



# A Good WALK

Policy that builds long term healing practices  
*Report Appendices on multiyear funding*

## Acknowledgements

The Calgary Urban Aboriginal Initiative (CUAI) would like to acknowledge and thank each of the sub-committee members and the funding supports that helped develop this document. We hope you enjoy the information provided.

### CUAI



*Layout and Design* ✨  
*Belinda Rojas*



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## CORPORATE

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### **Calgary Destination Marketing Fund, Calgary Hotel Association**

[www.calgaryhotelassociation.com](http://www.calgaryhotelassociation.com)

The Calgary Hotel Association (CHA) consists of 59-member hotel properties, for a total of 10,419 available rooms, located across Calgary. The CHA is a voluntary association that serves member properties by promoting its common economic, political, community and environmental interests. The CHA Board of Directors oversees CHA operational programs including the Calgary Destination Marketing Fund (DMF).

The Calgary DMF is a funding conduit for the acquisition and/or activation of marketing programs and services that will generate more hotel room nights for DMF hotels, ultimately contributing to an increase on tourism visitation and spending within Calgary. The DMF works with a variety of third-party vendors to deliver marketing programming which has received the support of the Calgary DMF Committee and/or Calgary Hotel Association's Board of Directors.

#### *Funding Details*

All interested parties are required to submit detailed application with the following: legal entity, intended use of funds, scope of work, expected outcomes, budget, regional/national/international marketing plan, and other sources of funding. Additionally, the methods for calculating and verifying the Return on Investment results must be described.

Including the applicant, a minimum of two entities, must be committed to partnering financially with cash contributions that matches DMF contribution. Partners may include the Calgary Tourism Destination Region, Tourism Calgary, private businesses, museums, attractions, cultural events, associations, schools of hospitality, and others. The scope and source of other funding partners must be indicated in the application.

Applicants must have a demonstrated history of successfully executing similar projects. 100% of the funding received must be applied for, or in support of, programs designed for the measurable benefit of Calgary DMF hotels.

#### *Cost Reimbursement*

All funds are awarded on a cost-reimbursement basis. Proof of expenses payment is required. DMF makes no advance payment on project costs unless specifically agreed in the funding agreement.

### *Multi-year Initiatives*

Applicants seeking multi-year investments must demonstrate increasing levels of self-sustainability. Eligible multi-year programs receive scaled-back funding based on the following model:

- Year 1: 100%
- Year 2: 66% of Year 1 funding
- Year 3: 33% of Year 2 funding
- Year 4: Program no longer reliant on DMF funding

### *Multi-year Funded Projects: CHA 2012 Annual Report*

Category: Meetings and Conventions (Total DMF investment: \$3.3 million)

- Meetings and Conventions Calgary (MCC)
  - \* Operations funding \$2.3 million
  - \* Opportunity funding: \$1.0 million

Category: Partnerships (Total DMF investment \$1.5 million)

- Five-Year Winsport Agreement \$300,000 per year

Category: Sponsorship (Total DMF investment \$75,000)

- Five-Year City of Calgary Sponsorship Agreement \$15,000 per year

## **Royal Bank of Canada (RBC)**

<http://www.rbc.com/community-sustainability/apply-for-funding/index.html>

The Royal Bank of Canada and its subsidiaries operate under the master brand name of RBC. RBC is one of Canada's and the world's largest bank, based on market capitalization. Business segments include personal and commercial banking, wealth management, insurance, investor services, and global capital markets products and services.

### *Donations to Organizations with Charitable Status*

Member companies of RBC administer donations through the RBC Foundation. Donations policy covers guidelines and strategies, and is reviewed by the Corporate Governance and Public Policy Committee of the Board of Directors. RBC Foundation has its own Board of Directors, comprising the heads of businesses. The Board sets policy and approves or ratifies all donations made by units globally.

RBC provides funding to many different initiatives through donations and sponsorships. Both types of funding have a positive social impact, however with different objectives. Donations are given as gifts, whereas sponsorships are part of brand marketing initiatives:

1. *Donations*—cash or in-kind gift to a registered charitable organization that provides a direct community service; organizations must clearly demonstrate the social impact of an RBC contribution (measurable social outcomes).
2. *Sponsorship*—support for an event, activity, individual or organization by providing money or other resources in exchange for access to the associated commercial potential. Preferred, but not exclusive, areas of sponsorship are arts and culture, amateur sports, Olympics. Proposals outside these categories are evaluated on how well they support the strategies of various RBC business units.

Organizations receiving funding must demonstrate fiscal prudence and good governance practices. RBC encourages synergies between organizations and diversified funding structures. The goal is to ensure sustainable sources of funding. Grant-makers follow a rigorous process when evaluating proposals; an organization must have a wide range of support and is assessed in its ability to deliver programs; must have good fiscal management, governance practices, plus provision of audited financial statements for requests over \$5,000.00. For requests over \$10,000, organizations must demonstrate the social or environmental impact of the RBC contribution, and provide details of the successes and challenges encountered during the funded period. Tiered guidelines for reporting have been established by RBC, dependent upon the amount of funding received (<\$10k, \$10k-\$24,999, \$25k-\$99,999, >\$100k).

The RBC Foundation funds:

- Federally registered charities
- Projects or programs that occur in communities where RBC has a business presence
- Organizations that provide direct community services
- Websites that deliver a specific service-related program
- Programs with measurable social or environmental outcomes

Specific requirements for successful applicants:

- Less than 30% of operating budget directed to administration or fundraising expenses
- Strong financial management
- If in a deficit position, budget/recovery plan must accompany proposal

There is a specific corporate focus on Aboriginal communities, with significant contributions made to projects, initiatives and organizations that help communities thrive. In 2012, RBC donated \$2.6 million to Aboriginal communities.

In addition to the Donations and Sponsorships, RBC supports specific projects:

- RBC After School Project—after-school programs that provide a safe environment where kids can develop social skills, self-esteem and keep learning after the bell rings
- RBC Blue Water Project—a global commitment to protect and preserve water in towns, cities and urbanized areas
- RBC Children’s Mental Health Project—a multi-year philanthropic commitment to support community-based and hospital programs that reduce stigma, provide early intervention and increased public awareness around mental health
- RBC Emerging Artists Project—support for initiatives that help emerging artists by bridging the gap from academic to professional career
- RBC Learn to Play Project—provides annual and multi-year funding dedicated to incorporating physical literacy into youth sport and recreation programs with the goal of encouraging more kids to get out and play
- RBC Play Hockey—grants for projects that keep hockey vibrant in communities across North America
- RBC Olympians Program—the program employs current and retired Canadian Olympic and Paralympic athletes as community ambassadors who bring Olympic messages of excellence and leadership to Canadian communities

Grant recipients for the 2013-2014 listed (Calgary area):

- RBC After School Project—\$2.8 million in funding to 106 organizations across Canada
  - \* Boys and Girls Club of Calgary, Pine Ridge Club \$20,000
  - \* Boys and Girls Club of Calgary, Forest Lawn After-school Drop-in \$20,000
- RBC Children’s Mental Health Project—\$4.8 million in funding to 125 organizations across Canada
  - \* Alberta Children’s Hospital \$100,000
  - \* Big Brothers Big Sisters of Canada, Calgary \$30,000
  - \* Bodywhys Youth Canada \$20,000
  - \* Calgary Catholic Immigration Society \$10,000
  - \* Calgary Police Foundation \$110,000
  - \* Calgary Urban Project Society \$25,000
  - \* Distress Centre Calgary \$10,000
  - \* Hull Child and Family Services \$50,000
  - \* Inn from the Cold Society \$20,000

- \* Hospice Calgary Society \$15,000
  - \* Unlocking Potential Society of Calgary and Area \$10,000
  - \* Woods Homes Foundation \$25,000
  - \* YMCA-Calgary \$50,000
- RBC Learn to Play Project—\$750,000 in grants 2014
    - \* Program grants available \$1,000 to \$10,000
    - \* Community grants available \$10,000 to \$25,000

## **BMO Financial Group**

<http://www.bmo.com/home/about/banking/corporate-responsibility/community/application-guidelines>

BMO Financial Group's support focuses on social responsibility in the communities it serves. As an active participant in Canadian communities, it believes in the possibilities of personal growth and achievement through continuous learning and access to education. Traditionally, it focuses on specific projects or programs that add value to the scope of services offered by an organization in the following areas:

- Education
- Hospitals, Health and Research
- Civic and Community Services
- Arts and Culture

However, as funds are limited in relation to the number of worthwhile proposals received, BMO directs its community investment towards activities that are consistent with its priorities and that are likely to have a broad impact.

Requests for funding are reviewed by BMO's Corporate Donations Committee that meets on a quarterly basis. Donations will be made to organizations that are designated as registered charities by Canada Customs and Revenue Agency.

In agreeing to fund a proposal, BMO may stipulate the terms of a donation and the proposed payment schedule for a multi-year commitment. For eligible campaigns, the maximum contribution will not exceed .5% of the private sector fundraising objective. In the case of campaign requests with a private sector fundraising goal of \$10 million or less, a donation of up to 1% of the private sector fundraising goal may be considered.



A hiatus of two to five years will usually follow a multi-year pledge to any one organization or institution to allow BMO to divide its support amongst other organizations. Financial/activity reports may be requested by BMO at the completion of the project, or at the conclusion of the charitable organization's calendar year. Charitable and non-profit organizations should be aware that applications for funding must be submitted on an annual basis for consideration.

BMO reserves the right, on an ongoing basis, to evaluate or audit the activities of organizations receiving support, and to terminate payment if the terms of a donation/pledge are not being satisfactorily met.

### **Sun Life Financial**

[http://www.sunlife.ca/Canada/sunlifeCA/About+us/Corporate+responsibility/Philanthropy+program+guidelines?vgnLocale=en\\_CA](http://www.sunlife.ca/Canada/sunlifeCA/About+us/Corporate+responsibility/Philanthropy+program+guidelines?vgnLocale=en_CA)

Sun Life Financial's (SLF) history and long-standing commitment to their customers has made them a leading player in the Canadian financial services market. Their philanthropy program has supported hundreds of registered charities and their various causes over the years, through Donations and/or Sponsorships, helping to improve the lives of individuals and families in the communities where they live, work and do business. Major areas of focus are health, arts and culture.

SLF are proud to help people obtain healthier futures, rich cultural experiences and higher education. They selectively choose programs that represent their corporate values and strengthen their reputation among their employees, advisors and the communities they serve. The program only supports organizations that provide their services or activities without regard to race, religion, creed, sex or sexual orientation.

In Quebec, SLF has created donation and sponsorship guidelines that are unique to its market, in order to focus action and boost impact while complying with national philanthropy program guidelines. The program's Quebec guidelines around donations and sponsorships are aligned with SLF's three philanthropic areas: Home economics/Financial education, prevention of diabetes and its complications, and access to local arts and culture through the national Making the Arts More Accessible™ program.

### *Health*

Health is SLF's number-one priority. They have a large stake in health and wellness issues, since a major portion of their business is made up of life, health and disability insurance. They believe that there is a direct correlation between helping people with their future financial security and the ability to make healthier lifestyle choices.

On World Diabetes Day 2012, SLF announced a new focus within their support of health for Canada – diabetes. The program's funding in this area will support prevention, education, research and care initiatives. With respect to other health-related causes, the program supports illness prevention, wellness, rehabilitation and care of the sick. Priority is given to:



- Organizations discovering proactive ways to prevent illness and disease
- Organizations that, through effective awareness, research and education programs, promote the responsibility of each of us as individuals to make lifestyle choices consistent with healthier futures
- Innovative programs that focus on improving the health of communities; especially those that emphasize wellness and healthy lifestyles
- Initiatives that are preventative in nature; actively moving from short-term remedies to long-term solutions
- Organizations that demonstrate they are adapting to opportunities and resource challenges in our healthcare environment and are proactively developing unique and effective ways to meet needs
- Programs or initiatives with a national scope and impact, which benefit a wide segment of the population
- Programs and services with long-term, measurable results

### *Arts and Culture*

Arts and culture make a tremendous contribution to communities and the country as a whole. SLF is proud to help sustain and celebrate Canada's cultural institutions, which are among the world's finest. This is consistent with their foremost values – a commitment to excellence. SLF also believe that the arts should be available for everyone to experience, regardless of means – a focus formalized through their award winning "Making the Arts More Accessible" program. This program gives priority to:

- Free admission, reduced-price, and Pay-What-You-Can programs
- Surtitles technology, which provides English translation for operas and foreign-language theatre, thereby increasing the understanding of the storyline and making these art forms more accessible and enjoyable to audiences

In Quebec, the focus for the Making the Arts More Accessible program is:

- Cultural organizations (museums, theatres, visual arts, etc.) with free or reduced-price programming
- Organizations developing special projects which foster access to activities that might otherwise have been out of reach for the less privileged

### *Home economics/financial education (Quebec-specific)*

The goal of the Quebec-specific Simplement Brillant program is to reinvent financial education. This is SLF's social project: to help Quebecers develop lifestyle habits that make better use of their money. The program aims to help Quebecers become more self-sufficient and less vulnerable to the financial challenges of everyday life. The home economics/financial education program addresses five topics reflecting the various aspects of financial life: family, health, money, working life and retirement.

In terms of sponsorships, SLF's goal is to be associated with popular family-friendly events that bring Quebecers together in a setting conducive to promotion and activation of its *Simplement Brillant* program. On the donations side the program supports charitable organizations working to educate individuals and families on the topics of family, health, money, working life and retirement.

### *Education*

In some circumstances, the program funds opportunities with educational institutions at the post-secondary level. Programs fall within the field of health sciences, or focus on areas specifically related to SLF's business.

### *Exclusions*

SLF will not consider funding applications for the following:

- Organizations that do not qualify as a registered Canadian charity
- Religious organizations whose programs are limited to members of a specific religious denomination; however, non-denominational programs by religious groups intended for the general good of the community may be considered
- Individuals or individual pursuits
- Fraternities, lodges, Toastmaster societies, and other recreational or self-improvement organizations where participation is intended primarily for the personal advancement or benefit of the participant
- Service clubs such as the Rotary Club, Lions Club, etc.
- Educational institutions below the post-secondary level
- Operating expenses of United Way member agencies
- Advocacy or special interest groups
- Capital campaigns, including the purchase of equipment for large-scale projects connected with construction and real estate in Quebec.
- Debt-reduction campaigns
- Fundraising events (including the purchase of tickets or tables)
- Sports clubs, sports teams, or sporting events such as golf tournaments (excluding national sports team sponsorships)
- Local, regional or provincial campaigns or agencies affiliated with a national organization that is already receiving corporate support

### *How to apply for funding*

The following information should be included in proposals so the Sun Life Donations Committee can effectively consider applications:

- Name of the organization, contact name and title, address and phone number
- Brief history of the organization, including the mission statement/key objectives, previous activities and/or projects, and the clients that are serve
- List of officers and directors
- Description of the funding request
- Description of the community need for this program
- Geographic scope
- Number of people impacted by the program
- Does it target any specific segment of the population?
- Program timelines and the expected outcomes
- Whether anyone in the organization has spoken to anyone at Sun Life Financial about this request. If so, whom?
- Details of the program budget
- If there are to be additional donors contributing to this program, a list of the donors and level of support
- Charitable registration number
- Amount requested
- List of recognition and benefits provided

### **Canadian Oil Sands**

<http://www.cdnoilsands.com/sustainability/COS-Community-Investment/default.aspx>

The Canadian Oil Sands (COS) is a pure investment opportunity in light, sweet crude oil. The COS has a 36.74% interest in the Syncrude project, and offers a robust production stream of fully upgraded crude oil. Both the COS and the Syncrude project invests significantly in quality-of-life initiatives in Alberta that focuses on education, environment, health and safety, science and technology, Aboriginal relations, community development, arts and culture, recreation.

The COS has a community investment program that is focused on Calgary and surrounding areas. Strategic investments are made in three focus areas: Health, Community and Education.

### *Funded Programs:*

- Health—Mental Health
  - \* Woods Homes
  - \* Distress Centre Calgary
- Community
  - \* Homelessness & Poverty
    - Calgary Homeless Foundation
    - Calgary Drop-in & Rehab Centre (Sundial Project)
    - Inn from the Cold
    - Calgary Urban Project Society (CUPS)
  - \* Family Violence & Abuse
    - Calgary Women’s Emergency Shelter (in-house childcare program)
- Education
  - \* Youthlink Calgary, Calgary Police Interpretive Centre
    - KIDO
  - \* CAREERS Next Generation Foundation

## **Syncrude, Community Investment Program**

<http://www.syncrude.ca/users/folder.asp?FolderID=6031>

Syncrude’s Community Investment Program supports organizations and groups whose projects enhance the quality of life within the regional municipality of Wood Buffalo and the city of Edmonton, and fall within the same key areas of COS.

### *Funding Details*

Privately-initiated projects are encouraged over those that are government-funded. Consideration is given to programs that have a positive community and social impact, backed by the applicant’s own contributions and supported by multi-stakeholder groups. Programs must integrate existing community resources, sound and measurable objectives, a well-planned approach and a high probability of producing meaningful, positive results.

Assistance is provided in the form of funds, materials/equipment, employee time/expertise.

Long-term, multi-year projects are considered based on significant corporate exposure and enduring benefits. Syncrude may support projects that do not necessarily meet the published criteria, based on individual merit.

Syncrude supports a variety of organizations and initiatives focused on the advancement of Aboriginal people:

- Canadian Council for Aboriginal Business
- Aboriginal Human Resource Council
- Indspire
- Northeastern Alberta Aboriginal Business Association
- Esquao Awards

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## NON-PROFIT

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### **Max Bell Foundation**

<http://www.maxbell.org>

Max Bell Foundation (MBF) is an independent granting foundation that pursues its mission and strategic priority by supporting Canadian registered charities with Project Grants, Internship Grants, and Senior Fellow Grants.

#### *Mission*

Max Bell Foundation reflects the spirit and intent of its founder to improve Canadian society. MBF encourages the development of innovative ideas that impact public policies and practices with an emphasis on health and wellness, education, and the environment.

#### *Strategic Priority*

MBF supports work that helps Canadians adapt to changes while positively impacting the quality of life in communities. Their current strategic priority is to support projects that educate Canadians about public policy and practice alternatives.

#### *Grant Types*

Max Bell Foundation provides support with three types of grants: Project Grants, Development Grants, and Senior Fellow Grants.

1. Project Grants support clearly defined activities designed to achieve a specific purpose that aligns with the Foundation's mission, strategic priority, and granting guidelines. A typical project grant ranges from 1 to 3 years in duration, and has a budget that ranges from \$50,000 to \$200,000.

2. Development Grants (formerly called "internship grants") support organizations that wish to hire a junior level person to work for a short-term, full time contract (typically 4 months in duration). MBF does not make grants to individuals seeking internship positions, nor participate in screening candidates for internship positions supported by this program.
3. Senior Fellow Grants support mid-career individuals who wish to undertake a well-defined project that will add value to debates over critical public policy issues in health and wellness, education and/or environment.

### *Granting Guidelines*

The primary criteria by which the MBF evaluates proposals is the degree to which the proposed work aligns with the Foundation's mission. The Foundation encourages the development of innovative ideas that impact public policies and practices with an emphasis on health and wellness, education, and the environment. Proposals are assessed according to the following guidelines:

- Work that helps Canadians adapt to social, economic, and technological change while positively impacting the quality of life in our communities.
- Support projects that educate Canadians about public policy and practice alternatives.

Projects preference are ones that:

- Value responsibility and self-sufficiency at levels of the individual, family, community, and society
- Identify, develop, and assess alternatives rather than perpetuating the status quo
- Do not duplicate existing work
- Are driven by demonstrable public needs rather than intellectual curiosity
- Focus on practical issues and approaches
- Recognize and address the complexities of public policy making
- Are designed to be outcome oriented (i.e., toward social and/or institutional change), not output oriented (i.e., toward delivery of a product or service)
- Give careful consideration to uptake of project outputs (e.g., outputs will be timely and useful for decision makers)
- Are likely to generate transferable results so that the project can impact more than its local context
- Effect change by building and leading collaborations
- Promote evidence-informed decision making
- Do not receive public sector funding

The Foundation can make grants only for charitable purposes, and only to organizations that have been issued a registered charity number under the Income Tax Act of Canada.

## The Calgary Foundation

[www.thecalgaryfoundation.org](http://www.thecalgaryfoundation.org)

The Calgary Foundation Funds at The Calgary Foundation are established in a broad range of categories: Donor Advised, Donor Designated, Flow Through, Community, Field of Interest, Managed, Student Awards, Charitable Organization and Memorial Funds. The Calgary Foundation believes in the expertise and creativity of the organizations they support, and feel that partnerships with charitable organizations will build a strong and sustainable community that serves to support Calgary and area.

Within the Foundation, there are six (6) areas that provide annual program support: 1) Arts and Heritage; 2) Education and Community Development; 3) Health and wellness; 4) Environmental and Animal Welfare; 5) Human Services and; 6) Faith and Religion. The Foundation invests in the community in two primary ways – through grants and proactive community leadership.

### *Grants*

Through numerous granting streams, the Foundation supports the whole of the charitable sector to address both ongoing and emerging community needs. As needs change, so do the granting programs. Grants are both responsive to requests and proactive, based on ongoing research and hands-on engagement with the community. Grant recommendations and approvals include input from donors and over 70 community volunteers. Also influencing granting activities are the available financial resources. As these continue to grow, some existing pro- grams will also grow. The Foundation continues to develop new ways to support the community, often through collaborations with other funders and philanthropists. The Foundation remains committed to ensuring that both large and small grants will be made to all parts of the charitable sector.

**Fiscal year 2013: grants total \$34.6 m**

**Fiscal year 2012: grants total \$31.9 m**

### *Grants by sector (by % of total dollars)*

- Arts & Heritage 8% - \$2.7m
- Education 13% Community Development 5%- \$1.7m
- Health & Wellness 23% - \$7.9m
- Environmental & Animal Welfare 5% -\$1.7m
- Human Services 44% -\$15.2m
- Faith & Religion 2% -\$0.7m



## Calgary Learns

[www.calgarylearns.com](http://www.calgarylearns.com)

- Calgary Learns (CL) is funded through the Ministry of Innovation and Advanced Education, Government of Alberta; in existence for the past 40 years
- Receives approximately \$1.3 million from Ministry
- CL mandated to distribute 80% of their funding to social organizations; 20% to operations
- CL itself receives only annual funding; has to formally apply each year; however, there exists an informal “contingent promise for funding commitment from their funder”
- CL distributes multi-year funding (MYF) contingent funding staggered to avoid over-distribution and possible negative effect on programs in CL fails to receive funding allocation from Ministry
- CL distributes MYF to selected program (by invitation only to “fixed” programs)
  - \* Up to 3-year program funding
  - \* Distributed installments (e.g. year 1, year 2, year 3)
  - \* Organization required to submit only one main proposal; designated update reporting throughout
- CL has currently suspended MYF to organizations because the overall Ministry is undergoing a review that may affect CL funding; CL “contingent funding” does not want to commit MYF to organizations with possibility of non-renewal
- Funding applications due for organizations:
  - \* Application due April 1<sup>st</sup> for July 1<sup>st</sup> start
  - \* Application due October 1<sup>st</sup> for January start
- CL regards the following **benefits** of MYF:
  - \* Long range planning—organizations able to plan with confidence
  - \* Ability to attract and retain good staff
  - \* Less program administration
- CL sees the following **limitations** of MYF:
  - \* More program administration, especially in MYF terms 3+ years; organization may move away from original intent, thereby requiring more administration and reporting to funders
  - \* At end of MYF term, program has to reapply to funder; if reapplies with essentially same model, runs the risk of feeling like an “old” program
  - \* As a funder, granting terms longer than 3-5+ years feels “irresponsible”
    - An organization typically changes so much over the long term
    - World shifts so much (e.g. boom & bust)
    - Succession planning issues

- \* Can see benefit in “planning” (e.g. CHF 10-year Plan End Homelessness) integrated with a United Way grant funding structure
  - Outcomes-based; theory of change
  - Logic-models
  - Encourages more professionalism and increased capacity
  - FCSS City of Calgary funding model focuses more quantitative: robust overkill does not encourage or support systems-change; makes organization more focused on evaluation results in order to continue funding
- \* Strategy to CUIAI (system-wide change for IT)
  - Recommends start with organizations to build capacity and ability (ramp-up)
  - Pursue “contingent funding for programs” from funders
  - Build a relationship with funders
  - Einstein “Not everything that can be counted counts, and not everything that counts can be counted.”

Calgary Learns (CL) is a granting agency that supports learning for adult Calgarians at the foundational learning level. Foundational learning refers to the basic skills and competencies adults require in order to fully participate in life. Through community consultations, research and needs assessments, CL helps members respond to current learning issues by making community-based learning accessible and promoting the value of learning. CL was formed 30 years ago when the Government of Alberta issued a Further Education Policy designed to promote lifelong learning across the province. In 1996, CL became a registered charity.

### *Community Consultation*

Each spring, CL brings together adult learning program coordinators and senior staff for a half-day consultation that focuses on future funding priorities, and emergent themes and challenges that impact the delivery of foundational learning programs. The community consultation influences CL’s strategic direction.

### *Funding Details*

CL funding dollars are provided through Alberta Innovation and Advanced Education, and funds projects that support non-credit learning in four programming categories:

1. Adult Basic Literacy—increased functional reading, writing and numeracy skills to a grade nine level of competency
2. English Language Literacy—improved basic English proficiency Pre-Benchmark and CLB 1-4
3. Employment Enhancement—Refreshing basic skills, updating, short-term training or bridging to employment that incorporates essential skills profiles
4. Community Issues—resolving identified community issues with foundational learning opportunities

CL provides both annual and multi-year funding to non-profit community-focused organizations for a diverse range of foundational learning opportunities for adults. CL provides annual and multi-year funding to non-profit community-focused organizations with two types of funding streams:

1. Program—renewable annual funding and multi-year funding to deliver foundational learning opportunities. Learning opportunities must be non-credit and part-time
2. Initiative—project grants available to maximum \$10,000 to research, develop and/or pilot foundational learning opportunities

Applicants must be Calgary Learns members in good standing.

### *2014 Multi-Year Funded Programs*

Category: Adult Basic Literacy (Total ABL funding: \$264,021)

- Bow Valley College, Lifeline to Literacy \$22,577—2<sup>nd</sup> year of 3-year funding
- Bow Valley College, Speech-Assisted Reading and Writing \$30,895—2<sup>nd</sup> year of 3-year funding
- Calgary John Howard Society, Literacy Program \$59,794—3<sup>rd</sup> year of 3-year funding
- Further Education Society of Alberta, Family Literacy Program \$91,800—3<sup>rd</sup> year of 3-year funding

Category: English Language Learning (Total ELL funding: \$308,794)

- Bow Valley College, ESL Volunteer Tutor Program \$29,314—2<sup>nd</sup> year of 3-year funding
- Bow Valley College, Volunteer ESL Tutor Training Project \$22,797—2<sup>nd</sup> year of 3-year funding
- Calgary Immigrant Women's Association, Pebbles in the Sand \$58,987—3<sup>rd</sup> year of 3-year funding

Category: Employability Enhancement (Total EE funding: \$248,485)

- Calgary John Howard Society, Learning Enhancement Program \$61,935—3<sup>rd</sup> year of 3-year funding

### *2013 Multi-Year Funded Programs*

Category: English Language Learning (Total ELL funding: \$309,771)

- Bow Valley College, Computer Enhanced ESL Literacy \$42,681—1<sup>st</sup> year of 3-year funding

### *2012 Multi-Year Funded Programs*

Category: Adult Basic Literacy (Total ABL funding: \$270,829)

- Bow Valley College, Lifeline to Literacy \$22,134—3<sup>rd</sup> year of 3-year fund
- Bow Valley College, Speech-Assisted Reading and Writing \$30,840—3<sup>rd</sup> year of 3-year funding
- Further Education Society of Alberta, Family Literacy Program \$90,000—3<sup>rd</sup> year of 3-year funding

Category: English Language Learning (Total ELL funding: \$297,782)

- Bow Valley College, Computer Enhanced ESL Literacy \$37,114—3<sup>rd</sup> year of 3-year funding
- Bow Valley College, ESL Volunteer Tutor Program \$28,739—3<sup>rd</sup> year of 3-year funding
- Bow Valley College, Volunteer ESL Tutor Training Project \$22,841—3<sup>rd</sup> year of 3-year funding

### *CL 2014 Annual Report: Adult Foundational Learning Needs Assessment*

In order to inform the strategic planning process, CL conducted wide-ranging foundational learning needs assessment in 2013. Primary themes that emerged are:

- Foundational learners exhibit complexities that add to their learning challenges
- Instruction needs to become more learner-centered

Funding and resourcing foundational learning is a growing challenge. Respondents identify the following challenges around appropriate funding:

- Short-term or one-time funding commitments
- Required matching funding
- Funders mandating significant outcomes with inadequate timeframes and resources to accomplish them

While funders focus on specific outcomes (i.e. employment), the timeframe and resources allocated are not adequate to break down barriers to learners' success. Among funders, there is currently a strong emphasis on outcome results, while even the funders agree there must be more focus on ongoing progress.

- 31.4% funded organizations identified funding practices as a challenge covering amount of funding, conditions on funding and lack of funding for operations and course development
- 15.1% funded organizations identified a sense of competition between programs pursuing funding
- 13.8% stakeholders indicated that adequate funding and resources is a growing challenge; the conditions that funders place on support is challenging; outcomes-based focus does not promote development of long-term successes

Funders indicated the following trends and gaps among annual and multi-year funded organizations:

- Need to build capability/capacity within the communities
- Would like to see more innovation related to collective/collaborative impact
- More small organizations struggle than big ones
- Want overlap among organizations to be collaborative and intentional; there is seldom enough funding in any area
- Funders have discussions at high levels before they set priorities

Calgary's changing demographics are a reflection Canada's overall population growth, largely driven by First Nations, Métis, Inuit and foreign country immigration. Educators have noticed success when using culturally relevant programming that meets community need.

## Calgary Homeless Foundation

[www.calgaryhomeless.com](http://www.calgaryhomeless.com)

- Receives grant funding annually only from Province
- Recently signed new 5-year agreement to receive funding for CHF with federal government; prior to this, received only annual funding
  - \* \$5.5 million through Homelessness Partnering Strategy (HPS), part of Government of Canada Economic Action Plan, using a *Housing First* approach
    - Approach involves giving homeless individuals a place to live first, and then providing supports to stabilize lives and recover<sup>1</sup>
- CHF provides only annual funding to their organizations
  - \* CHF could now entertain MYF to organizations as a result, but has not put mechanisms in place to-date
  - \* No formal policy as to MYF or annual funding, largely because CHF itself receives only annual funding (until recently)
  - \* Currently, if CHF receives application with work plan or goals that exceed one-year, CHF will not consider it; does not accept “phase-funding” applications
- Risks indicated from CHF around providing MYF to organizations:
  - \* Does not provide a necessary “out” to project fails to meet ongoing commitments and/or requirements to CHF (e.g. markers, benchmarks, outcomes)
    - However CHF could build in those concessions and contingency in funding agreement from onset
    - From funder perspective, annual funding gives more of an opportunity to “de-fund” a project not working
    - Less risk of negative long-term impacts on clients if program not working (e.g. individuals losing housing because CHF had to pull funding)
- CHF uses HSIM database to collect information on programs and clients
  - \* 90 programs total reported on HMIS database; 56 of these are CHF-funded programs
  - \* 27% of Aboriginal clients have been housed; considered “successful”
  - \* However, higher rates of Aboriginal people exiting the system; CHF does not know why
  - \* Still a lot of analysis required from HSIM database
  - \* CHF learning from HMIS system as to requirements and gaps in client services
    - Responses to distinct populations (e.g. Aboriginal, couples)

- CHF uses systems-planning approach for individual intakes “coordinated access”: SOURCE
  - \* A kind of “one stop shop” where client applies through SOURCE (downtown facility); services providers then review one application and refer client to proper agency
    - As opposed to client having to apply to multiple agencies
  - \* CHF has assessed 700+ applications through this process; mandatory
    - Limitations: CHF only accepts clients through this process; other funders (e.g. Salvation Army) finding it hard to refer clients to CHF outside of this process
- CHF supports MYF as opposed to annual funding:
  - \* “Exception” to current annual funding distributed is Alpha House—trauma-based pilot received 18-month funding support from CHF; no evaluation as yet
    - Cultural and Elder-involvement in programming; approach integrates Aboriginal perspectives; some recognition of IT
  - \* Greater administrative for CHF (as funder); less administration costs; less “sense of urgency”
  - \* Currently commits 25% of overall operations to ensuring continued funding for following year (reporting, development, adjustments, evaluations, advocacy, presentation, policy submissions, relationship building)
  - \* Reporting happens on multiple levels: Executive Director, VP
- CHF recommendations to CUIAI:
  - \* Target federal streams for MYF
    - Potentially more flexibility and openness to MYF strategy from federal government
    - Provincial government currently favors project “pilots” (e.g. 3-year) but tends not provide support once pilot ends; organization responsibility to find ongoing funding
  - \* Re: systems change and supporting changes in policy towards MYF, ensure you have a target audience in place; build from there (e.g. federal government)
  - \* Supports the approach that underscores the lack of success in working with Aboriginal population through the lens of IT

## United Way of Calgary and Area

[www.calgaryunitedway.org](http://www.calgaryunitedway.org)

The United of Calgary and Area (UWCA) has an ongoing commitment to working with UWCA funded agencies, large collaborations, and community partners to achieve measurable change and impact at the individual, family, and community level. The UWCA strives for social change in three focus areas that support vulnerable and low-income populations: Poverty, Kids, Communities. The intent is to shift policy and programming away from quick fixes and isolated interventions, and towards an approach that considers root causes, and well as the “whole “person (social, emotional and physical health).

1. Kids: All that kids can be—supporting early childhood learning and development; helping kids succeed in school and graduate; preparing youth for a healthy transition to adulthood.
2. Poverty: From poverty to possibility—supporting individuals and families meet basic needs, build financial stability, achieve employment goals.
3. Communities: Healthy people, strong communities—supporting individuals and families to build social and personal assets needed to be resilient and thrive in communities (e.g., seniors, domestic violence, counseling, disabilities, health, addictions, immigrants, building strong communities, neighbourhood work).

Funding alone does not solve complex social issues. In 2009, the UWCA made a commitment to find a balance between funding programs and funding non-programmatic work (e.g. research, convening, participating in or funding collaborative initiatives). A goal of 75% programmatic investment and 25% collaborative initiatives was formally established; in 2012, 72% actually went to program investment and 28% towards non-programmatic work.

### ***Community Impact Framework***

In 2012, the UWCA invested \$36,810, 211 that supported 100 agencies and 5 towns; 205 programs; 116 one-time grants; 9 projects. The UWCA has utilized a “Community Impact Framework” (CIF) as guide to shape community impact initiatives. The strategy recognizes that recognizes:

- Issues are complex and inter-related; therefore solutions are not simple
- Success lies in interdependence and collaboration across organizations around common goals

The CIFC involves the application of four integrated and interdependent strategies to address priority social issues:

1. Influencing public attitudes, systems and policy—involves broad research and policy work; partnerships and collaborations create possibility of finding new ways to solve social issues. It is understood that one organization or sector cannot alleviate or solve complex social problems alone, and participation by all relevant stakeholders is requisite in order to achieve large scale, lasting social change.
2. Focus on underlying causes of social issues—all programs and initiatives funded by UWCA address a specific need in the community, or build on community capacity and strengths. Each is monitored for successful outcomes. Evidence-based effectiveness and alignment to the Community Investments and Collaborations (CAC) is required.



3. Strengthening the network of services/capacity—the UWCA develops and strengthens partnerships, networks and capacity of human services to address complex issues. Strong partnerships and service networks mobilize and engage communities, address basic and urgent needs, and provide leadership on critical issues. Capacity building for organizational effectiveness means supporting organizations to build and maintain the skills, infrastructure, and resources required to reach goals. To the UWCA, capacity building is aligned to, and supports, activity in the three focus areas, organizations whose mission themselves is capacity building of other organizations, and those agencies who deliver programs and services for specific outcomes. Areas of capacity building include:

- |                         |                  |
|-------------------------|------------------|
| • Governance            | • Leadership     |
| • Business strategizing | • Evaluation     |
| • Human resources       | • Finance        |
| • Volunteer management  | • Program design |

4. Engagement—part of UWCA engagement is to work with municipalities around Calgary to identify regional needs and invest in local programs and initiatives. The UWCA ensures funds are invested where they are needs most in the community through the implementation of area community partnerships and volunteer-led partnership committees. UWCA uses community development practice to build community capacity for sustainability and positive change (e.g. Neighbourhood Strategy supports residents in addressing community issues and priorities. Resident engagement, social networking and leadership, supporting and facilitating collaborative efforts are key elements).

Some recommendations UWCA established for 2013 investment year include:

- Influence and provide input to the provincial poverty reduction strategy
- Explore and prepare for resourcing and alignment to the CPRI strategy
- Support agencies through workshop and one-on-one support to build capacity to gather and report accurate data for strengthened data and community impact analysis
- Invest in capacity building focuses on program design and governance for continued efforts to improve agency effectiveness
- Consider the alignment of Community Investment strategies to the Alberta Social Policy Framework
- Further explore land use and neighbourhood planning to create cohesive communities and equip residents to engage in policy change

## *Funded and Supported Initiatives/Programs*

In 2013, the UWCA supported 100+ partners through designated funding mechanisms including (not a complete list):

### **Poverty:**

- Building on the Basics—Basic Needs Fund: one-time financial grants to families in crisis
- Collaborating to Reduce Poverty strategy—Calgary Poverty Reduction Initiative (CPRI)—partnered with the City of Calgary to cut poverty rate in Calgary in half by 2023.
- Financial Futures Calgary (FFC)—network of 40+ social service organizations, businesses, government and financial institutions focused on teaching Calgarians skills to enhance financial stability leading to financial independent
- Bankingforall—website focused on helping people access basic banking service

### **Kids:**

- All In for Youth—expanded partners, programming and support to school retention, readiness and success
- Aboriginal Youth & Education Strategy—Upstart and Aboriginal Youth & Education Strategy (AYES):—research-based collaborate initiative that ensures children and youth successfully transition from cradle to career
- Vulnerable Youth Strategy—investment in three projects prototyping a new approach:
- The ALEX and Calgary Sexual Health Centre Enhancing Supports Project
- Boys and Girls Club of Calgary Fusion Project
- Big Brothers and Big Sisters of Calgary and Area and Aspen YES Project

### **Communities:**

- 211 Calgary—partner with Distress Centre Calgary, City of Calgary and Inform Alberta for people who need help but do not know where to turn.
- Neighbourhood Strategy
- Calgary Local Immigrant Partnership (CLIP)
- Shell Immigrant Employment Project

### **Innovation:**

- Thrive by 5 Initiative—co-assembled by UWCA Leading Boldly Network and Province of Alberta Social Policy Framework project team to leverage the best of what is known in early childhood years to transform the system

- Women’s Leadership Council (WLC)—mobilizes philanthropic women to promote social change and increase engagement opportunities; endorses the All In for Girls Strategy 2014-2017
- Gen Next initiatives—engages young people in their work and promote philanthropy in their 20s and 30s; The Next, a leadership development program

### ***Funding Guidelines and Criteria***

The UWCA has a rigorous process in place to ensure the best investment of funds. Funding decisions are made based on community priorities, specific criteria and the most recent research and community knowledge. All registered Canadian charities operating local programs may apply for UWCA support. The number of funded programs is determined by the amount of dollars raised in the community.

Funding decisions are made within the framework of ten (10) basic criteria:

1. Alignment with United Way focus areas
2. Addresses policy, systems or institutional change
3. Engages and mobilizes community
4. Addresses community need
5. Addresses underlying causes of social issues
6. Has community support
7. Demonstrates impact
8. Excellence in performance and leadership
9. Strong governance
10. Need for United Way funds

The UWCA does not fund the following entities or clientele:

- Organizations without Business Identification Numbers (Registered Charitable Numbers)
- Formal education
- Hospitals
- For-profit organizations
- Political parties
- Religious activities
- Capital expenditures
- Individuals

## Bill & Melinda Gates Foundation

<http://www.gatesfoundation.org/>

Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation works to help all people lead healthy, productive lives. In developing countries, it focuses on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it seeks to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life.

Foundation's core values: collaboration, rigor, innovation and optimism. More specifically, the Foundation:

- Considers evaluation to be a collaborative learning tool that provides them and their partners with feedback so they can learn, adjust, and decide how best to achieve outcomes
- Applies rigor to their decision-making on when and how to use evaluation and the types of evaluation to implement
- Believes that evaluation is crucial to learning from innovative projects and pilot programs before they are implemented on a larger scale
- Is optimistic that evaluation can spread benefits across many disciplines as they share useful evidence with partners and others

### *Four program areas:*

1. Global Development Division works to help the world's poorest people lift themselves out of hunger and poverty
2. Global Health Division aims to harness advances in science and technology to save lives in developing countries
3. United States Division works to improve U.S. high school and postsecondary education and support vulnerable children and families in Washington State
4. Global Policy & Advocacy Division seeks to build strategic relationships and promote policies that will help advance the Foundation's work

### *Development of grants and contracts:*

- A. **Phase 1: Concept Development**—Program officers work to identify ideas that support the foundation's strategic priorities, in consultation with Foundation colleagues, researchers, policymakers, and other partners in the field. This phase concludes with an internal decision that a concept is aligned to a strategy, and proceeded with development work.

B. **Phase 2: Pre-Proposal**—The Foundation uses a variety of ways to explore and refine concepts, with the help of organizations in the field. Regardless of the approach, they remain committed to understanding the perspective of others, in order to further shape the proposed body of work. This phase ends with the decision to solicit a grant or contract proposal.

- *Direct solicitation*—When the Foundation knows that an organization is well-suited to perform the work, they directly solicit an early phase concept memo or proposal.
- *Discussion*—In some cases, they invite one or more organizations to discuss the concept with them and explore their interest and their capacity to undertake the work. If the organization has the expertise, capacity, and interest, the foundation will invite them to submit a concept memo or proposal.
- *Request for proposal (RFP)*—When they want to broaden their network or fund multiple organizations for a project, the Foundation may issue an RFP. Public RFPs are posted on their website; private RFPs are directed to specific organizations.

C. **Phase 3: Investment Development**—The Foundation gives applicants guidelines and templates for developing a proposal, a budget, and a results framework and tracker. A program officer reviews submitted materials with internal and, at times, external experts and works with the applicant to integrate recommended changes. They also complete their due diligence, confirm the applicant organization's tax status, determine how to structure the transaction, and assess risk. The Foundation's legal and financial analysis teams may also participate during this phase.

Investment proposals are reviewed at various levels, with more levels of review for grants and contracts that are more complex. A foundation executive makes the final decision about whether to fund the proposed grant or contract. Before funded activities can commence, the foundation and the partner organization sign an agreement that includes intended results, targets, milestones or reporting deliverables, and a payment schedule.

D. **Phase 4: Management and Close**—During the life of an investment, the program officer and partner discuss how they will work together and keep in close communication to understand progress and challenges of ongoing work. By maintaining quality interactions and clear and consistent communication, they are able to share feedback early and often. Occasionally a program officer or Foundation staff member will participate on advisory committees, and occasionally take a seat on the board of the organization. At the end of the project, the partner will work with the program officer to submit a final report that summarizes the results achieved and lessons learned.

## **The Foundation is unable to make grants directly to individuals.**

The majority of funding is proactive and made to U.S. tax-exempt organizations that are independently identified by the Foundation's staff. However, international organizations that meet criteria are also supported.

### ***Examples of areas the Foundation does not fund:***

- Direct donations or grants to individuals
- Projects addressing health problems in developed countries
- Political campaigns and legislative lobbying efforts
- Building or capital campaigns
- Projects that exclusively serve religious purposes

### ***Current Request for Proposals (RFP)***

- Records for Life
- Grand Challenges Grant Opportunities
- Program for Emerging Agricultural Research Leaders (PEARLS)
- iPD Challenge Leveraging Network Partnerships
- Teacher Practice Networks: The Key to Scaling the Common Core
- Pacific Northwest: Closing Opportunity Gaps for Low-income Communities and Communities of Colour

### ***Open Letters of Inquiry (LOI)***

Qualified organizations may submit LOI for the funding areas listed below.

- Global Health grants

### ***Statistics***

Asset Trust Endowment: \$40.2 billion

Total grant payments since inception: \$28.3 billion

Total 2011 grant payments: \$3.4 billion

Total 2012 grant payments: \$3.4 billion

## Brian Bronfman Family Foundation

[www.bronfman.ca](http://www.bronfman.ca)

The Brian Bronfman Family Foundation (BBFF) is a Montreal-based private Foundation established in 2006 to further the philanthropic ideals of Brian Bronfman and his family. The Foundation believes in using its resources to support creative endeavors that have a concrete impact in bettering the lives of individuals and communities, both in reaction to specific situations and by prevention of potential problems. The Foundation is focused on the creation of a peaceful, non-violent, and just society.

The BBFF is especially interested in Applied Peace - that is, programs and approaches which, in very concrete ways, make a more harmonious and less violent society with increased empathy, greater acceptance of diversity, more emotional intelligence, better communication, and a greater ability to prevent and resolve conflicts in a peaceful and effective manner. The Foundation will only support efforts that are practical in nature, leading to real change (whether in the individual or in society), with positive, tangible outcomes. They avoid all that is merely symbolic or largely political.

### *Application procedures:*

Before proceeding with an application, please note that the Foundation strongly favours those organizations and initiatives with which it has an already-established relationship.

Requests must have a proper address and must come from organizations that have a charity number, and applications must include the following to be considered:

- Copy of the organization's most recent audited financial statements
- Current list of Officers and Directors
- Budget for the proposed project, along with an indication of amounts already received and other anticipated sources of support
- Summary of the goals and objectives of the organization, and for the project itself

The Foundation will generally decline requests to fund the following:

- Organizations that are not registered charities for Canadian tax purposes
- Organizations that act as intermediary fund-raising groups for other organizations
- Individuals
- Political parties, riding associations, and candidates

The Foundation's main geographical focus is the province of Quebec, with other national and international grants made on an exceptional basis.



For all donations of \$20,000 or more, the BBFF ask that an evaluation be submitted to the Foundation within 12 months of receipt of the donation. The evaluation should be succinctly written, and should cover the highlights, accomplishments, ongoing challenges, and any further needs of the initiative. The evaluation should also include any related data, press releases, or media coverage. The following questions may serve as a guideline:

1. Did the project fulfill the goals as specified in the grant application?
2. Did it accomplish all that was intended?
3. Were the designated recipients assisted as intended?
4. Were any of the target beneficiaries not helped? If not, why not?
5. How can the successes and failures be explained?
6. What will be the lasting benefits of the project?
7. Did the project stay within the budget? If not, why not?
8. Were the results worth the investment?
9. If you were to do this project again, what would you do differently?
10. Does anything remain to be done in order to completely fulfill the projects specific needs? If so, please describe.

## **W. K. Kellogg Foundation**

<http://www.wkkf.org/>

The W.K. Kellogg Foundation (WKKF) was established in 1930 by breakfast cereal pioneer W.K. Kellogg, who defined its purpose as "...administering funds for the promotion of the welfare, comfort, health, education, feeding, clothing, sheltering and safeguarding of children and youth, directly or indirectly, without regard to sex, race, creed or nationality..." To guide current and future trustees and staff, he said, "Use the money as you please so long as it promotes the health, happiness and well-being of children."

Over the years, the Foundation's programming has continued to evolve, striving to remain innovative and responsive to the ever-changing needs of society. Today, the organization ranks among the world's largest private Foundations, awarding grants in the United States, Mexico, Haiti, northeastern Brazil and southern Africa.

### ***Mission***

The WKKF supports children, families and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.

## *Vision*

The Foundation envisions a nation that marshals its resources to assure that all children have an equitable and promising future—a nation in which all children thrive.

## *Values*

The work of the WKKF is imbued with the following values:

- The Foundation believes in helping people help themselves through the practical application of knowledge and resources to improve their quality of life and that of future generations.
- The Foundation believes all people have the inherent capacity to effect change in their lives, in their organizations, and in their communities. They respect individuals and value their collective interests, strengths and cultures.
- The Foundation believes stewardship requires fidelity to the spirit and to the intent of the founder, and the wise use of resources. They believe in being responsible, prudent, selfless and exercising good judgment.
- The Foundation believes innovation of thought and action leads to enduring and positive change in both formal and informal systems.

The Foundation value integrity of purpose and action, and believe it is essential to all of our affairs.

Concentrating our resources on early childhood (prenatal to age 8), within the context of families and communities, offers the best opportunity to dramatically reduce the vulnerability caused by poverty and racial inequity over time.

There is strong evidence that optimal child development means providing children with the stimulus, tools and support necessary for their emotional, intellectual, physical and cultural growth. To achieve this, the WKKF organizes their work and investments toward attaining three strategic goals:

- **Educated Kids**—increase the number of children who are reading-and-math proficient by third grade.
- **Healthy Kids**—increase the number of children born at a healthy birth weight and who receive the care and healthy food they need for optimal development.
- **Secure Families**—increase the number of children and families living at least 200 percent above the poverty level.

Within and around each goal are commitments to **Community & Civic Engagement** and **Racial Equity**, because both are necessary for communities to create the conditions under which all children can thrive.

The WKKF takes a place-based approach to their work, concentrating as much as two-thirds of their grant-making in a limited number of specific places where they believe they can have maximum impact.



Focus areas:

- Educated Kids
- Community & Civic Engagement
- Healthy Kids
- Racial Equity
- Secure Families

### *Applications*

The WKKF does not have any submission deadlines. Grant applications are accepted throughout the year and are reviewed at the Foundation's headquarters in Battle Creek, Michigan, or in their regional office in Mexico (for submissions focused within their region).

As part of review process applicants may be asked to submit the organization's financial reports and/or IRS Form 990. While this information may be required, it is not intended to be the overall determining factor for any funding. Organizations will not be asked to provide any financial reports or detailed budget information during this initial submission. The Foundation will only request this information later if needed as part of the proposal development.

To be eligible for support, organizations or institutions, as well as the purpose of the proposed project, must qualify under regulations of the United States Internal Revenue Services.

As a result, the WKKF is not able to provide funding directly to individuals.

In general, the WKKF does not provide funding for operational phases of established programs, capital requests (which includes the construction, purchase, renovation, and/or furnishing of facilities), equipment, conferences and workshops, scholarships or tuition assistance, films, television and/or radio programs, endowments, development campaigns, or research/studies unless they are an integral part of a larger program budget being considered for funding.

As expected, the Foundation receives more requests each year than they are able to fund with our limited resources. They are not able to fund requests that do not fit their funding guidelines and/or focus on propelling and strengthening impoverished children through Kellogg Foundation programming goals and objectives.

## The Rockefeller Foundation

<http://www.rockefellerFoundation.org>

For more than one hundred years, The Rockefeller Foundation's (TRF) mission has been to promote the wellbeing of humanity throughout the world. Today, they pursue this mission through dual goals:

- Advancing inclusive economies that expand opportunities for more broadly shared prosperity
- Building resilience by helping people, communities and institutions prepare for, withstand, and emerge stronger from acute shocks and chronic stresses

### *Focus*

To achieve these goals, TRF works at the intersection of four focus areas—advance health, revalue ecosystems, secure livelihoods, and transform cities—to address the root causes of emerging challenges and create systemic change. Together with partners and grantees, TRF strive to catalyze and scale transformative innovations, create unlikely partnerships that span sectors, and take risks others cannot or will not.

### *Core Values*

TRF embrace a set of core values to guide their work to promote the wellbeing of humanity throughout the world:

- **Leadership:** The Foundation takes steps to achieve their vision of a better world and inspire others to join them.
- **Equity:** The Foundation enables broad and fair access to resources and networks that facilitate inclusion of diverse people and perspectives.
- **Effectiveness:** The Foundation works to achieve impact by using efficient and creative processes in their work to accomplish short and long-term goals.
- **Innovation:** the Foundation believes in the potential of ideas to transform the lives of people and build stronger social relationships. They invest in new work along a spectrum from discontinuous to incremental.
- **Integrity:** The Foundation makes decisions transparently, in line with their values and mission, acting with candor and courage.

### *Application information*

Potential applicants are welcome to submit an inquiry, but please keep in mind the following:

1. **The only way in which TRF receive unsolicited funding inquiries is through our online inquiry process.** The Foundation asks that proposals or letters of inquiry are not sent by mail or email unless requested to do so by a Foundation staff member.

2. **TRF is a proactive grant-making organization.** As a result, the Foundation seeks further information on an extremely small number of requests. Even fewer are funded.
3. **Incoming requests must clearly fit within the Foundation's funding strategy.** The Foundation works to achieve its goal of creating meaningful and measurable impact for poor and vulnerable communities through smart globalization. To accomplish this, they currently are funding a portfolio of work structured around four core issue areas and focused on specific initiative strategies. To be successful, any funding inquiries must fit within the four core issue areas and one or more of the Foundation's initiatives.
4. **Accordingly, there are three factors the Foundation takes into consideration when evaluating a project.**
  - a. **Does the project fit within one of the Foundation's initiatives?**

A potential project should commit to nurturing innovation, pioneering new fields, expanding access to and distribution of resources, and, ultimately, generating sustainable impact on individuals, institutions, and communities within the context of the Foundation's active initiatives.
  - b. **Does the request clearly address one or more of the Foundation's core issue areas?**

TRF's interconnected issue areas are selected because they are critical global challenges that the Foundation is distinctively positioned to address.
  - c. **Does the work affect people in one or more of the geographic areas in which the Foundation works?**

The Foundation works in regions where they can leverage our assets, experience, and expertise to help realize smart globalization.

### *What TRF does not fund*

The Foundation does not:

- Give or lend money for personal aid to individuals (sometimes referred to as cash grants)
- Offer direct fellowships outside our core initiative work
- Except in rare cases, provide general institutional funding, contribute to endowments, or support building or operating funds

### *Funding Priorities*

In 2006, TRF underwent a major shift in funding strategy. Some of the areas for which we used to provide major support are **no longer areas of focus**, including **education reform, peace and security, and international arts and humanities**. If your project is outside of our current work, we strongly advise you seek other funding resources.

### *Contact:*

The Rockefeller Foundation  
420 Fifth Ave, New York, New York 10018  
Phone: (212) 869-8500 Fax: (212) 764-3468

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## GOVERNMENT

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### FEDERAL:

#### Canada Arts Presentation Fund, Department of Canadian Heritage

<http://www.pch.gc.ca/eng/1267553110077>

The Government of Canada, Department of Canadian Heritage-Canada Arts Presentation Fund regularly provides multi-year funding to various programs and projects across Canada. Funding is delivered through two components:

1. Programming—supports existing professional arts festivals and performing arts series presenters; presenter support organizations
2. Development—supports the emergence of arts presenters and presenter support organizations for under-served communities or artistic practices

In the 2012-2013 fiscal year, the following programs/projects in Calgary were funded:

- Alberta Theatre Projects: Enbridge playRites Festival of New Canadian Plays \$90,000 (year 2 of 2)
- Calgary Centre for Performing Arts: EPCOR Centre Performing Arts Presentation Series \$115,000 (year 2 of 2)
- Calgary International Children's Festival Society: Calgary International Children's Festival \$120,000 (year 2 of 2)
- Calgary Reggae Festival Society: ReggaeFest \$13,000 (year 1 of 2)
- Calgary Spoken Word Society: Festival \$10,000 (year 1 of 2)
- Esther Honens International Piano Competition Foundation: Concerts and Learning Programs 2012-2014 \$12,000 (year 1 of 2)
- Folk Festival Society of Calgary: Calgary Folk Music Festival \$120,000 (year 1 of 2)
- One Yellow Rabbit Theatre Association: High Performance Rodeo, Calgary's International Festival of the Art \$129,000 (year 2 of 2)
- Theatre Junction Society: 2012-2013, 2013-2014 Season \$49,000 (year 1 of 2)
- Wordfest Banff-Calgary International Writers Festival: Wordfest 2011, 2012, 2013 \$70,000 (year 2 of 3)

## Social Sciences and Humanities Research Council, Government of Canada

[http://www.sshrc-crsh.gc.ca/funding-financement/programs-programmes/partnership\\_development\\_grants-subventions\\_partenariat\\_developpement-eng.aspx](http://www.sshrc-crsh.gc.ca/funding-financement/programs-programmes/partnership_development_grants-subventions_partenariat_developpement-eng.aspx)

The Social Sciences and Humanities Research Council of Canada (SSHRC) is a federal research funding agency that promotes and supports postsecondary-based research and training in the humanities and social sciences with a focus on social, cultural, technological, environmental, economic and wellness issues. The SSHRC supports multiparty collaborations between disciplines with research outcomes shared with communities, businesses and governments.

### *Partnership Development Grants (PDG)*

Partnership Development Grants must meet the objectives of the Insight Program or Connection Program, or a combination thereof:

- Design and test new partnership approaches for research and/or related activities that may result in best practices or models that either can be adapted by others or have the potential to be scaled up to a regional, national or international level
- Develop research and related activities in the social sciences and humanities, including knowledge mobilization by fostering new partnerships for research and related activities involving existing and/or potential partners

Grants typically valued at \$75,000 to \$200,000 for projects between 1-3 years in duration.

The *Insight Program* builds knowledge and understanding about people, societies and world by supporting research excellence in priority areas eligible for funding\*. Insight informs the search for solutions to societal challenges.

The *Connections Program* complements, rather than replaces, activities funded through the Insight Program. Connection grants supports workshops, colloquiums, conferences, forums, outreach activities or other events targeted towards short-term, targeted knowledge mobilization initiatives.

\*Under the Insight and Connection Programs, a priority area identified by the SSHRC is 'Aboriginal Research' defined as "research that builds on traditions of thought and experience developed among, and in partnership with First Nation, Inuit and Métis peoples in Canada, as well as indigenous peoples in other parts of the world."

A formal partnership is a bilateral or multilateral formal collaboration agreement between an applicant and one or more partners, one of which must be a Canadian postsecondary institution. The intellectual leadership and governance for the creation of a formal partnership may come from within the research community and/or from the partners from the public, private and not-for-profit sectors; once awarded, grant funding may be administered only by an eligible institution.



## PROVINCIAL:

### Alberta Lottery Fund

<http://albertalotteryfund.ca/ApplyingForAGrant/Default.asp>

The Alberta Lottery Fund (ALF) is supported by the Government of Alberta's share of net revenues from video lottery terminals (VLTs), slot machines and ticket lotteries. These revenues total more than \$1.5 billion each year, and are used to support thousands of volunteer, public and community-based initiatives annually. Revenues from the ALF are allocated to thirteen provincial ministries in support of public initiatives, and to foundations and grant programs that directly support volunteer and community-based initiatives.

The following is the estimate of ALF transfers for the 2013-14 fiscal year Ministry Transfers (2013-14 est.):

<b><i>Aboriginal Relations</i></b>	
Aboriginal Relations	
First Nations and Métis Relations	0.2 million
First Nations Development Fund (1)	129.5 million
	\$129.7 million
<b><i>Agriculture and Rural Development</i></b>	
Agriculture and Rural Development	
Major Fairs and Exhibitions	22.1 million
Agricultural Service Boards	11.6 million
Agriculture Societies	8.7 million
Agriculture Initiatives	1.4 million
	\$43.9 million
<b><i>Culture</i></b>	
Culture	
Alberta Multimedia and Development Fund	19.9 million
Assistance to the Alberta Foundation for the Arts	26.9 million
Community Initiatives Program	24.7 million
Other Initiatives	2.7 million
Community Facility Enhancement Program	38.0 million
Assistance to Alberta Historical Resources Foundation	8.4 million
	\$120.7 million



<b><i>Education</i></b>	
Education	
Operational Funding	200.0 million
Transportation	50.0 million
	\$250.0 million
<b><i>Environment and Sustainable Resource Development</i></b>	
Environment and Sustainable Resource Development	
Resource Management	.5 million
	\$.5 million
<b><i>Health</i></b>	
Health	
Alberta Health Services-Community and Population Health Services	757.6 million
	\$757.6 million
<b><i>Human Services</i></b>	
Human Services	
Training for Work	0.4 million
Settlement and Integration	4.6 million
Family and Community Support Services	52.0 million
Fetal Alcohol Spectrum Disorder Initiatives	12.0 million
Prevention of Family Violence and Bullying	6.5 million
	\$75.5 million
<b><i>Justice and Solicitor General</i></b>	
Justice and Solicitor General	
Assistance to the Human Rights Education and Multiculturalism Fund	1.7 million
	\$1.7 million

<i>Tourism, Parks and Recreation</i>	
Tourism, Parks and Recreation	
Parks Operation	10.0 million
Alberta Sport, Recreation, Parks and Wildlife Foundation	21.4 million
	<b>\$31.4 million</b>
<i>Transportation</i>	
Transportation	
Provincial Highway Preservation	40.0 million
	<b>\$40.0 million</b>
<i>Treasury Board and Finance</i>	
Treasury Board and Finance	
Gaming Research	1.6 million
Horse Racing and Breeding Renewal Program (1)	26.0 million
Bingo Associations	7.1 million
	<b>\$34.7 million</b>
<b>TOTAL FUNDING</b>	<b>\$1.486 billion</b>

Types of grant funding program available:

Ministry of Culture oversees funding for the following granting programs and foundations:

- Community Spirit Program (CSP)
- Community Facility Enhancement Program (CFEP)
- Community Initiatives Program (CIP)
- Other Initiatives Program (OIP)
- Alberta Foundation for the Arts (AFA)
- Alberta Historical Resources Foundation (AHRA)
- Human Rights Education and Multiculturalism Fund (HREMF)

Ministry of Tourism, Parks, and Recreation oversees funding for the Alberta Sport, Recreation, Parks and Wildlife Foundation (ASRPWF) and its granting programs.

<sup>i</sup> Government of Canada 2014a.

