use problems. We have not been as effective developing and nurturing new talent. The necessary attention paid to the tasks at hand has too often proceeded at the expense of cultivating the next generation of leaders. We need opportunities for people interested in becoming involved in land use work in Southern Ontario to find access to mentoring, training and meaningful work experience.

The Foundation will support the creation of internship opportunities for individuals who have recently entered the field to enhance their skills and scope. By creating productive entry points, we encourage organizations to reaffirm their commitment to the future by formally mentoring and training new leaders. We hope they will also realize opportunities to address transitions within organizations and increase the diversity of the field.

Individuals who have completed internships should have more knowledge, bolder visions, better skills, broader work experience, and useful contacts – all of which will help them make a stronger professional contribution to the health of

Southern Ontario's natural and working lands. In this program the Foundation is particularly interested in assisting individuals to access placements outside of their usual realm.

WHO IS ELIGIBLE TO APPLY?

Eligible applicants include organizations in Southern Ontario such as community groups, environmental, farm, and aboriginal organizations that have shown commitment to the Metcalf Environment Program goal which is: *to strengthen and enhance the effectiveness of people and organizations working together to ensure the ecological health and integrity of Southern Ontario's natural and working lands*. Organizations may apply individually, or in partnership with others.

An application can only be submitted by the organization, but interns must be identified in the application. We place a priority on assisting individuals who are recent graduates and are in the early stages of their careers. The Foundation wants to understand why the individual you have chosen to train is deserving of this opportunity, and how your organization can help them to meet their professional development goals.

FIELD INTERNSHIPS (CONTINUED)

As a charitable foundation registered with the Canada Revenue Agency (CRA), the Metcalf Foundation can only offer support to organizations with charitable status. If you have an idea that advances the goals and objectives of this program but your group does not qualify, please contact us. We may be able to offer our assistance in other ways. Prospective applicants are encouraged to contact program staff in advance to discuss their ideas.

WHAT ARE THE FUNDING PARAMETERS?

While the Foundation will support a diversity of internship opportunities we are particularly interested in fostering cross-disciplinary learning. For example, an environmental studies graduate interested in urban sprawl might wish to gain experience with an agricultural organization concerned with agricultural land-loss.

Internships must be a minimum of 6 months in duration. Grants will be made for interns' salaries and benefits to a maximum of \$30,000 for a 12-month internship. Co-op work terms are not eligible for funding.

WHAT IS THE APPLICATION PROCESS?

Applications must not exceed 6 pages and should include:

- the mandate of the applicant organization;
- a description of the internship proposed;

- a training plan for the position, including any opportunities being provided outside the organization;
- a description of the work experience offered;
- a brief bio of the mentor, trainer(s), and/or supervisor(s) for the position;
- a brief bio of the intern, and why they are a good candidate for the position;
- a statement from the intern which explains their vision for social change and where they would like to be professionally in five years;
- a statement from the intern which explains how they believe the internship will benefit their career, their professional development goals and why they wish to train with the organization;
- what measures and process the organization and intern will use to evaluate the progress and effectiveness of the placement.

In addition, applicants must attach:

- the Metcalf application cover page;
- the intern's resume;
- a budget for the proposal which indicates any financial or in-kind contribution by the organization;
- a current operating budget;
- a copy of the most recent audited financial statements and annual report.

FIELD INTERNSHIPS (CONTINUED)

A separate letter of introduction may be included. We do not encourage the inclusion of additional printed material, e.g. annual reports or newsletters. This material will not be forwarded to our advisory committee. Please note that we are unable to consider incomplete applications for funding. Please provide [six paper copies of a proposal printed double-sided and submit an electronic version, in Word, to \[ruthr@metcalffoundation.com\]\(mailto:ruthr@metcalffoundation.com\)](#).

HOW WILL APPLICATIONS BE ASSESSED?

Applications will be reviewed by the Foundation's Board and staff, assisted by an advisory panel from the community. The Foundation will look favourably on those proposals where intern and organization are well-matched; where there is demonstrated commitment to meaningful career development for interns; and where external professional development opportunities complement the work experience. Reviewers will want to understand how this investment will make a tangible difference for the intern.

HOW WILL THE FIELD INTERNSHIP BE EVALUATED?

Both successful applicants and interns will provide interim reports and final reports to the Foundation. These reports should describe activities undertaken and progress made toward the learning goals described in the application. A financial summary is also required. Each year a group meeting of all interns is arranged, so their experience and insight can be shared with each other, and with the Foundation.

The Foundation reserves the right to review its ongoing commitments if circumstances arise which indicate the internship is unlikely to be successful. These circumstances could include failure to undertake activities or to meet goals as described in the proposal, the departure of mentors or interns, or severe financial difficulties within the organization.

Application Deadlines for 2009

APPLICATIONS MUST BE RECEIVED BY THE FOUNDATION AS FOLLOWS:

HEALTHY LANDS

Application Steps	One Round Only
Letter of interest	10 September 2009
Foundation extends invitation to apply	17 September 2009
Full application deadline	15 October 2009
Board decision	December 2009

LEADERS IN THE FIELD

Program	Field Internship	Field Fellowship
Full Application Deadline	15 January 2009	Program under Review
Board Decision	March 2009	Program under Review

Prospective applicants are strongly encouraged to contact the Environment Program Director in advance, to discuss their proposals.

Please submit your application by mail to:

The George Cedric Metcalf
Charitable Foundation
174 Avenue Road
Toronto, Ontario M5R 2J1

And by email to:

ruthr@metcalffoundation.com

Environment Program

APPLICATION COVER PAGE

Name of Organization

Contact Name

Position

Address

City

Province

Postal Code

Telephone

Fax

E-mail

Website

Charitable Registration Number

Total Organizational Revenue (from last audited statements)

This application is for:

- Healthy Lands
- Leaders in the Field: Fellowships
- Leaders in the Field: Internships

Please complete the appropriate section for the program to which you are applying.

HEALTHY LANDS

Amount requested

Total Project Budget

Duration of Initiative

LEADERS IN THE FIELD: INTERNSHIPS

Amount requested

Total Project Budget

Duration of Internship

Intern Name

Intern's Home Address

City

Province

Postal Code

Telephone

E-mail

Environment Program

APPLICATION COVER PAGE

Please provide a project title and description (250 words or less).

Signature

Date

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