



Crow House: Looking Back, Looking Forward

2016 Dow Sustainability Fellow

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Executive Summary

Crow House is an urban settlement house model which uses sustainability programming and implementation for community and personal development. It is a uniquely tangible project leveraging a house and side lots acquired through the controversial Detroit Land Bank (DLBA) to demonstrate how community-driven development can reclaim place and steer the effects of social policy. Crow House is differentiated from many past projects in that it embodies a wide breadth of sustainability categories, including energy, water, food sovereignty, public health, sanitation, site ecology, the built environment and community engagement. This breadth creates multiple access points for practitioners and researchers, and it maximizes the lay-community's exposure to diverse sustainability topics. The project is located in the distressed Condon neighborhood of Detroit, MI, four blocks from an elementary school. Although it targets specific programming for women and youth in the neighborhood, it provides programming for the larger Detroit community. The project is being co-created with the community, based in a transformative paradigm, using service learning methodology and pedagogy.

The initial curriculums center around ecological and sustainable building skills. The rehabilitation of the house is not a product being developed to "deliver," but a process through which the community is being engaged. Each stage of the rehabilitation process offers learning workshops to teach low-cost, low-tech green retrofit methods: these "learnshops" are open to all participants, but emphasize participation among women head-of-households. This inclusive outreach emphasis reflects feedback from the needs assessment conducted in 2015, which revealed strong interest among local women in learning basic home maintenance and improvement skills. Green retrofit skills and education include insulating, installing substantive potable water cisterns (1,000+ gallons), heating and cooling choices which maximize efficiency, grey water retrofits, rain gardening and site water management to avoid flooding and foundation failures, composting, options in sewage management (eg, composting toilets), and education on alternative energy options, such as leasing solar panels. What is critical about our approach is that it is applied,

rather than theoretical. It provides hands-on proof-of-concept education, using a real-world example of local housing stock which is consistent in materials, condition, siting and challenges with participants' homes.

Once complete, the structure will house all of the community-driven programming. We expect, based on field data, that this will include activities such as block meetings, food preparation and nutrition learnshops, community dinners, feminist support groups, microfinance collectives, 12-step meetings, and socially relevant films. Additionally, the upstairs will serve as a residence and workspace for a collaboration between an urban scholar in residence and an activist in residence program. This program will continue to engage the UM academic community, while also providing support and structure for a local activist project.

The ecology programming arises from a permaculture or biomimicry frame. With approximately 5,000 sq ft of land, Crow House is implementing a site which serves as a fresh-food source, public square, informal childcare through youth programming, teaching center and living demonstration of ecological principles. At completion, it will hold an apiary, a chicken coop, hot composting center, vermiculture station and herbalism shed, in addition to an urban food garden and forest that is atypical still in the Detroit community with its application of biomimicry design and methods. Thus far, we have developed education programming for beekeeping, permaculture principles and design, vermiculture, herbalism (identification and preparation), and composting. Our Dow Chemical Company (Dow) group can currently deliver learnshops on most of these topics, but we are preferentially drawing from local expertise as teaching partners. This approach allows us to ensure continuity while also promoting rich social networks.

Although the project is deeply rooted in sustainability, its ultimate goal is one of social justice and equity. Crow House leverages self-help as an anarchist principle which allows greater distance between distressed households and utility or government services which are unable or unwilling to meet their needs. For example, households which have a substantive potable water source can avoid the worst crisis in case of a water

utility shut-off, such as in Detroit, or a public health failure, such as in Flint. Through teaching these skills, the community is able to mitigate negative impacts in times of turmoil, and benefit from a strengths-based enrichment in all circumstances. The model is designed as a portable implementa-



Project Purpose/Justification

The Chadsey-Condon neighborhood (CCN), where the project is sited, is located in Southwest Detroit. According to the Skillman sponsored Data Driven Detroit demographic report, it varies significantly from the city's population. CCN houses 52.8% Latino residents, 23.1% White residents and 20.8% African-American residents. However, this data may be somewhat misleading for the purposes of Condon House's immediate community, because as its name suggests, the site is located in the Condon neighborhood: Chadsey-Condon is a Skillman Foundation construct which is useful, but not fully accurate, demographically. Based on field observation, Condon appears to have a larger African American population than Chadsey: the Condon side is closer to traditional Black settlements, whereas Chadsey is closer to the area known as Mexicantown.

What remains true across the board is that 30% of the area's households are at or below the federal poverty line (FPL), and an additional 15.7% are in marginal poverty, depending on family size, with incomes between \$15,000 and \$24,999. Additionally, both renters and owners are paying

tion template for other communities at the local, national and global level.

This final report is broken into sections. First, we review our initial scope. Then, we consider implementation, including Michael Lin's technical analysis of the terrain. Lastly, we look at plans for the project, moving forward.

45% of income toward housing costs – nearly half their gross income. While the Data Driven Detroit report casts CCN as sustaining household income in a notoriously depressed market, this is only relative to the hyperbolic poverty which exists elsewhere in Detroit: few would regard a neighborhood with 30% of families living in poverty and another 16% living “just” out of poverty to be economically stable or robust.

CCN is also unique in that it has retained a strong population of youth: 37% of residents are under 18 years old. At a time when young families were the most prevalent out-migrators from Detroit, Chadsey-Condon has remained strongly family oriented. There is also a charter school, the Lighthouse Academy, within 3 blocks of the site.

The neighborhood has a fairly even split between home owners and renters, but like most of Detroit, vacancy rates have increased significantly, placing strain on community cohesion: nearly 1 in 4 homes are vacant. Additionally, this area has been hit by blight, arson and abandonment, with housing inventory shrinking by 14.5%. Currently, CCN is punctuated with a 37.2% rate of empty lots, about 11% over the city-wide rate.

As with many urban areas, quality food stores are not abundant within the area. There is a small independent grocery nearby on Michigan Ave at Junction, and the Latino influence with strong commercial corridors in Southwest do result in more food shopping opportunities than in comparable neighborhoods elsewhere in Detroit. However, many of the stores are oriented toward low-income shoppers, with few, if any, organic options. Due to the volume and price-point, the stores are typically providing B-grade produce.

In conclusion, the Chadsey-Condon neighborhood has predominantly families with children, are struggling to pay housing costs which are high in proportion to their low-income, do not have easy access to optimal nutrition, and live in a community which has been pocketed by empty lots. One



Impact of Full Project Scope

The project has a number of SMART goals which contribute at different levels to the community.

1. To restore a historic home in the Detroit landscape. This stabilizes the neighborhood, removes blight, encourages investment by neighbors, provides tax revenue, and contributes overall to a healthy community in Detroit.

2. To model community organization in its own development, and become a hub for community organizers. Leading by example, the Condon House revitalizes a small slice of community, offering proof of concept, demonstration of methods, and opportunities for local engagement.

3. To be a center of learning uncommon "green" skills. This property's rehab models how all Detroit homes can be rehabbed or retrofitted with green improvements which dramatically reduce housing costs through utilities. It also demonstrates how households can become more self-reliant by capturing rainwater or recycling water in productive ways that reduce sewer demand and lower water costs in a market which has a stressed water utility.

edifying action among many is to transform those lots into food producing community centers, which provide not only a food security net, but also provide activities which leverage the empty spaces as gathering points, instead of dividing gaps.

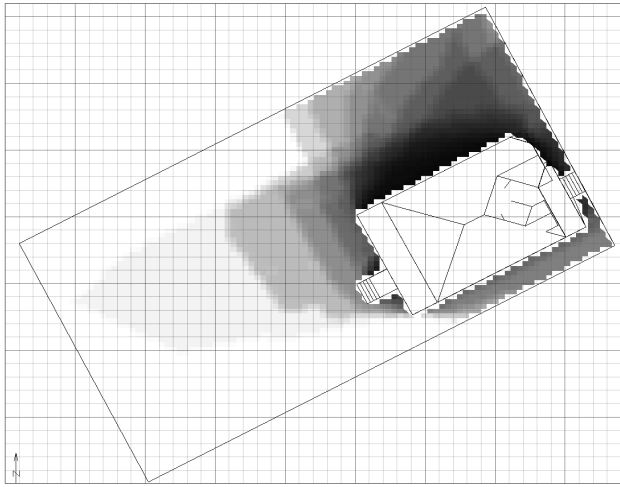
4. To serve as a community resource of healthy, organic, sustainable fruit and produce. Similar to the Sebastopol project (youtu.be/8YHLmByKpts), this site is capable of providing fresh produce to the larger neighborhood.

5. To function as an ecology learning center for all ages. While Detroit has embraced urban gardening, permaculture methods have not yet been integrated. Using vacant land for healthy production is better than leaving it abandoned -and using permaculture to RESTORE the soil, build local ecology, mitigate soil contamination, and teach all ages of residents how to use available resources for the best result possible is even better!

6. To provide a space which fosters self-actualization. The place provides space for workshops on how to eat well, how to parent in happiness, how to support women and men in their unique challenges, how to make things - and other topics which will evolve from community interest and direction. Condon House helps neighbors achieve their individual potential by providing a crucible for engagement.

7. To provide a residential sanctuary for urban scholars who are working on Detroit's most pressing needs in policy, development, social equity and urban vitality.

8. To contribute to an infrastructure solution. 28th Street is plagued with drainage problems which affect other properties and the sewer demand. By integrating water harvesting tactics, Condon House will resolve water flow problems on its block, contributing an immediate solution and modeling a low-tech, low-cost approach which can be used in any neighborhood.



Daylight Assessment

Background

Attempts in agriculture within contemporary urban space is not an unfamiliar practice. The increasing demand for aesthetics, sustainability, and food availability have in recent years become more and more apparent, slowly proving the plausibility and the necessity of merging the fields of botany, farming, and spatial design.

Much previous research has been done, often separately from one another within fields of study. Research like Professor Mojtaba Navvab's study in (2008), "Daylighting Aspects For Plant Growth in Interior Environments," has been conducted to assess the appropriate levels of artificial light radiations in controlled environments which can be used to assist in the efficiency of green houses and indoor farming.

Other fields of spatial influence conducted research that is oriented more toward making a comparison between typologies of farming which differ in architectural technologies, like traditional and vertical methods of farming, and their effects in carbon production through its lifecycle. An example is "Sustainable Implications of Vertical Farming for Philadelphian Urban Food Supply," by Alexander Stadel (2009).

From Colorado State University's Colorado Master Gardener Program CMG Garden Notes #142, we can see the influences of research-through-making in academia, where crucial elements of focus and methods of practice by experienced farmers have been recorded in the form of academic guide for

students to learn the importance in lighting and its effects on plant growth. Aside from the differences in visible light spectrum between photosynthesis in plants and the human eye, the study addresses the ingredients of successful plant growth under the categories of light quality, light intensity, and light duration. It also provides scenarios which indicate the different combinations of shade and sun with respect to the times of the day, and roughly suggests the conditions that a plant will have to endure if they are planted within that specific area.

All these fields of research are relevant to this study, yet they do not touch directly upon the less popular topic of small scale external farming, or horticulture. This research will compare the daylight conditions of the yard of the Condon House in Detroit in an attempt to provide generic conditions of small private houses in Detroit for horticulture, which can subsequently be implemented by just about anyone who wishes to invest in affordable, healthy, and self-sustaining typology of renovation. This can help in both augmenting food availability in Detroit and encouraging a sustainable urban growth for Detroit, one abandoned house at a time.

Introduction

The paradigm shift from gathering plants to cultivating them has transformed human history and remains the central focus of our food systems today. Food availability is greatly affected in one of two ways: demand and distance. Just like our ancestors were compelled to abandon their hunting and gathering practices and adopt horticulture, the gradual increase of human population over the course of history and migration provocations have insisted upon the need to increase a food supply in whatever the settlement's location.

One of the core reasons for the development of urban agriculture within Detroit, like the Condon House, tackles the same issue of maximizing place-based food resources. Detroit has many stressed communities who are faced with problems of food security; they do not have reliable access to a sufficient quantity of affordable, nutritious food. This phenomenon has brought the attention of planners, developers, architects, as well as members of the community to experiment with the possible symbiotic relationship between urban development and agriculture.

Currently in Detroit, there are many precedents of urban farms under the care of various non-profit organizations, all community based and community governed. From the time that the idea of urban farming was conceived to the present when these concepts have become practice, there have been many varying innovative typologies of how urban farming have been implemented at various scales; however, not many have attempted at shrinking this large scale and permanent method of farming to that of horticulture which exists in a more temporary and smaller scale, appropriate to be installed within the land area of any private lawn in Detroit, thus serving smaller portions of population at the community or even the family oriented level.

Using the Condon House as a foundation, assessments can be made that make it a prototype of backyard horticulture, which can be replicated in other properties within Detroit as well as regions with similar environmental characteristics. This study will assess weather conditions from the aspects of seasonal light availability specific to Detroit. The goal of this analysis is to assess the conditions of shaded and unshaded parts of the plot of land, a condition that farmers pay close attention to. The main contributor of shade is the house's own shadow. Data are compared between three seasons under the percentages of shaded/exposed regions. This can suggest species of vegetation that can be used, as well as the most appropriate location of engagement for individual species.

Methodology

Computer simulations using Ecotect were conducted. The major focuses of the assessment were placed on the Photosynthetically Active Radiation (PAR) by placing analysis grid over the plot of land of the Condon House, using the massing of the house as obstruction to cast shadows over this area. Another feature of focus was the percentage of exposure which can be understood as the degree of shading provided by the house.

By recording the Radiation Levels in Wh for the three days of the seasons under the categories of Shaded Center, Shaded Rim, and Unshaded, relationships between them can give numerical records of conditions that will otherwise be unknown to people who customarily only gauge lighting conditions with categories of morning, afternoon, and evening sun.

In an attempt to further define the categories of the word 'Shade', analysis results from the exposure maps were used along with the PAR maps, PAR values in MJ/m² can be recorded under the various degrees of shading on the land, ranging from 0 - 100% exposure.

These results can communicate much about the light availability on the site and can therefore be used to suggest the appropriate groups of plants that thrives under different levels of photoperiod (time span of uninterrupted darkness), in order to increase productivity and efficiency in light use. The simulation results are presented below.

Result Analysis

Average and Direct Radiation

Figure 3 gives a generic understanding of the contrast in temperature of Detroit's weather annually. Counter-intuitively, Cold Degree Days (CDD) are the days where the temperature is too high and requires cooling, and vice-versa for Heating Degree Days (HDD). With 202 days of HDD, radiation as a source of warmth and food is crucial for the vegetation in Detroit.

The grey areas within Figure 4-6 indicate the possible range of radiation of all shaded regions in their respective season. From Figure 4's drastic difference between direct radiation and the shaded radiation, we can tell that during winter, most sources of radiation are based on indirect light. This indicates that in the winter, the factor of shade will not be a major consideration when it comes to designing the layout of the vegetation in the backyard. This assumption is again proven with the uniform deviation between shaded and unshaded line plots of Figure 4.

In Figures 7 and 8, the plotted radiation line for summer solstice, despite its increased presence through the day, show that the peak radiation reading for all three summers does not overtake the peak readings from respective spring, which spikes around noon yet have a shorter duration through the day. This suggests that vegetation planted in the unshaded regions in the spring should be able to endure higher radiation within a shorter range of time; plants that prefer less daylight hours yet require intense sunlight should be chosen. During spring, on the other hand, plants with a need for

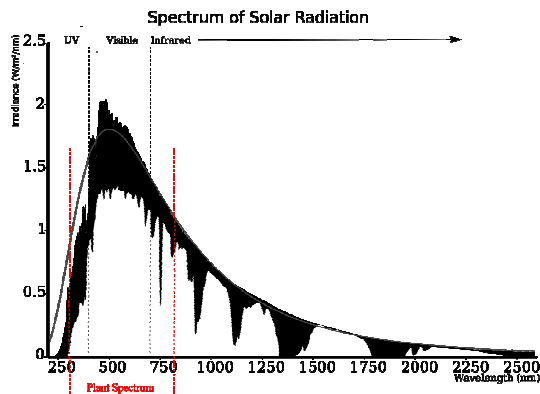
longer daylight hours will be most appropriate in unshaded regions.

Figure 9 gives the maximum radiation that one can get out of shaded areas in each season. This can filter out numerous selection of species especially in the winter time.

Photosynthetically Active Radiation (PAR)

Watts is the measure of energy being used per second. Energy itself is measured in joules, and 1 joule per second is called a watt. Plants use energy between 400 and 700 nanometers and light in this range is referred to as Photosynthetically Active Radiation, or PAR. The measure of the total amount of energy emitted per second in this range is called PAR watts. PAR watts directly indicate how much light energy is available for plants to use in photosynthesis.

Plants, unlike humans, respond more effectively to red light and to blue light, the peak being in the red region at around 630 nanometers. The graph below shows the human eye response curve and the plant response curve. The protrusion in the middle is the spectrum of the human eye.



A comparison is made between the seasons in terms of photosynthetic energy for plants. Figure 2 shows the availability of radiation for Photosynthesis under shaded (0~90% exposure) and unshaded (100% exposure) regions of the land in the peak days of three seasons at Spring Equinox, Summer Solstice and Winter Solstice. Figure 2 shows the drastic difference between Detroit winter and the other seasons. Very limited PAR watts are available through winter, regardless of the presence of high exposure or shade. Under this limitation, vegetables such as broccoli, cabbage, carrots, cauliflower, onions, etc. which can take the cold and thrive under constant shade will be the ideal choices.

During the spring and summer seasons, however, drastic variations are present, depending on the varying degrees of exposure/shade. This allows for a wide possibility in plant choices. The following figure overlays layouts of direct sunlight exposure between the three seasons. Figure 16 begins to suggest the plausible layout of plants with varying light sensitivities. Those that thrive under uninterrupted sunshine can be positioned in regions that are lighter in color, and those that prefer shade with indirect light thrive in the darker regions. In cases where the maximum use of surface area is required for maximum production efficiency, artificial light can then come into play to replace the deprived PAR energy. This figure also suggests the possible locations to install light fixtures for uniform distribution of light.

Simulation Results

Table 1. Recording of Hourly Direct radiation for three days of the three seasons.

Seasonal Hourly Direct Radiation (Wh)			
Time\Season	Unshaded		
	Spring Equinox	Summer Solstice	Winter Solstice
0:00	0	0	0
1:00	0	0	0
2:00	0	0	0
3:00	0	0	0
4:00	0	0	0
5:00	0	0	0
6:00	0	93.76	0
7:00	0	170.86	0
8:00	58.78	243.21	0
9:00	191.2	264.98	0
10:00	261.67	300.7	0
11:00	316.89	257.76	0
12:00	336.29	248.97	1.53
13:00	296.26	274.97	5.74
14:00	82.51	109.48	0
15:00	10.81	15.54	0
16:00	0	8.58	0
17:00	0	0	0
18:00	0	0	0
19:00	0	0	0
20:00	0	0	0
21:00	0	0	0
22:00	0	0	0
23:00	0	0	0

Table 3. Values of PAR watt obtained from cross examination of Exposure mpas and PAR maps.

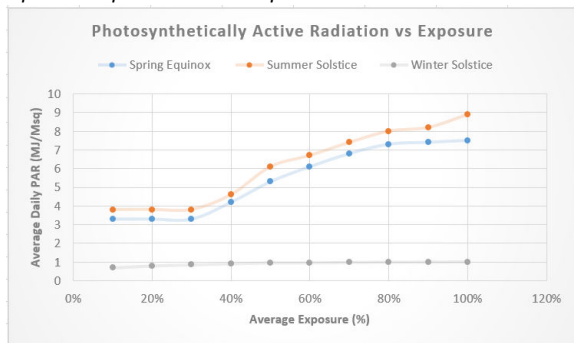


Figure 2. Graph of PAR to percentage of Exposure.

Exposure\Season	Spring Equinox	Summer Solstice	Winter Solstice
10%	3.3	3.8	0.7
20%	3.3	3.8	0.8
30%	3.3	3.8	0.85
40%	4.2	4.6	0.9
50%	5.3	6.1	0.95
60%	6.1	6.7	0.95
70%	6.8	7.4	0.97
80%	7.3	8	0.98
90%	7.4	8.2	0.99
100%	7.5	8.9	1

Figure 3. Graph of Detroit HDD and CDD.

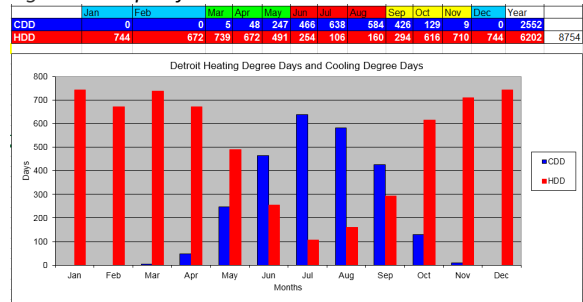


Table 2. Recording of Hourly Average radiation for three days of the three seasons, under the categories unshaded, shade center, and shade rim

Seasonal Hourly Average Solar Radiation (Wh)									
Time\Season	Unshaded			Shade Center			Shade Rim		
	Spring Equinox	Summer Solstice	Winter Solstice	Spring Equinox	Summer Solstice	Winter Solstice	Spring Equinox	Summer Solstice	Winter Solstice
0:00	0	0	0	0	0	0	0	0	0
1:00	0	0	0	0	0	0	0	0	0
2:00	0	0	0	0	0	0	0	0	0
3:00	0	0	0	0	0	0	0	0	0
4:00	0	0	0	0	0	0	0	0	0
5:00	0	253.82	0	0	160	0	0	210	0
6:00	173	274	0	155	175	0	165	248	0
7:00	282	256	0	230	180	0	275	205	0
8:00	410	325	33.54	213	230	23.5	406	301	30
9:00	475	353	52.63	255	265	38.63	470	310	45.5
10:00	565	332.6	40.72	270	235	28.5	550	334	35
11:00	550.5	367	86.2	210	240	62	510	347	75.5
12:00	521	304	109.31	195	195	73.13	460	330	90
13:00	383.5	277	63.24	155	177	47.18	330	220	58.1
14:00	234.5	198.5	1.17	120	130.5	0.78	190	175	1.03
15:00	131.5	121.5	0	90	80.5	0	110	109.1	0
16:00	0	56.17	0	0	35	0	0	50.1	0
17:00	0	13.04	0	0	8.5	0	0	11.8	0
18:00	0	0	0	0	0	0	0	0	0
19:00	0	0	0	0	0	0	0	0	0
20:00	0	0	0	0	0	0	0	0	0
21:00	0	0	0	0	0	0	0	0	0
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23:00	0	0	0	0	0	0	0	0	0

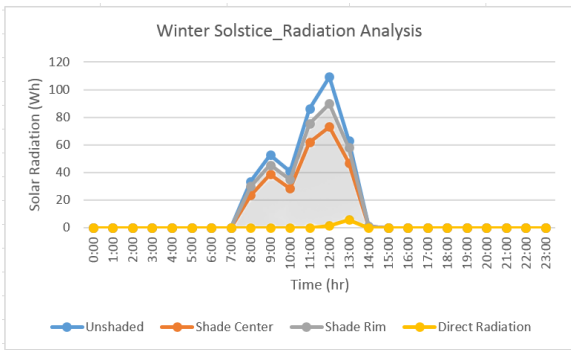


Figure 4. Radiation comparison between shading for Winter Solstice .

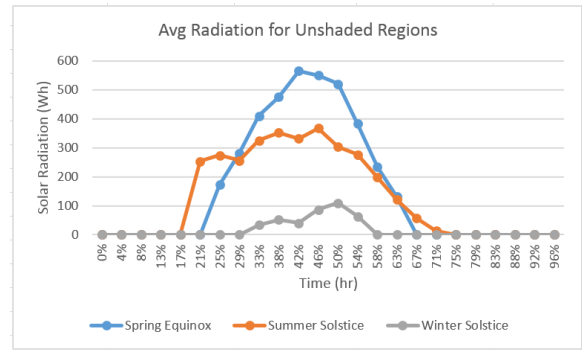


Figure 7. Average Radiation comparison between seasons.

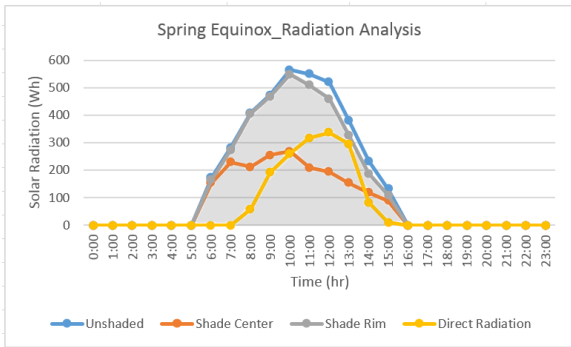


Figure 5. Radiation comparison between shading for Spring Equinox.

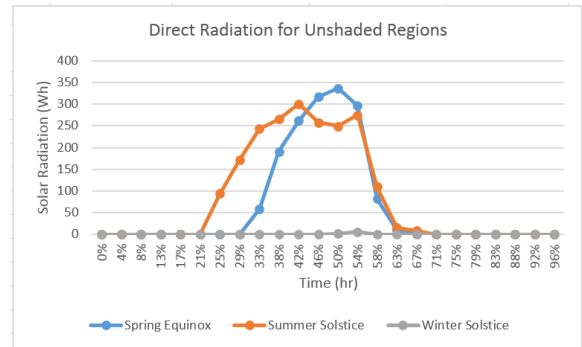


Figure 8. Direct radiation comparison between seasons.

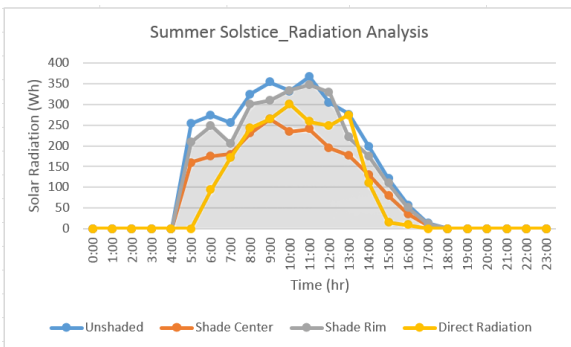


Figure 6. Radiation comparison between shading for Summer Solstice.

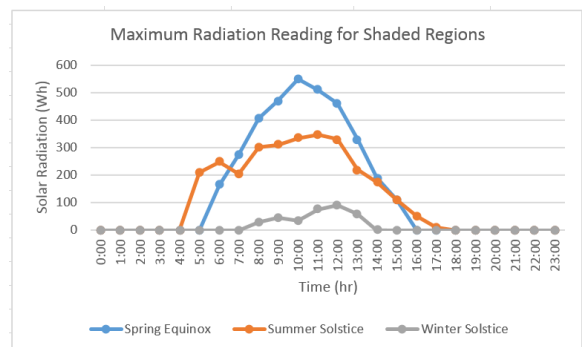


Figure 9. Maximum shaded radiation comparison between seasons.

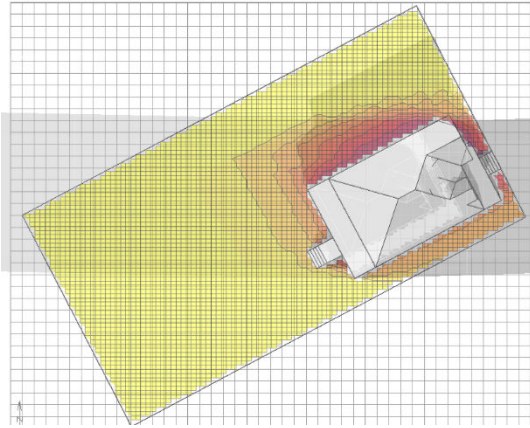


Figure 10. Spring Equinox_ Direct Radiation Exposure in % with hourly shade at 0600, 1200, and 2000 hours on March 21.

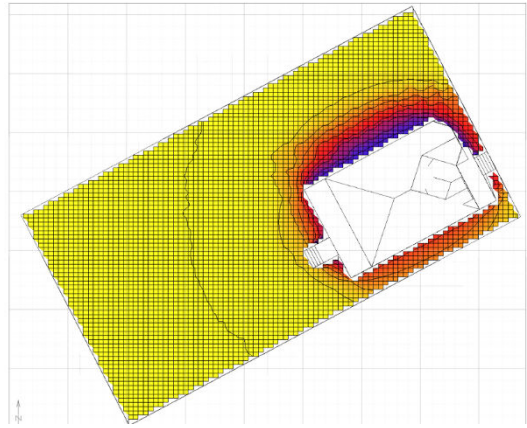


Figure 13. Spring Equinox_ Average Daily PAR on March 21. Color range is 2.5~7.5 MJ/m².

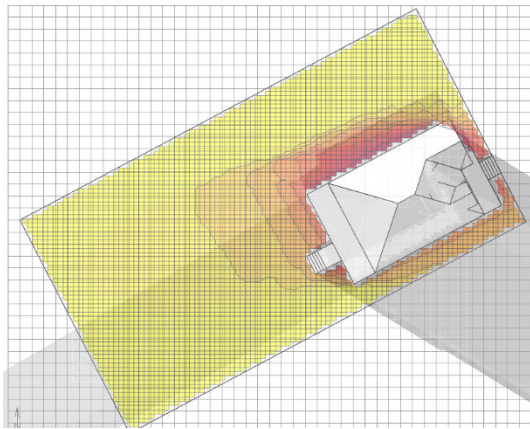


Figure 11. Summer Solstice_ Direct Radiation Exposure in % with hourly shade at 0700, 1200, and 1830 hours on June 21.

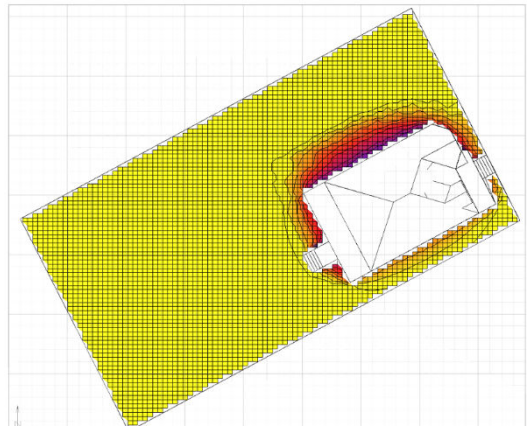


Figure 14. Summer Solstice_ Average Daily PAR on June 21. Color range is 2.5~7.5 MJ/m².

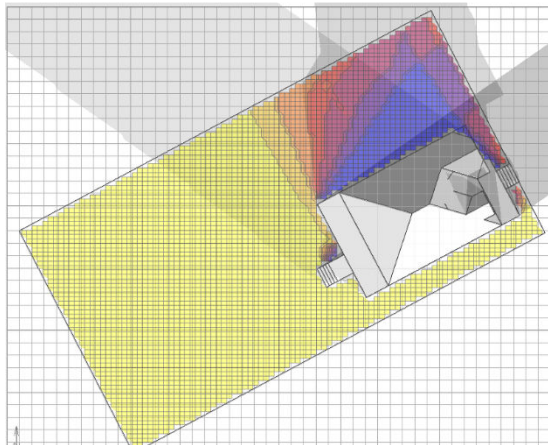


Figure 12. Winter Solstice_ Direct Radiation Exposure in % with hourly shade at 0900, 1200, and 1645 hours on Dec 21.

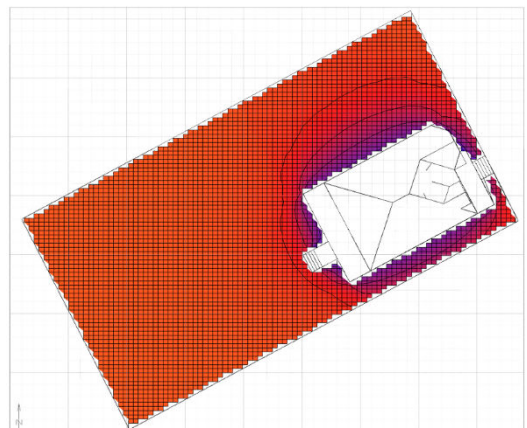


Figure 15. Winter Solstice_ Average Daily PAR on December 21. Color range is 0.5~1.5 MJ/m².



Progress and Retrospective

We began with an aggressive timeline we viewed as wholly viable. By that timeline, we had an expectation of a full permaculture site implementation over the summer, with the house rehabilitation concluding by the end of the fellowship.

But that timeline and benchmarks were adversely affected by a structural fault with the building that had to be addressed before proceeding with the building rehabilitation and team availability. Even with these challenges, some momentum was garnered, and given the long view of this project, sufficient groundwork was laid to realize end goals.

Although the apiary has received disproportionate focus in regards to our initial timeline and vision, it has, in fact, been a solid engagement piece with neighbors and volunteers. Honey bees, in a sense, serve as charismatic fauna—something to leverage not only for the teaching of skill sets, but also for drawing attention and for providing an example of how one might begin connecting with the natural environment. In October 2016, team members working on the apiary had the chance to teach basic aspects of beekeeping to neighbors, which snowballed when those neighbors invited family members to see the apiary. In the November 2016 volunteer weekend, participants seemed clearly delighted by the opportunity to sample honey directly from the comb and learn basics about the bees.

The survival success of this hive to date has been a relief for the project, since our first hives failed

entirely due to an unexpected spring cold snap. Rather than buy honey bee packages again, a local beekeeper was sought out. Buying locally raised honey bees, especially those that have survived for at least several seasons, have more robust adaptations for Michigan's cold climate and therefore a higher chance for survival.

Urban environments, particularly that of the Condon neighborhood, suit honey bees and other pollinators quite well due to their lack of agrochemicals and abundance of weedy lots where they can forage. We have taken reasonable steps to improve the hive's chance of surviving the winter by winterizing it with insulation and moving it next to a windbreak. Given a successful winter survival, the colony will likely be able to be split in the spring, resulting in two or more hives.

A larger apiary would prove more salient for beekeeping courses, which will emphasize the importance of bees and other pollinators for agriculture and healthy ecosystems. Further, as the permaculture design gets implemented through the 2017 season, the presence of one or more colonies on the property will mean more efficient pollination and thus more plant reproduction and fruiting, essentially turning the apiary into an ecosystem service for the project. Although wild pollinator communities are already present, the presence of honey bees will add to that efficiency.

In addition to the apiary, we have made considerable headway in clearing the property in preparation for the 2017 season of permaculture programming. One obstacle to this was the severe infestations of invasive kudzu (*Pueraria montana*) and Chinese yam (*Dioscorea oppositifolia*) vines, which extend 32 to 100 feet and can feature up to 30 vines per plant. Native to Japan, the kudzu vine tends to grow over other plants and trees, often killing them with heavy shading if left unchecked. The same is true of the Chinese yam, native to China. The severity of these vine infestations threatens future progress with permaculture planting, as these vines reproduce underground via stolons to form new plants—simply cutting these vines away would leave the site vulnerable to new vine growth. In addition to these invasive vines, the property had extensive grape vine (*Vitis spp.*) growth, which can be utilized in permaculture design. The extent of the growth must be

controlled, however, so team members curbed these vines as well, leaving the possibility for future grape vine growth to be implemented in the permaculture design.

This kind of extensive, invasive growth necessitates the application of minute amounts of glyphosate, an herbicide, to quell the vigorous roots that sustain the plant below the soil surface. The cut and paint method, a technique utilizing a paintbrush to apply small dabs of glyphosate to freshly cut vines, is most appropriate here, because it addresses the problem while sparing the soil and adjacent plants from its effects. The sparse use of the glyphosate is minimal but effective, as it systematically eradicates the plant's root system, quelling any potential shoots. Team members were able to remove large portions of the invasive vine patches through the early fall, making the property more viable for next year's implementation of biomimicry and permaculture planting.

We have also solidly established the administrative framework of the future non-profit organization, recruiting initial advisors and legalizing its status as a 501(c)(3). There are currently four advisory members drawn from the community; Marlena Hanlon is also serving on the advisory board in a dual role of community member and Dow project member. Opportunities to make this infrastructure more robust still remain, particularly by recruiting a broader advisory base: the expectation is that part of our process will be through engaging community members in activities which demonstrate proof of concept, thus generating more interest in advisory roles.

On that note, our biggest wins have been in the areas of networking and fundraising. While both are perpetual endeavors, we have established some showing on the radar of green projects, and have recently been offered a technical assistance "grant" from Greening Detroit. The strongest stakeholders by proximity are the neighbors, schools, agencies and businesses within a one-mile radius. We have walked the ground to engage neighbors and created relationship with organizations including Alternative School for Girls, EcoWorks, the Unity Timebank, Bioneers, District 6, Southwest Detroit Community Justice (SDCJ) and the Lighthouse Academy. The Southwest Detroit Community Justice program has provided volunteers on multiple occasions, and



several community members have become involved as curriculum designers and domain expert contributors.

Additionally, we continue to engage UM under- and graduate students through established student organizations and informal volunteer networks. We also reached out and continue to provide an opportunity for internship with other schools, including Wayne State, Detroit Mercy, Wayne County Community College, and Henry Ford Community College.

Dow, through the Graham Sustainability Institute, has been tremendously supportive through cash grants totaling \$47,500. Home Depot and Lowe's have offered volunteer and future materials support.

These successes have allowed us to extend the project implementation through the remainder of the 2016-17 academic term; these benchmarks can still be achieved by both the team and through the momentum of volunteer networking which has been building over the last few months. At the moment, Detroit has a surfeit of green projects, many of which are poorly coordinated and lack synergy with other groups and efforts. We hope to

not only make stronger inroads with collaboration, but also in advocating for greater interconnection of existing projects, as well as a clear pipeline through which new practitioners can connect to resources and partners.

With the receipt of Dow Distinguished Award for Interdisciplinary Sustainability, Crow House can move forward with the house rehabilitation in

earnest. This had been on hold due to uncertainty around funding and the city's cooperation with extending various renovation deadlines. Both have been largely resolved, and we are currently developing the schedule for community programming which uses the process of the renovation as both a skills development opportunity and a mechanism through which we can foster community cohesion.



Next Steps

Several trades people have offered extremely reduced rates to assist with the construction learnshops, and the initial sessions are expected to begin in January 2017. It is reasonable that completion of the house will occur by end of spring 2017, at which point we can move forward with programming inside the space, as well as kicking off a new season of permaculture programming.

The Condon Crow House is ultimately meant to be a container for community programming initiated by either individuals or organized groups. However, we do expect to contribute a season of options in order to establish place-identity and generate imagination and excitement in the immediate neighborhood. We currently imagine community dinners, mobile dental clinics, information sessions on legal issues with the water department and landlord/tenant concerns, and a host of support group meetings.

The Appendix contains much of our supporting work and products.

Appendix I – Curriculum samples

curriculum samples (Austin Martin, Carmen Mendoza, Marlena Hanlon)

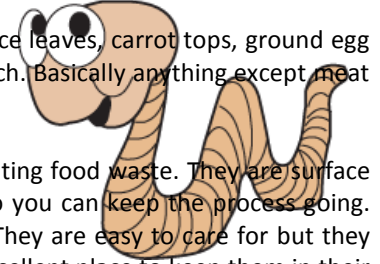
Vermiculture

Vermiculture is the process of using worms to decompose organic food waste, which turns that waste into a nutrient-rich material that is able to supply the necessary nutrients and energy for plants to grow. Its benefits include saving water and energy, keeping material out of unsustainable landfills, and it rebuilds the soil. It also reduces our need for synthetic fertilizers.

Ways it improves the soil: structure, texture, aeration, increases water-holding capacity, decomposes organic material, adds beneficial organisms to the soil, adds erosion control, promotes soil fertility, stimulates healthy root development in plants. This is nature's way of completing the recycling loop: being born, living, dying, and being reborn.

What to feed the worms? Food scraps from the kitchen: fruit, vegetable trimmings, lettuce leaves, carrot tops, ground egg shells, orange peelings, banana peelings. Yard trimmings, grass clippings, leaves, and mulch. Basically anything except meat and dairy products

Where to keep the worms? Red worms (*Eisenia fetida*) are the best type of worm for eating food waste. They are surface worms and will stay in the top 18 inches of the soil. Keep them in a closed container so you can keep the process going. Every three months the worms should be harvested and separated from their castings. They are easy to care for but they require food, moisture, oxygen, and a dark place to live. A cellar or under the sink is an excellent place to keep them in their ideal moisture and temperature range. <http://www.wormpoop.com/composting/composting.htm>



Beekeeping

Urban beekeeping, although counterintuitive to some, boasts hives with greater levels of productivity due to less pesticide exposure, higher average temperatures, and a greater local abundance of flowering plants. Detroit in particular boasts more abandoned space than most cities, which translates into more foraging space for bees. Because honey bees and other pollinators have been facing unprecedented declines in their populations lately, part of the bee keeping process involves treating for Varroa mites (*Varroa destructor*), a ubiquitous honeybee parasite that acts as a vector for a number of honey bee parasites which tend to weaken the hive. Mite Away Quick Strips, a commercial treatment involving formic acid, kills the Varroa mites but not the bees, giving them a better chance of surviving the winter.

Week 1: Beekeeping Background Information

History of beekeeping

- ancient times (Egypt)
- key moments since the 1500s
- L.L. Langstroth

Different types of bees – females, males and queens

The life of a bee colony through the year

Week 2: The Basics

Parts of a beehive

- Langstroth and top bar

What clothing and equipment do I need?

Looking after bees in your hive

Week 3: Beekeeping Throughout the Year

What to do during Spring and Summer

What to do during Autumn and Winter

Extracting Honey

Week 4: Making a Move

Where to get your first bees

Pests and diseases of the honey bee

Legal requirements

Hive Inspection (subject to weather conditions on the day)

A practical booklet will be provided to course participants

Herbalism

Date 1

- basic plant identification (what's growing there)
- starting a garden & plants that nourish soil, pollinator-friendly, multi-use, etc
- permaculture 101

Activities

Adults

- discussion on local plants people already know about
- shorter discussion what brought people to this workshop & questions
- plant ID walk
- plant "meditation" ---passing plant around and discussing observations, or asking each participant to pick a small piece of a plant that catches their attention or take a picture of it on their phones and bringing back to group to talk about it
- short discussion on considerations when growing/harvesting plants in urban area (soil quality, etc)
- if this workshop were to be on July 10th, could participants also help plant alongside Earthworks volunteers?

Youth

- plant "scavenger hunt"
- plant "meditation" ---what do you observe about the plant w/your senses?
- plant coloring sheets or drawings to color
- plant folklore/story time (make your own &/or an adult to do storytelling)

Date 2

- more info. on "medicinal" properties of plants
- practical application of plants
- preparation of tinctures, drying for teas, salves or infused oils
- making sun tea (preferably from plants in garden)

Date 3

- making a home medicine kit (basics)
- making an herbal 1st aid kit
- "where to from here?" resource sharing & list on growing, foraging, and sourcing herbs in Detroit (& conversation on local sustainability)



Appendix II – Budget

budget

Cost Estimates - Condon Crow House 3837 28th St :: Detroit, MI



Phase I

Excavator rental	275
Fence and vertical build-out	2,500
Plants	3,750
Stump removal	600
Apiary	1,500
Vermiculture	500
NPO Application	<u>875</u>
<i>Subtotal, Phase I Costs</i>	10,000
<i>Dow Team Allocation</i>	(5,000)
<i>DSF Grant (Received)</i>	<u>(5,000)</u>
<i>Balance</i>	<u>0</u>

Phase II

House Systems

<i>Electrical</i>	
12/2 wire	350
2-boxes	21
200 amp panel - kit	125
addtl circuits	87
outlets, switches	180
GFI	<u>64</u>
<i>Subtotal, Electrical</i>	826

Plumbing

Pex/PVC	500
Fittings	250
Labor	<u>1,450</u>
<i>Subtotal, Plumbing</i>	2,200

Mechanicals

Tankless	1,200
Hydro baseboards	1,500
Mini-splits	<u>2,700</u>
<i>Subtotal, Mechanicals</i>	5,400

Build-out

<i>Walls</i>	
Drywall	325
JC, tape	200
Screws	50
Interior paint	300
Batt insulation	420
Foam for seams	200
Rigid insulation	<u>680</u>
<i>Subtotal, Walls</i>	2,175

Floors

Floor sander	150
Floor poly	<u>150</u>
<i>Subtotal, Floors</i>	300

Pass-throughs

Windows and French Door	6,700
Front door	300
Int sliding doors x4	300
Sliding door rails	<u>50</u>
<i>Subtotal, Pass-throughs</i>	7,350

Fixtures

Fans x6	450
Other lighting	<u>500</u>
<i>Subtotal, Fixtures</i>	950

Local

<i>Basement</i>	
W/D	700
Utility sink	<u>75</u>
<i>Subtotal, Basement</i>	775

Kitchen

Cabinets	1,500
Counter	250
Frig	800
Stove	900
Sink and faucet	125
Dishwasher	350
Fan	<u>150</u>
<i>Subtotal, Kitchen</i>	4,075

Bathrooms

Sinks x2	350
Tub x1	250
Toilets x2	200
Showers x1	350
Slate tile, floor	450
Shower rail	50
Fixtures - faucets x4	200
Mirror x2	50
Storage cabinet	<u>50</u>
<i>Subtotal, Bathrooms</i>	1,950

Exterior

Exterior paint	450
Foundation jacks and blocks	365
Lumber - back stairs	250
Lumber - porch awning	75
Awning roof	50
Gutters, flashing	296
French culvert x2	<u>1,000</u>
<i>Subtotal, Exterior</i>	2,486

Misc Labor and Materials

Roof labor	500
Gutter labor	500
Carp lab - french door	120
Carp lab - int pock door	75
Carp lab - int pock door	75
Carp lab - pock door move	90
Carp lab - reframe kitch win	60
Carp lab - reframe back door	60
Carp lab - cancel DR win	60
Panel installation	700
Lumber - stair railing, framing	500
Additional tools	800
Foundation repair	7,500

City Permits	1,000
Other Inspections	300
Initial purchase/closing	3,700
Paid - addtl demo labor	<u>400</u>
<i>Subtotal, Misc</i>	16,440

<i>Total Costs, Phase II</i>	<u>44,927</u>
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Appendix III – Financial Sustainability and Fundraising

Financial Sustainability

Fundraising

Crow House aims at adopting an entrepreneurial profile for the fundraising activity. In recent years, the term "fundraising" has been accompanied by the term "resource mobilization", whose main objective is to optimize existing resources.

These resources can be physical (money, donations, etc.) or human (voluntary work), and, to capture them or mobilize them effectively, it is recommended that its execution involve the following aspects:

- (1) Analysis
- (2) Planning
- (3) Funding resources research
- (4) Strategies for fundraising

Before initiating a more intensive fundraising program, it is necessary to discuss internally the policy in relation to the sector, such as the relationship with funders, how resources will be managed and what kind of accountability of donated resources will be made. The fundraising, in addition to financing the work developed, promotes the organization. Therefore, for successful fundraising activities, two aspects are crucial: accountability and transparency.

In this context, accountability is the responsibility for actions taken and the capacity of explain, clarify and justify these actions. In other words, it gives the stakeholders the right to know and holds the organization account to explain its actions. For Crow House, a template for report its financials was created and can be found in the Part A.

Transparency is being easy to understand, open, frank and honest in all communications, transactions and operations. An important trait of transparency concept is to adjust the communication to different audiences. The organization can provide a lengthy and technical explanation of every detail, but if the audience does not easily understand this information, and if the sheer volume of information hides key facts, then the information is not presented in a transparent form. It is important to make donors

feel like an integral and active part of the organization and to understand how much their involvement makes a difference. The organization may adopt several channels to disseminate these results among its stakeholders, such as newsletters, community events, etc.

For a correct and effective implementation of an organized fundraising process, it is fundamental to follow the four following steps:

(1) Analysis

The analysis is the first step to implement a fundraising process. In this phase, it is important to conduct an assessment of the organization to determine whether or not it is ready to implement its activities or a particular project. At the same level of importance, the organization must assure that all of its members know clearly what the organization's mission is, its target audience and its actions. The answer to the following question should be kept in mind when initiating the funding process: What would move a person or an entity to donate to our nonprofit organization?

(2) Planning

The second phase, planning, serves as a guide for those involved in the work of the entity. The preparation of a schedule of activities is essential in the distribution of tasks and also provides an overview of the main actions that need to be taken to raise funds. In summary, a work proposal plan should contain:

- the list of actions required
- the time for each action
- the responsible for each action
- the necessary resources

A good fundraising should seek different sources, with none of them accounting for 60% or more of revenues. This mitigation aims to avoid the risk of having to interrupt a project or have its activities hampered by a lack of resources. It is important to have previously defined the strategies that will be employed to replace the donor when he ceases to support.

(3) Funding resources research

With the analysis and planning defined, the organization should actively pursue funders for its organization. Funds can be generated from:

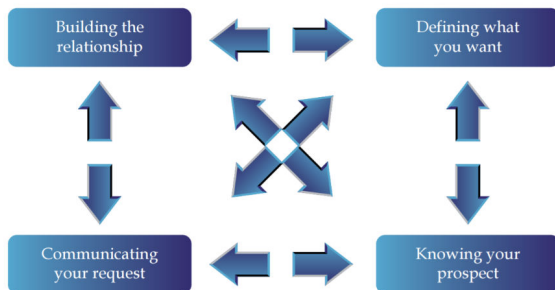
- individuals
- organizations, such as non-profit, for-profit and public organizations
- sale of products or services
- events

These various types of funding sources might be within the sphere of influence and persuasion of nonprofit organizations. A research of funding opportunities and strategic partners was developed to facilitate the search for donors and partners (Part B), thus contributing to the sustainability of the organization. In order to apply a strategic approach, it is important to understand not only the funding sources, but also their motivation and their forms of funding.

(4) Strategies for fundraising

The fundraising activities can be structured into four main related fields that can be executed in parallel without having a predefined starting point, as presented in the graph below.

Source: http://www.tacso.org/doc/doc_manual_2.pdf



Part A – Finance management

Instructions: Description can be "Donations" or "Sales"(from products cultivated, services, etc.). Insert budget and received.

Description	Budget	Received	Notes
Total	0	0	

Prepared By:

Checked By:

Instructions: Include budget in column C and actual in column D. Exceptions: include description for apiary costs in column F, budget for apiary costs in column G and actual costs for apiary in column I, include description for seed costs in column F, budget for seed costs in column G and actual costs for seed in column I

	Budget		Realized			Budget		Realized	
ADMINISTRATION: PERSONNEL					Apiary	\$ -	\$ -	\$ -	\$ -
Volunteers									
Project Officer									
Sub Total		\$ -		\$ -					
ADMINISTRATION: OFFICE RUNNING					Seeds	\$ -	\$ -	\$ -	\$ -
Utilities - water, electricity & gas									
Telephone, e-mail, postage									
Printing									
Taxes									
Equipment Repairs & Maintenance.									
Transportation									
Office Supplies - stationery									
Bank Charges									
Audit									
Sub Total		\$ -		\$ -					
TOTAL ADMINISTRATIVE COSTS									
CAPITAL COSTS									
Computer & Printer									
Tools									
Photocopier									
Furniture - desks, chairs, partitions									
TOTAL CAPITAL COSTS		\$ -		\$ -					
PROGRAMME ACTIVITIES									
Apiary		\$ -		\$ -					
Seeds		\$ -		\$ -					
TOTAL PROGRAMME COSTS		\$ -		\$ -					
GRAND TOTAL									

Instructions: Insert cash position in the beginning of the year and comments. The rest is linked with other spreadsheets

	Budget	Actual	Budget Variance	Comments
CASH Beginning of the Year	\$ -	\$ -	\$ -	
(+) REVENUE	\$ -	\$ -	\$ -	
(-) COSTS	\$ -	\$ -	\$ -	
ADMINISTRATION: PERSONNEL	\$ -	\$ -	\$ -	
ADMINISTRATION: OFFICE RUNNING	\$ -	\$ -	\$ -	
CAPITAL COSTS	\$ -	\$ -	\$ -	
PROGRAMME ACTIVITIES	\$ -	\$ -	\$ -	
GRAND TOTAL	\$ -	\$ -	\$ -	

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POTENTIAL DONORS AND PARTNERS

(1) THE W.K. KELLOGG FOUNDATION

The W.K. Kellogg Foundation 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.”



The foundation receives its income primarily from the W.K. Kellogg Foundation Trust, which was set up by Mr. Kellogg. In addition to its diversified portfolio, the trust continues to own substantial equity in the Kellogg Company. While the company and the foundation have enjoyed a long-standing relationship, the foundation is governed by its own independent board of trustees. The foundation receives its income primarily from the trust’s investments.

Over the years, the Kellogg 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.

Institution	THE W.K. KELLOGG FOUNDATION
Official website	https://www.wkkf.org/
Who can apply?	To be eligible for support, your organization or institution, as well as the purpose of the proposed project, must qualify under regulations of the United States Internal Revenue Services. As a result, we are not able to provide funding directly to individuals. In general, they do 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.
Regional focus	Within the United States, priority places include Michigan, Mississippi, New Mexico and New Orleans.
Objectives & activities	The W.K. Kellogg Foundation (WKKF) places the optimal development of children at the center of all they do and calls for healing the profound racial gaps and inequities that exist in our communities. They believe in supporting and building upon the mindsets, methods and modes of change that hold promise to advance children’s best interests generally, and those of vulnerable children in particular. They believe that concentrating their 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, they organize 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

	<p>who receive the care and healthy food they need for optimal development.</p> <p>Secure Families: Increase the number of children and families living at least 200 percent above the poverty level.</p> <p>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.</p> <p>They take a place-based approach to our work, concentrating as much as two-thirds of our grantmaking in a limited number of specific places where we believe we can have maximum impact.</p>
Delivery mechanism and scale of funding	Grants
How are proposals considered	<p>The Kellogg Foundation does not have any submission deadlines. Grant applications are accepted throughout the year and are reviewed at our headquarters in Battle Creek, Michigan, or in our regional office in Mexico (for submissions focused within their region).</p> <p>Once we receive the completed online application, an automated response, which includes your WKKF reference number, will be sent acknowledging its receipt. Their goal is to review your application and email our initial response to you within 45 days. The grant may be declined or it may be selected for further development.</p> <p>As part of review process you may be asked to submit your 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. You will not be asked to provide any financial reports or detailed budget information during this initial submission. They will only request this information later if needed as part of the proposal development.</p>

(2) THE KRESGE FOUNDATION

The Kresge Foundation is a \$3.6 billion private, national foundation that works to expand opportunities in America's cities through grantmaking and social investing in arts and culture, education, environment, health, human services, and community development in Detroit.



In collaboration with our nonprofit, public, private and philanthropic partners, they help create pathways for vulnerable people to improve their life circumstances and join the economic mainstream.

“Creating opportunity for low-income people is a hallmark of our work at The Kresge Foundation,” says Rip Rapson, president and CEO. “Our programs reflect the inflection points where we think we can actually make a difference in the life trajectories of people who are poor, disadvantaged or underserved in fundamental ways.”

Institution	The Kresge Foundation
Official website	http://kresge.org/
Who can apply?	<p>Overview</p> <p>Central to our work as a strategic philanthropy is the ability to draw on an array of versatile, flexible grantmaking and social investing tools.</p> <p>We award operating support, project grants and planning grants. We also utilize a full complement of program related investments, including loans, deposits, equity and guarantees.</p> <p>In collaboration with our grantees and partners, we seek to use these grantmaking and investing tools to create pathways for vulnerable people to improve their life circumstances and join the economic mainstream.</p>

	<p>Grantmaking</p> <p>Our six programs use grant dollars to fund operating support, project grants and planning grants to advance their strategic objectives as described in the Programs section of the website. Kresge awards between \$120 million and \$150 million in grants each year to worthy nonprofit organizations located in the United States. Under certain circumstances, awards are made to environmental organizations in Canada and to institutions of higher education in South Africa.</p> <p>Grants are awarded to organizations that advance the strategic objectives of a given program. In certain situations, when project proposals offer opportunities to advance the goals of multiple programs, those programs will jointly fund the proposal.</p> <p>Some programs accept applications on an ongoing basis. Others proactively invite or solicit applications from individual organization. And, on occasion, a program may make a national call for applications for specific efforts through a request-for-proposal process. When available, grant opportunities are listed on the Current Grant Opportunities page.</p> <p>Kresge awards single and multiyear grants that typically range in duration from one to three years. To learn more about the grants made in each program area since 2009, visit the Grants Awarded page, where you can search by year, program, organization name and location.</p> <p>Social Investment Practice</p> <p>Our Social Investment Practice works across the six programs to complement grantmaking efforts with loans, deposits, equity and guarantees to find funding gaps as needed, draw other partners to the project, or make capital available in otherwise disinvested communities.</p> <p>Typical projects include investments in health care clinics, affordable housing, social service providers and real estate to advance economic development. In September 2015, the Kresge Board of Trustees approved a \$350 million pool of social investment funding that will be deployed by 2020.</p> <p>Oftentimes, prior to making a social investment, Kresge awards grant funding to a nonprofit to support the creation of organizational infrastructure necessary for successfully utilizing the social investment. As a result, grants and social investments are used hand-in-hand to strengthen and grow exemplary organizations that are expanding opportunities for low-income people living in cities.</p> <p>The Social Investment Practice does not accept unsolicited proposals. To gain an understanding of the types of investments made to date, visit Social Investments Made, where you can search by year, program and location.</p> <p>American Cities Practice</p> <p>Created in 2015, the American Cities Practice also works with our six programs to identify and fund cross-team, interdisciplinary and/or multidisciplinary efforts to improve conditions within cities. The practice also funds high-visibility, national thought-leadership efforts that advance Kresge’s social-change agenda.</p> <p>The American Cities Practice is similar to the Social Investment Practice as it, too, works with all programs. However, it is primarily a grantmaking practice.</p> <p>Through its grantmaking, the practice seeks to understand how cities are addressing challenges such as economic restructuring, fiscal collapse, infrastructure needs, racial and economic inequity, inclusive growth, natural disasters and resource demands. In addition, the American Cities Practice elevates what Kresge is learning in Detroit for the benefit of partners working in other cities.</p>
Regional focus	<p>Detroit Focus</p> <p>The Kresge Foundation’s steadfast commitment to Detroit is embodied in this program. The foundation was established in Detroit in 1924 and has consistently invested in this community for more than 90 years.</p>

Detroit has been one of America's most iconic cities since the early 20th century, and today it is a place of contrasts. Its many assets and visible signs of renewal are juxtaposed with ongoing challenges that affect the daily lives of many of its people. However, there is an emerging sense that by working together, we can solve some of our most intractable problems. Recent progress is evidenced by growing regional cooperation as well as the unprecedented partnership that led to the speedy resolution of Detroit's municipal bankruptcy filed in 2013. We are pleased to have played a role in that broad collaborative effort through our \$100 million commitment to the Foundation for Detroit's Future.

Our goal in this program is to advance tangible, sustainable, near- and long-term progress in Detroit. Our investments are fully aligned with the objectives and recommendations of the Detroit Future City (DFC) Strategic Framework. Published in 2013, the DFC framework was created by weaving together the knowledge of thousands of Detroiters with technical expertise in several fields. The framework maps the economic, physical and social transformation of the Detroit to create more consistent opportunities for residents to live in health and prosperity. To accomplish these goals, the Kresge Detroit Program works through six integrated focus areas to advance opportunity and quality of life.

We invest through these focus areas:

GREEN, HEALTHY, ACTIVE NEIGHBORHOODS

We combine citywide investments to foster healthy neighborhoods with focused efforts in areas of the city that are positioned for stability and growth. In this way, we hope to encourage current residents to stay in the city while increasing resources available to strengthen all neighborhoods over time. Priorities within neighborhoods are to: restore safety and vitality; improve housing options for residents; develop the potential of youth; promote neighborhood businesses; productively reuse vacant land; and develop environmentally sound methods to remove blighted structures at the scale required in the city. We believe these neighborhood-based strategies are critical to achieving citywide transformative change.

VIBRANT WOODWARD CORRIDOR

We pursue strategies to enhance the Woodward Corridor's iconic identity and unique places while cultivating a fertile environment for job creation and a strong retail and commercial center. In concert with cultural, educational and medical institutions; residents; businesses; civic organizations and the public sector, we work to create a city center that is open and welcoming to all. Investment priorities include preserving housing affordability and diversity – socioeconomic, racial and ethnic – in dense, walkable, mixed-income districts while supporting opportunities for residents and stakeholders to be fully engaged in decision-making about the corridor's future.

21ST CENTURY REGIONAL TRANSIT

Since 2007, we have worked with many partners to advance the design, funding and construction of the M-1 Rail modern streetcar system on Woodward Avenue from the Detroit River to the North End neighborhood. We hope M-1 Rail will be a catalyst for economic development and jobs in the city's core as well as for the development of a fully-integrated system of mass transit in the region. In 2014, we expanded our investments in this focus area to include support for public education about the importance of a high-performing, region-wide, multimodal transportation system that connects residents to jobs and opportunity.

HIGH-QUALITY EARLY CHILDHOOD SYSTEM

We are expanding our focus on early childhood development to respond to the fact that at present less than one quarter of Detroit children are prepared for kindergarten when they start school. We will commit resources over the next several years to help create a high-capacity, well-structured set of early childhood

	<p>development organizations as an important step toward the goal of fully preparing all students for kindergarten and ensuring their academic success in later grades.</p> <p>ROBUST ARTS AND CULTURE ECOSYSTEM</p> <p>We support a thriving arts and culture community that enriches residents' quality of life and connections to one another. Arts and creativity enhance Detroit's identity and its ability to attract visitors and increase economic activity. We work toward this goal through support for the Kresge Arts in Detroit Artist Fellows Program; multi-year unrestricted support of metropolitan Detroit's arts and cultural organizations; and strategies to foster community development through arts and cultural activities.</p> <p>ENHANCED CIVIC CAPACITY</p> <p>We provide resources to create effective and coordinated systems of community support in partnership with government, businesses and other philanthropic and nonprofit organizations.</p>
Objectives & activities	<p>In 2006, they embarked on a multiyear transition to redefine themselves for the needs of the 21st century. What resulted – and is in full operation now – is a strategic philanthropy. They view issues in their entirety, take measured risk, and employ an array of grantmaking and social investing tools to help expand opportunities for low-income people living in cities.</p> <p>Their programs and their specific strategic objectives emanate from the six disciplines in which they have traditionally worked: arts and culture, education, environment, health, human services, and community development in Detroit.</p> <p>Since their founding, improving the life circumstances for low-income, vulnerable and underserved adults and children has been our constant philanthropic focus. In 2012 they narrowed their geographic focus to the nation's cities. More than 80 percent of the U.S. population lives in and around cities. Working in them offers them the greatest potential to assist the largest groups of people experiencing hardship and poverty.</p>
Delivery mechanism and scale of funding	Grants.
How are proposals considered	<p>Their programs have established specific objectives to advance programmatic goals. These objectives are called focus areas (described in their website). It is through focus areas that grant opportunities are made available to grantseekers.</p> <p>Funding opportunities take three forms:</p> <ul style="list-style-type: none"> • Open on an ongoing basis, without deadlines. • Open for a limited time, with specific deadlines. • By invitation from a Kresge program officer.

(3) SEEDS OF PROMISE

Seeds of Promise is a 501c3 non-profit organization, which is a dba of Community Development Impact Ministration, Inc. Seeds is a place-based urban community improvement initiative located in the Southeast community of Grand Rapids, Michigan.



Seeds has emerged as a solution to neighborhood community issues surrounding multi-generational dependency that has continuously gone unaddressed. The existing "top-down" strategies have deepened recipient's reliance on resources to date, rather than providing opportunities for them to become self-sustaining. Our foundation principle is that those who live in the community must direct their own improvement strategy.

Institution	Seeds of Promise
Official website	http://www.seedsofpromise.net/

Who can apply?	It is a similar initiative to study best practices
Regional focus	Southeast community of Grand Rapids, Michigan
Objectives & activities	<p>Seeds of Promise has emerged as a solution to neighborhood community issues surrounding multigenerational dependency that has continually gone unaddressed in the organization’s initial boundary areas. The existing top-down strategies have deepened recipient’s reliance on resources to date, rather than providing opportunities for them to become self-sustaining. The Seeds of Promise community has recognized these concerns and ushered in an empowering, grassroots approach to problems this area is facing. The Seeds of Promise neighborhood community has a population of 5,000+ people, comprised of 50% African American, 30% Hispanic, 15% white, and 5% other.</p> <p>Seeds of Promise believes in the foundational principle that those who live in the community must direct their own improvement strategies to create a self-sustaining, self-transforming neighborhood. For this reason, Host Neighbors, resident leaders for the community, drive community initiatives based on deep listening and provide the decision making for strategic initiatives. We use deep listening as a way to not only hear, but to understand what the residents see are the biggest needs and challenges facing the community. Using these deep listening techniques, we have developed 8 impact teams that focus on all aspects of creating a self-sustaining community including:</p> <ol style="list-style-type: none"> 1. Host Neighbor Leadership Council 2. Empowering Individuals for Success through Education and Learning (EISEL) 3. Entrepreneurship 4. Job Creation 5. Health and Wellness 6. Housing 7. Safe Community 8. Safe Ministerial <p>This Executive Summary groups the Impact Teams into themes of Leadership, Education, Employment, Health, Housing and Community. Each impact team’s general impetus, total impact and direction for the future are highlighted.</p> <p>They are connected with over 70 Endorsing Partners who assist in carrying out our mission and achieving our vision through impact team initiatives and activities. In the following sections the terms below are used:</p> <ul style="list-style-type: none"> - Direct Economic Impact: Economic impact that can be immediately connected to the programs and activities of the Seeds of Promise organization and endorsing partners that provide support and assistance to the various Seeds of Promise Impact Teams. - Community Impact: Impact described in terms of data and input, but not necessarily described as economic impact within the Seeds of Promise community. - Community Development and Neighborhood Revitalization Impact: Economic impact provided by Seeds of Promise partners within the Seeds of Promise neighborhood community, but not directly tied to any specific program or activity of the various impact teams. <p>http://media.wix.com/ugd/ee0b9d_d5dc69d61c1943cb9fbffa8abc2becab.pdf</p>
Delivery mechanism and scale of funding	N/A

How are proposals considered	N/A
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(4) THE SIERRA CLUB FOUNDATION

Founded in 1960, the Sierra Club Foundation is a 501(c)(3) tax-exempt public charity governed by an independent board of directors.



Their board and staff raise charitable funds, preserve and enhance these assets, and ensure they are used appropriately. As the fiscal sponsor of the charitable programs of the Sierra Club, they provide resources to it and other nonprofit organizations to support scientific, educational, literary, organizing, advocacy, and legal programs that further our charitable goals.

They work with individual and institutional donors to align financial resources with strategically focused campaigns, help build capacity in the environmental movement, and create partnerships with a broad spectrum of allied organizations that further their shared environmental goals.

Sierra Club Chapters and Groups

The Sierra Club Foundation provides annual support to the Chapter and Group Education Project of the Sierra Club and to the charitable environmental programs of chapters and groups around the country working on a range of critical local and regional environmental issues, such as uranium mining, habitat protection, green transportation, sustainable food systems, and environmental health.

With 2.4 million members and supporters in 64 chapters and 372 local groups nationwide, the Sierra Club has the resources to empower people and influence public policy through community activism, research, public education, advocacy, organizing, and litigation.

Institution	The Sierra Club Foundation (in Detroit)
Official website	http://www.sierraclubfoundation.org/
Who can apply?	N/A
Regional focus	Environmental and social change comes through efforts large and small. The Sierra Club Foundation supports a broad range of volunteer and youth led conservation efforts at the local, regional and state level in communities and on campuses across the U.S.
Objectives & activities	Finding climate solutions, continuing their legacy of conservation, and building a stronger movement are intertwined, and they are all critical to achieving the foundation’s mission. This holistic approach is required as threats to planetary and human health become more acute. Their investments in the Sierra Club’s community-based and online organizing work, national media, and policy advocacy support many of the clean energy successes we’re seeing today. This is conservation today: habitat, water, air quality, ecosystems – viewed through the lens of climate solutions with an eye toward justice for all.
Delivery mechanism and scale of funding	N/A
How are proposals considered?	The Sierra Club Foundation does not have an open application process. Grants to non-Sierra Club organizations are initiated by the Foundation only. Unsolicited proposals are not accepted.

(5) DETROITERS WORKING FOR ENVIRONMENTAL JUSTICE



Too many of our children, adults and seniors live in communities where the essentials for life have been made—and are still being made—toxic to their health. Detroiters Working for Environmental Justice (DWEJ) is a nonprofit dedicated to providing all Detroit residents with the tools they need to play an increasingly meaningful role in the decision-making process regarding environmental concerns in their own neighborhoods. DWEJ isn't seeking to simply redistribute environmental harms, but to abolish them.

DWEJ envisions Detroit's resurgence as a vibrant urban center where all thrive in social, economic, and environmental health. To accomplish this, each day DWEJ strives to build meaningful connections that will transform our communities—between jobs and a healthy environment, community development and environmental justice, and community-driven policy and economic development.

In a city that includes five of the top-ten most-polluted zip codes in the state, DWEJ is a voice for cleaner, safer, healthier neighborhoods. Historically, minority and low-income communities have suffered disproportionately from environmental burdens, including heavy industry, high truck traffic, toxic facilities, and contaminated abandoned land—often because they have the least capacity to respond.

Established in 1994, DWEJ has grown from a grassroots volunteer organization to a major voice recognized locally, statewide, and nationally for its innovative programs/projects, which stimulate economic growth while creating sustainable, liveable communities.

DWEJ's far-reaching initiatives, programs, and collaborations touch the lives of all Detroit residents and provide lasting benefits to our communities, improving our quality of life for generations to come.

Institution	Detroiters Working For Environmental Justice
Official website	https://dwej.org/
Who can apply?	N/A
Regional focus	Detroit
Objectives & activities	<p>DWEJ champions local and national collaboration to advance environmental justice and sustainable redevelopment. They foster clean, healthy and safe communities through innovative policy, education and workforce initiatives.</p> <p>Policy</p> <p><u>The Detroit Climate Action Collaborative (DCAC)</u> In 2011, DWEJ convened several key stakeholders from diverse backgrounds to form the Detroit Climate Action Collaborative (DCAC) to help the city identify short- and long-term actions to reduce greenhouse gas (GHG) emissions, provide expert advice on the most credible, aggressive, and economically viable targets, develop a comprehensive Climate Action Plan (CAP), and to ready Detroit for coping with the impacts of climate change.</p> <p>It now number 40+ participants, including representatives from environmental, community, governmental, scientific and academic, health, business, and other sectors.</p> <p>Education</p> <p><u>Environmental Justice Tours</u> Detroiters Working for Environmental Justice is the go-to tour guide if you want to see what is happening environmentally in Detroit. For years, we have been designing and conducting bus tours for business, nonprofit, educational and</p>

	<p>governmental groups, as well as everyday residents. A DWEJ Environmental Justice Tour enables you to witness everything from waste incinerators and abandoned factories to dynamic river parks and thriving urban farms.</p> <p>For EJ Tour inquiries, please contact ejtour@dwej.org. For media inquiries, email communications@dwej.org or call (313) 833.3935 x23.</p> <p>Workforce</p> <p>Detroit is being rebuilt, and DWEJ is dedicated to preparing local-urban residents to take a meaningful role in the environmental revitalization of their communities. Its Workforce Development Program, one of the first of its kind in Detroit, is designed to assure that as we rebuild, we repair and protect the environment while providing career opportunities in environmental and construction-related industries for low-income, minority residents. Trainees receive basic instruction in job readiness, math, computer literacy, and life skills, as well as traditional technical and industry-specific classroom and on-site training.</p> <p>It has a pool of local residents trained and certified in a variety of skills, including state lead and asbestos worker, OSHA 10 certification, HAZWOPER certification, deconstruction, weatherization, mold abatement, environmental assessment, blueprint reading, and more.</p> <p>In 2015, DWEJ partnered with Write A House (WAH), providing construction apprenticeships as WAH restores vacant, boarded-up homes to be awarded to writers.</p>
Delivery mechanism and scale of funding	N/A
How are proposals considered?	N/A

(6) DETROIT URBAN LEAGUE



The Urban League of Detroit and Southeastern Michigan (ULDSEM), is one of 100 affiliates of the National Urban League. The ULDSEM is a non-profit 501 ©(3) organization operating since 1916. As a human services and advocacy organization, for ninety-six years the League has provided critical services to disadvantaged citizens, organized the unorganized and has established and promoted leadership of service to the greater Detroit community.

Since 1916, the Urban League of Detroit and Southeastern Michigan has responded to the changing needs of African Americans developing programs and services to help and improve the lives of those we serve. In the early 1900's, it was the League staff that met the incoming trains of African Americans migrating from the South to the North. The Urban League Staff assisted these individuals with housing, education, employment and access to adequate health care facilities. The Urban League is an affiliate of the National Urban League and member agency of the United Way. It operates from two facilities the league owns in Detroit, including Albert Kahn's historic residence located at 208 Mack Avenue.

Among its programs and services are the College Club, WIC Food and Nutrition Program, Workforce Career Development Employment Services, Young Professionals/Blue Monday Network sessions, Grits and Issues and the MLK "All Peoples Breakfast" and its Digital computer campus. The Urban League programs are designed to improve the quality of life for individuals, families and communities in the metro Detroit Area serving more than 60,000 youth adults and seniors each year.

Institution	Detroit Urban League
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Official website	http://www.detroiturbanleague.org/
Who can apply?	N/A
Regional focus	Greater Detroit community
Objectives & activities	<p>The Urban League employs multiple service strategies that are tailored to local needs, so as to implement their mission.</p> <ul style="list-style-type: none"> - Education and Youth Empowerment: Ensuring that their children are well educated and prepared for economic self-reliance in the 21st century through college scholarships, and early childhood literacy - Economic Empowerment: Empowering individuals in attaining economic self-sufficiency through job training, home ownership, entrepreneurship and wealth accumulation. - Health and Quality of Life Empowerment: Working to build healthy and safe communities to eliminate health disparities through prevention, healthy eating, fitness, as well as ensuring complete access to affordable healthcare for all people. - Civic Engagement and Leadership Empowerment: Empowering clients to take an active role in determining public policy and leadership in the community by participation as citizens and voters, through active community service and leadership development. - Civil Rights and Racial Justice Empowerment: Promoting and ensuring our civil rights by actively working to eradicate all barriers to equal participation in all aspects of American society, whether political, economic, social, educational or cultural. <p><u>Programs:</u></p> <p>Workforce Career Development Center Provides screening, employability skills training, counseling, job referrals and placement. The ULDSM also, conducts specialized career/job fairs throughout the year.</p> <p>Women, Infants & Children (WIC) WIC helps provide income eligible pregnant women, breastfeeding women, women who recently had a baby, infants from birth up to 5 years old who are at health risk due to inadequate nutrition. WIC provides supplemental food, offers professional nutrition education, promotes breastfeeding and makes referrals based on health screening and assessment of needs.</p> <p>Child and Adult Care Food Program (CACFP) The Child and Adult Care Food Program provides financial assistance and nutrition training to licensed home childcare facilities. In addition to subsidizing the cost of providing meals, the CACFP helps ensure that daycare homes provide nutritious meals and snacks to the children served.</p> <p>Office of Community Services Provides information and referrals in the areas of housing, social services, advocacy, technical assistance, volunteerism and counseling.</p> <p>Mature Workers (MWP) For adults age 55 and older who meet the U.S. Department of Labor income eligibility guidelines. The participants throughout Wayne, Oakland, and Macomb</p>

	<p>counties receive training and are placed with government, nonprofit, faith-based and community organizations to develop their their skills.</p> <p>Read and Rise (Early Childhood Education) Address early literacy gaps, the Urban League has developed Read and Rise, a parent mobilization effort around early literacy support, and development in urban areas</p> <p>Project Ready A signature program of the National Urban League Education Division, is a curriculum-based effort that focuses on academic, social development and cultural and global awareness. Weoffer Project Ready in four (4) Detroit area high schools: King, Osborn, Southeastern, and Chandler Park Academy. The program currently serves 300 at risk and low achieving youth in the 9th through 12th grades. Each student is required to complete an Individual College Development Plan (ICDP), which is tailored to assist the student with mapping out classes that will help them meet most colleges prep requirements.</p> <p>Project Ready M.E.D.I.A. (Media Education Developed through Interactive Arts) is a multi- media grant that teaches students how to be technology savvy. They are working with seventy-five (75) students in multiple teams to develop a College Club/Project Ready Video Yearbook. Project Ready MEDIA will help students learn about producing video footage. They will also expose students participating to basic equipment usage and acquisition techniques and to basic editing and storytelling functions, along with developing and completing short, team- based projects. Another objective of Project Media will be for students to archive school activities for the Video Year Book and document the work of our ULDSEM Education Department.</p> <p>The College Club Originally organized in 1988, is part of our youth development initiatives and coincides with the National Urban League’s Education Initiatives. The goal of College Club is to increase educational opportunities for area students and those pursuing post- secondary degrees, and create fun, positive and educational enrichment activities for youth. The College Club offers information about scholarship opportunities that will assist students and their parents with college tuition, promotes leadership development, life skills training and prevention information.</p> <p>Youth Leadership Board (YLB) The newest education program at ULDSEM. The YLB is funded and supported by a grant from Comcast, and seeks to assist youth ages 14 to 17 develop leadership skills. YLB participants select issues or problems that concern them and collectively work to determine a focus toward dealing with the issue or problem identified.</p>
Delivery mechanism and scale of funding	N/A
How are proposals considered?	N/A

(7) ECO WORKS

EcoWorks is a Detroit based nonprofit with over thirty years of providing services at the intersection of community development and sustainability. While our roots are firmly planted in



energy conservation, we have grown to emphasize all aspects of sustainable development as it relates to building affordable, energy efficient residential housing and commercial buildings.

Their clients range from low to moderate income households and community organizations to businesses and local governments. They have generated savings of more than \$30 million for clients in their service area and have helped secure over \$5 million for local governments to invest in sustainability projects.

Institution	Eco Works
Official website	http://www.ecoworksdetroit.org/
Who can apply?	Clients range from low to moderate income households and community organizations to businesses and local governments
Regional focus	All regions
Objectives & activities	<p><u>Programs:</u></p> <p>Green Consulting Green Consulting serves as a catalyst for green initiatives across Michigan by working with local government, neighborhoods and businesses to build partnerships and provide expertise that bring solutions to life. http://www.ecoworksdetroit.org/#!/green-consulting/c1umt</p> <p>Youth Energy Squad Youth Energy Squad grows the next generation of green leaders by engaging youth from diverse backgrounds in hands-on service learning projects that make their homes, schools and communities more sustainable. http://www.youthenergysquad.org/</p> <p>Reclaim Detroit Reclaim Detroit has pioneered and proved deconstruction as a green alternative to building demolition and blight removal. Instead of spending money to tear down houses, Reclaim Detroit creates jobs and salvages valuable construction and design materials from houses. https://reclaim-detroit.myshopify.com/</p> <p>Residential Education Residential Education programs empower people to take control of their utility bills to save energy, water, and money. EcoWorks’ trainings do not just educate – they provide the knowledge, motivation, and tools for attendees to take action and lower their utility bill http://www.ecoworksdetroit.org/#!/residential-education/c75s</p>
Delivery mechanism and scale of funding	N/A
How are proposals considered?	N/A

(8) THE POLLINATION PROJECT



The Pollination Project make daily seed grants to inspiring social change-makers who are committed to a world that works for all. Their daily grant making began on January 1, 2013 and since then, they have funded a different project every single day. The Pollination Project also makes larger impact grants of up to \$5000 to projects that have demonstrated impact and success.

Through a global network of grantees and community partners, they identify extraordinary grassroots leaders who would not likely qualify for funding from other foundations or institutions. Once they have the backing of The Pollination Project, grantees often leverage their grant into more funding, building their team, media attention and more.

The Pollination Project grantees have gone on to win prestigious international awards, secure large government and foundation grants, and secure national and international media attention.

Institution	The Pollination Project
Official website	http://thepollinationproject.org/apply-for-a-grant/
Who can apply?	<p>The Purpose of a Pollination Project Seed Grant is to support passionate, committed people with an early-stage social change vision. They fund individuals and community groups, and you do not need 501(c)3 status to apply.</p> <p>Their Grants are designed to:</p> <ol style="list-style-type: none"> 1. Support passionate, committed people with a social change vision 2. Support projects in their early stage of development and where a small amount of money will go a very long way – we want to kick start your dreams for a better world 3. Help ensure sustainability of your work – during review, we often ask: “what happens once the grant runs out?” 4. Cover costs such as supplies, program materials, direct travel expenses, website fees, discounted professional services, printing, copying, promotional costs, technical support 5. Pay for 501(c)(3) filing fees and expenses only if your project meets our specific conditions. Please read more about the funding conditions here 6. Support projects with a clear target audience, and a compelling plan to reach and impact that target audience in a positive way. If your project involves video or other media production, then this element of your plan will receive particularly careful attention from our team 7. Support projects that do not expect to earn profit, or where any income will be used for a purely charitable effort. We do also offer Pay it forward loans to support for-profit social benefit projects 8. Cover costs similar to these examples <p>They are unable to fund the following:</p> <ol style="list-style-type: none"> 1. We cannot support projects which directly conflict with our mission and values, such as those which involve the farming of any animals 2. We do not make grants to projects that have well established funding sources, or that have any paid staff 3. We do not make grants to projects where the primary benefit is to the grantee or to any one individual 4. We cannot support projects that influence the outcome of any specific election for candidates to public office, inducing or encouraging violations of

	<p>law or public policy or causing any improper private benefit to occur</p> <p>5. We do not award grants that require grant payments via Moneygram, Western Union or any other cash-based payment system</p> <p>6. We cannot fund the following specific costs:</p> <ul style="list-style-type: none"> ○ Scholarships, training fees or travel fees for one person to attend a training ○ Computers, tablets, or other technology where the primary benefit is for one person, or where the project only needs the equipment for short term use ○ Animal products of any kind – including, but not limited to, meat, dairy, leather, and wool ○ T-shirts ○ Food for meetings, training sessions, or gatherings ○ Items which are to be donated to others on a one time basis (such as clothing, medical supplies, and textbooks) ○ Payments to the grantee or a member of the grantee’s family for their time or services ○ One time use or disposable items ○ Paper products which do not make use of either <u>100% recycled materials</u>, or the most ecologically sound alternative if recycled is not available ○ Synthetic/chemical fertilizers, pesticides, fungicides, and other similar products which are harmful to the environment and to those who use them
Regional focus	U.S.
Objectives & activities	<p>Funding areas:</p> <ul style="list-style-type: none"> - Animals right and welfare - Arts and culture - Economic empowerment - Environmental sustainability - Health and wellness - Human rights and dignity - Kindness and generosity - Leadership development - Schools and education - Youth
Delivery mechanism and scale of funding	<p>They make initial grants of \$500- \$1,000. Successful grantees become eligible for larger impact grants of up to \$5000 and other support.</p> <p>They do not fund ongoing operations of projects and rarely fund the same project twice. However, they sometimes fund people twice. If a grantee proposes an entirely new second project, and has completed the reporting requirements on their first project, they will consider the new project for funding. However, they always prioritize new projects and new grantees.</p>
How are proposals considered?	<ul style="list-style-type: none"> - Funding Guidelines: projects must exactly fit their guidelines in order to be considered for funding. - Prescreen questionnaire to see if the project meets their guidelines. If the applying initiative passes the quiz, they will immediately email a link to their actual application form. - Application processing timeline. It can take up to twelve weeks to fully review an application <p>More details: https://thepollinationproject.org/apply-for-a-grant</p>

	<p>Link to the application for: https://secure.thepollinationproject.org/online-application/ They provide an offline worksheet which you can download and use to prepare your application. It contains the same questions as our form, and will allow you to spend more time working on your answers.</p>
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(9) MC GREGOR FUND

McGREGOR FUND

The McGregor Fund is a private foundation organized “to relieve the misfortunes and promote the well-being of mankind.” It was established by a \$5,000 deed of gift from Tracy W. McGregor in 1925, and later augmented to nearly \$10 million through subsequent gifts from Mr. McGregor and his wife, Katherine Whitney McGregor. Through their generosity, over the past 86 years the Fund has provided nearly \$200 million in assistance to organizations serving the metropolitan Detroit area.

Over the years, the Fund has continued to be faithful to the stated intent of the donors. Grants to relieve misfortune and promote well-being are made in the following program areas: human services, education, health care, arts and culture, and public benefit. The area of principal interest to the McGregors, metropolitan Detroit and the tri-county area, remains the primary focus of the Fund.

Institution	McGregor Fund
Official website	http://www.mcgregorfund.org/
Who can apply?	Requests for support are considered from organizations that have received a 501(c)(3) designation letter from the Internal Revenue Service. Grants to relieve misfortune and promote well-being are made in the following program areas: human services, education, health care, arts and culture, and public benefit. The area of principal interest to the McGregors was metropolitan Detroit, and the tri-county area remains the primary focus of the Fund.
Regional focus	The principal interest of the Fund is the metropolitan Detroit area, although requests will be considered from organizations located elsewhere for programs or projects which significantly benefit the metropolitan Detroit area. The Fund defines this area as the City of Detroit and Wayne, Oakland, and Macomb counties.
Objectives & activities	<p>Programs/Priorities:</p> <p>Human Services In keeping with its mission, the Fund emphasizes support for activities in southeastern Michigan addressing emergency needs for housing, food, clothing and other direct aid. In addition, support may be provided for activities that address the root causes of poverty, homelessness and hunger, and help individuals and families achieve personal and financial stability and other life-changing outcomes</p> <p>Health Care Emphasis on improving access to primary medical care, mental health care and substance abuse treatment for indigent, low-income and other highly underserved populations, primarily within the City of Detroit. Support will be considered for community health centers, school-based clinics and other community based organizations and initiatives that have the following characteristics:</p> <ul style="list-style-type: none"> - Encompass a partnership between a health system and community-based organization(s), providing patients with a seamless delivery of new or expanded services. - Supported by a broad and sustainable funding base, including such sources as government grants and contracts, service revenues, private contributions, and

donated services, equipment and supplies.

- Focus on and respond to identified community needs and preferences through such practices as staffing and management by community members, community participation on governance boards, and use of linguistically and culturally appropriate practices and materials.

With regard to support for mental health and substance abuse treatment programs, priority will be given to programs designed for individuals who also typically utilize emergency human services.

Public Benefit

Support for major civic improvement efforts within the region as well as for civic and community organizations whose activities contribute significantly to improving the quality of life for residents of southeastern Michigan and to strengthening the non-profit sector.

Arts & Culture

Support for selected arts and cultural organizations which contribute significantly to the well-being of residents of southeastern Michigan. Generally, requests will be considered from the following types of institutions:

- Larger arts and cultural institutions that provide high quality programming on the basis of their collections and exhibitions, repertoires and performances, curatorial or programming expertise, and original contributions to their respective fields. Such organizations draw large numbers of patrons from throughout the metropolitan Detroit area, enjoy a national reputation for excellence and demonstrate a significant commitment to community outreach and education.
- Arts and cultural organizations that provide both performance and audience opportunities of exceptional quality specifically for the region's youth and particularly for youth from low-income households.
- Other area arts and cultural organizations that significantly contribute to the well-being of residents of southeastern Michigan. Support will generally be limited to occasional projects that significantly improve an organization's level of artistic or cultural excellence or enhance its capacity to reach a more broad and diverse audience.

Cradle to Career (Special guidelines for Education Program)

The McGregor Fund has a long history of supporting educational projects and institutions. In fact, it is the only program area with a dedicated board committee. The McGregor Fund's Education Committee regularly reviews the current education environment and updates the grantmaking priorities to reflect the most promising opportunities to improve the educational outcomes of Detroit-area children and young adults. With that in mind, the McGregor Fund has adopted the following priorities for support of education from birth through college.

- Support for efforts that recognize the essential role that parents play in the development and education of their children, and that provide parents with opportunities to develop healthy parenting skills, meet their children's needs and become involved in their children's education, including selection of high quality schools and early learning programs.
- Support for efforts to assure that children ages 0-5 from disadvantaged backgrounds receive adequate nurturing, education and other positive early life experiences to be prepared for kindergarten and succeed in school. Priority will be given to system-level efforts that will reach large numbers of children in

	<p>multiple settings.</p> <ul style="list-style-type: none"> - Support for efforts to assure that every child living in Detroit has access to a high quality education, regardless of the governance or model of the school. - Support for efforts to assure that students living in Detroit graduate from high school ready to make a successful transition to college, without the need for remediation. - Support for efforts to assist students who are enrolled in local colleges and universities and are at risk of not graduating, to assure that they reach the highest possible level of educational achievement and graduate with a degree that advances their career opportunities. - Support for efforts intended to enhance the educational excellence, competitiveness and reputation of local colleges and universities, and contribute to the region’s overall ability to attract and retain young professionals. Highest priority will be given to new initiatives that will strengthen student educational achievement. <p>Capital requests for buildings and equipment from local colleges and universities will generally be given lower consideration, but may be considered when:</p> <ul style="list-style-type: none"> - there is a clear connection to improving student achievement; - the project will have the effect of improving institutional educational excellence and competitiveness; and - the level of support considered by the McGregor Fund will have a meaningful impact on the successful implementation of the project. <p>Requests from educational institutions below the college level for building acquisition, construction, expansion or renovation will generally not be considered</p>
<p>Delivery mechanism and scale of funding</p>	<p>Types of Support</p> <p>The Fund provides a variety of types of grants to qualifying nonprofit organizations. These types of support are listed below in general order of priority. However, the Fund is flexible and will consider exceptions based on the merits and potential impact of a specific request. The preferred types of support and particular emphasis for each are as follows:</p> <p>Project Support - support for innovative, creative, time-limited programs or projects; grants may be multi-year (but generally not more than three years) with interim report(s) specified by the Fund.</p> <p>Operating Support - general operating support for (a) organizations which meet basic human needs; and (b) a limited number of civic and arts and cultural organizations which are vital to the quality of life in southeastern Michigan. Operating support is generally limited to organizations which are previous grantees of the Fund.</p> <p>Special Projects - periodic support of special opportunities for broad community impact; may be initiated solely by the Fund or in partnership with other funders.</p> <p>Capital Support - support for the purchase of equipment or for acquisition, construction and/or renovation of facilities of organizations which, typically, are previous recipients of grant support from the Fund.</p>
<p>How are proposals considered?</p>	<p>Limitations</p> <p>Organizations are limited to submitting one grant application per year. If a grant is awarded, the organization will not be eligible to apply for other grants from the Fund until the grant period is concluded and a final report has been submitted and accepted by the Fund.</p> <p>The Fund does not provide support for loans, individuals or direct grants for student scholarships, nor is support generally provided for travel, conferences, seminars,</p>

	<p>workshops or special events, film or video projects, or disease specific organizations and their local affiliates.</p> <p>Evaluation</p> <p>The Fund encourages grantees to develop internal and/or external evaluation mechanisms. In reviewing all grant proposals, the Fund will carefully assess the applicant's proposed evaluation plan, particularly with respect to new projects and initiatives. The Fund will also consider requests in which a portion of the grant budget will be used toward the costs of outside evaluation. All grantees are required to submit a final report to the Fund at the close of the grant period.</p> <p>Submitting an Application</p> <p>The McGregor Fund is in the pilot phase of a new on-line application platform. Applications are no longer being accepted as email or hard-copy submissions. The on-line application is currently not open to the public. After reviewing the Fund's grantmaking guidelines and application procedures, applicants are strongly encouraged to speak with staff of the Fund to discuss the organization's eligibility for grant consideration, the purpose of the prospective grant proposal, and the plans and budget for both implementation and evaluation.</p>
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(10) DETROIT SOUP



SOUP is a powerful tool to start conversations, practice democracy and fund new projects/people/ideas in our neighborhood, community or city. There are many models on how to do it and Detroit SOUP has been able to create its own unique model for the redevelopment, reorganization, re-imagining of our city.

Institution	Detroit Soup
Official website	http://detroitssoup.com/
Who can apply?	<u>N/A</u>
Regional focus	The idea must be about the 138 square miles of Detroit, Highland Park, and Hamtramck.
Objectives & activities	<p>HOW SOUP DINNERS WORK:</p> <ul style="list-style-type: none"> - \$5 gets you soup, salad, bread and a vote. - At each SOUP dinner there are four presentations on projects ranging from art, urban agriculture, social justice, social entrepreneurs, education, technology and more. - Each presenter has 4 minutes to share their idea. - Audience members can ask each presenter up to 4 questions after their presentation. - After the presentations, audience members are encouraged to discuss/debate before voting. - Audience members then vote on what project they think benefits the city/their neighborhood the most. - Whichever presenter gets the most votes wins all the money collected at the door! <p>Objectives:</p> <ul style="list-style-type: none"> - Empower residents - Help create jobs - Allow people to establish new relationships and networks - Promote action and change - Foster critical dialogue

	<ul style="list-style-type: none"> - Instill neighborhood pride - Provide a deeper understanding of democracy
Delivery mechanism and scale of funding	<u>Option of Starting a neighborhood-based SOUP</u> http://detroit soup.com/wp-content/uploads/2016/04/WhyandHowtoSOUP_Eng.pdf
How are proposals considered?	<p>SOUP is a great way to raise money, build community support and get connections to local resources that can help you carry out your project.</p> <ul style="list-style-type: none"> - Your proposal doesn't need to be a novel. Keep it short, quick and to the point! - Your idea can be about ANYTHING! - The idea must be about the 138 square miles of Detroit, Highland Park, and Hamtramck. - You do not have to be a resident to submit an idea. - We DO NOT email you to say that we received your application. When you hit the word "submit" a screen will prompt you that we received it. - You can submit your idea more than once! If you idea doesn't get selected for this months soup SUBMIT AGAIN! There are often up to 20 ideas submitted a month and only 4 submissions are chosen to share at the SOUP. - Save your work ahead of time. Once you submit your application there isn't an email sharing your work post submission. <i>Save it so if you want to resubmit later you have the language you want for later!</i> - Anything you submit (except your phone number) will be used to print at the dinners. So make sure you edit, look for spelling errors, etc. - We DO NOT use technology to present (aka powerpoint or things that are based on the idea of the projector) - If you have never been to a SOUP before...come! See what this is about. This is different than anything you submitted to before. It's not formal, you can sit on the ground, anything can happen, magic is everywhere. I strongly suggest attending before submitting but that's just me. Not a rule.

(11) THE SKILLMAN FOUNDATION



The Foundation's role is more than funder. They bring ideas and people together. They attract others to our work. Along with their partners, they are embedded in their community so that we can understand things from the ground level, and help outside investors understand where they can have impact. The Foundation invests \$17 million a year, backed by our nearly half-billion-dollar endowment, in six investment areas: Education, Safety, Social Innovation, Neighborhoods, Community Leadership, and Youth Development. They leverage their legacy of results and innovation to attract others to invest in leaders, organizations, and networks taking bold action for children. They believe in working in an embedded way with our partners, and they believe in incorporating the voices of residents and youth in the work. They are open to new ideas, and they have no interest in maintaining the status quo if it isn't working for kids.

Institution	The Skillman Foundation
Official website	http://www.skillman.org/
Who can apply?	<p>who can apply</p> <p>Skillman Foundation grantseekers and grantees must:</p> <ul style="list-style-type: none"> - Be a nonprofit 501(c)(3) tax-exempt organization and provide your tax id (EIN) number or be a government or public agency (city, county, state, public school district). - Be a publicly supported charity as defined in Section 509(a) of the Internal Revenue Code. - Have total revenues of at least \$100,000 for your preceding fiscal year and be

	<p>able to provide a copy of a current financial audit conducted by an independent certified public accountant.</p> <ul style="list-style-type: none"> - In policy and practice, offer opportunity and service to all, regardless of age, race, creed, gender, religion, disability, sexual orientation and ethnicity. <p>who cannot apply</p> <p>The Foundation does not make grants to:</p> <ul style="list-style-type: none"> - Individuals - For-profit institutions - Endowments, building campaigns, or capital costs, including construction, renovation, or equipment - Political campaigns, to support political activities or to lobby for or against particular pieces of legislation - Award scholarships or provide tuition assistance
Regional focus	<p>A significant portion of their Foundation's grant dollars are spent in six Detroit neighborhoods, using the Good Neighborhoods approach. The Good Neighborhoods Initiative began in 2006, and is a 10-year, \$100-million commitment to work in places where nearly 30 percent of the city's children live. Those neighborhoods are Brightmoor, Cody Rouge, Chadsey Condon, Southwest Detroit, Osborn, and Northend Central Woodward. They engage deeply with the organizations and people in these neighborhoods, working together to move outcomes for kids.</p>
Objectives & activities	<p>The neighborhoods are places where they invest in youth development, safety, education, community leadership and social innovation.</p> <p>Youth development</p> <p>They believe more detroit youth will graduate from high school prepared for adulthood if they engage in high-quality youth development opportunities outside of the school day.</p> <p>All kids should have access to programming that helps them develop personal skills and discover who they are. Whether kids take part in sports programs or leadership development, one thing matters: that those programs deliver results.</p> <p>They use a tool called the ACT (Achieve-Connect-Thrive) Framework to guide their work. This framework takes the best knowledge from educational and developmental psychology and has identified the most important skill sets for kids to develop to excel in college and careers.</p> <ul style="list-style-type: none"> - The Achieving domain refers to the skill sets necessary for youth to achieve academically and, specifically, develop the literacy and math proficiencies of youth within our neighborhoods. - The Connecting domain refers to relationship skills that help students develop supportive relationships. - The Thriving domain refers to perseverance, self efficacy, and the resilience necessary for youth to maintain the effort to succeed. <p>In their youth development work, they invest in partners who can help them:</p> <ul style="list-style-type: none"> - Build the necessary infrastructure for a coordinated youth development system - Embed mechanisms to ensure accountability and capacity for quality and scale - Build public will for youth development <p>Community leadership</p> <p>Young people find more success when they're supported by caring adults. Be they parents, teachers, relatives, neighbors, youth workers, or coaches, the adults in a child's orbit can do powerful things to alter the trajectory of a child's life.</p>

What's more, a network of leaders who care about children, and who are committed to working in partnership with them, can do powerful things to influence resources to align for the best interest of youth. Through their community leadership work -- which includes governance councils in four neighborhoods and our Community Connection Small Grants Program -- they develop resident leaders in the target neighborhoods, leaders they invest in to accelerate the development of a network of mobilized, informed and diverse adult population that actively supports young people's educational and personal achievement.

- They work with partners to make it easier for Detroit residents to collect and analyze data.
- They help build networks that make collaboration and collective impact possible.
- They support leadership development opportunities for youth and adults.
- They work to strengthen community assets that share their agenda for children.

Community Connections Small Grants Program

The Community Connections Small Grants Program provides a pathway for the Foundation to support innovative, grassroots efforts to impact community change in the six targeted neighborhoods. While the Foundation typically awards grants to nonprofit organizations with federal tax-exempt status and revenues greater than \$100,000, the small grants program awards grants of \$500 to \$5,000. It gives the Foundation flexibility to provide opportunities beyond these limitations and makes it possible to respond quickly to community needs. Since implementation in 2006, the small grants program has awarded more than \$2 million to more than 600 community groups. A panel made up of residents from six neighborhoods meets monthly to review grant applications and make funding recommendations for grants.

Neighborhoods

The places where Detroit kids live -- that's where they focus their work. They began a neighborhood-based children's change effort in 2006 called Good Neighborhoods. It's a 10-year, \$100 million commitment to six Detroit neighborhoods. The neighborhoods -- Brightmoor, Chadsey Condon, Cody Rouge, Northend Central Woodward, Osborn and Southwest Detroit -- were selected because of the large numbers of children living there. Each neighborhood is unique, so they take a tailored approach to how they work in each place. But there is one goal -- ensure that children have clear pathways to graduating from high school and leading successful lives as adults. To do that, they focus on four areas: high-quality education, youth development, safety, and community leadership.

Social innovation

The nonprofit and philanthropic sector cannot solve social problems if it doesn't innovate, take on more risk and attract more investments to scale up what's working.

Too often, the nonprofit sector has struggled to do that innovating. With their new strategic plan in 2013, they opened a line of Social Innovation work. It's a commitment to attacking old problems in new ways, working with unlikely partners, piloting programs, reacting quickly as external context dictates, trying new things and being unafraid to fail -- as long as they're failing forward.

They are also introducing new types of funding, include Program-Related

Investments and Mission-Related Investments, and soon, social venture funds. They know they can't achieve all they want for Detroit kids alone; they must use their reputation and capital to attract outside investors to their work, and they will do so aggressively.

Their goal is to unleash social innovation and market-based solutions to benefit children, support education and strengthen neighborhoods.

- Raise Philanthropic Venture Funds that can drive resources to key strategies and support key partners to build greater capacity and expand their impact.
- Use Program-Related Investments to provide a variety of financial tools, such as low-interest loans or lease guarantees, to help support key strategies, e.g., facilities for high-performing schools, including charters.
- Support Detroit-Based Investments, profitable investments that align with our strategic interests and investment policies
- Leverage our Champion Network to increase individual and institutional investments in our social enterprise work as well as provide operational expertise for our partners

Safety

Children cannot thrive if they don't feel safe in the places where they live, play and study. That's why the Foundation added safety as a priority area in 2013. They aim to increase the felt and real safety of children living in six neighborhoods, with an initial focus on work in Osborn, Southwest Detroit and Cody Rouge. They are working with residents, grassroots safety organizations, the city of Detroit police department, corporate partners, other citywide safety initiatives and youth to improve neighborhood-level safety and reduce crime, improve safe routes to school and reduce blight.

To reach our goal of safer neighborhoods for children, they will:

- Lead a city-wide safety conversation that does not criminalize or demonize young people
- Help build long-term capacity for an effective law-enforcement strategy
- Advance a targeted, problem-solving policing strategy
- Organize broad partnerships (especially among corporations & businesses) to support this work
- Help grow the work of resident leadership councils on safety, prioritizing the development of safe routes to school

Education

Every child in Detroit deserves to go to a great school. And they shouldn't have to travel far to get there. Each neighborhood should have excellent schools options. The type of governance – private, public, or charter – is not important if the school delivers quality.

Their vision for what that looks like comes down to what they call the Three Pillars of Quality. Great schools have:

- Excellent math and reading instruction
- A school culture that values what students have to say and helps them personalize learning
- Strong connections to the surrounding community

	<p>In their education work, they take those beliefs and put them into practice through their grant-making, they invest in Detroit education with four things in mind:</p> <ul style="list-style-type: none"> - They want to take good schools here now and make them great. This means helping administrators, teachers, and parents understand what quality looks like and how to get there. It means they help schools committed to their three pillars of quality collaborate and share learning. And they talk with other across the nation who have things to teach them. - They want parents and students to feel empowered to make choices that work for them. This means they work to help parents understand the best ways to support student learning. They help school leaders and teachers remove barriers that prevent parents from being true partners in their students' success. And they, alongside their neighborhood leaders, support efforts to increase school choice and anything that helps parents advocate for better options. - They want to increase the reach of quality schools by fueling innovations that open new schools or replicating those that get results. They work to plan for long range investments that will bring great schools to the neighborhoods where they work. We help those schools get off the ground, whether it's through funding, technical assistance or helping them build community connections. - They want to build an ecosystem of organizations that works to improve outcomes for all Detroit kids. This means they will work toward a better leadership and talent pipeline into the city's schools. They will raise the standards of academic excellence through accountability. They will increase collaborations between districts for kids' benefit. And they will advocate for policies that support high-quality schools.
<p>Delivery mechanism and scale of funding</p>	<p>The Foundation generally awards one-year grants that range from \$20,000 to \$200,000. Multi-year grants are awarded on a case-by-case basis in special situations. Multi-year grants may only be submitted at the invitation of a program officer.</p> <p>Much of this investment comes through traditional grantmaking to longtime community partners. But they also support grassroots groups; they have funded more than \$2 million in projects through the Community Connections Small Grants Program. They also use social investment tools such as PRIs, and are building out this line of work now.</p> <p>process.</p> <p>GRANTS</p> <p>A significant portion of our funding is done through traditional grantmaking. Grant-seeking organizations must have the ability to make meaningful social impact coupled with solid financial and operational practices. Investments will benefit children directly, improve educational outcomes, and will help strengthen neighborhoods. Much of our funding goes to work happening in six Detroit neighborhoods: Brightmoor, Cody Rouge, Chadsey Condon, Northend Central Woodward, Osborn, and southwest Detroit. A substantial portion of the Foundation's grantmaking is directed to long-term partners in our community.</p> <p>PRIS</p> <p>Program-related investments, like grants, are IRS-approved charitable expenditures that foundations can use to achieve their programmatic goals. Unlike grants, PRIs have below-market rates of return and are meant to be repaid. This allows the Foundation to recycle the funds and achieve greater impact over time with those</p>

	dollars. PRIs must meet the same charitable purpose tests as grants.
How are proposals considered?	New grant inquiries should be submitted approximately two months in advance of Trustee meeting dates. The Skillman Board meets in March, June, September and December. http://www.skillman.org/How-We-Work/Partner-with-Us/Types-of-Funding/Grantseekers

(12) THE HEAT AND WARMTH FUND



The Heat And Warmth Fund, THAW, is a leading provider of utility assistance for Michigan residents in need. They collaborate with their partners to deliver services that support long term energy solutions.

THAW, an independent 501(c)3 non-profit organization, distributes assistance to vulnerable Michigan residents through 80 agency partners and a series of annual mobile processing events. The number of households that need utility assistance continues to grow each year. Last calendar year THAW distributed more than \$16 million in utility assistance to over 23,000 Michigan households, and we could not have done that without your help.

Since its inception in 1985, THAW has distributed over \$160 million in assistance to more than 223,000 Michigan households

Institution	The Heat and Warmth Fund (THAW)
Official website	https://thawfund.org/
Who can apply?	Recipients of THAW assistance include the elderly, unemployed, underemployed and disabled individuals who found themselves in an energy crisis. More than 70% of the households we assist have a child or senior in the home. These populations are especially vulnerable to the cold. THAW programs are open to eligible Michigan residents
Regional focus	Michigan
Objectives & activities	Heat and electricity are essential and basic human needs during a Michigan winter. THAW was established in 1985 in order to improve the quality of life in Michigan and prevent human suffering by helping low-income families who were falling through the ever-widening cracks of existing social service programs. Now, more than 30 years later, the number of Michigan households facing huge energy burdens is staggering.
Delivery mechanism and scale of funding	Assistance Programs THAW has multiple utility assistance programs available. <ul style="list-style-type: none"> - Emergency Energy Assistance - Water Assistance - https://thawfund.org/programs/
How are proposals considered?	N/A



Energy is critical to our quality of life and economic progress. DTE Energy is relied upon 24 hours a day, seven days a week, 365 days of the year to produce, acquire and deliver that energy, whether from traditional sources or from renewable and alternative technologies.

That makes them, in a sense, a company that never sleeps. At DTE Energy they believe that they have a greater responsibility. They believe that being part of a community means being involved in the fabric of that community. It means being a force for growth and prosperity in the communities that they serve. The DTE Energy Foundation, the charitable arm of DTE Energy, is integral to that mission.

Institution	DTE Energy Foundation
Official website	-
Who can apply?	<p>To be considered for a charitable contribution from DTE Energy or the DTE Energy Foundation, the requesting organization must meet all of the following criteria:</p> <ul style="list-style-type: none"> - Be located in or provide services to a community in which DTE Energy does business - Be a nonprofit (i.e. be exempt for federal income tax under section 501(c)(3) of the Internal Revenue Code and not a private foundation, as defined in Section 509(a) of the Code) <p>Contributions are not given to:</p> <ul style="list-style-type: none"> - Individuals (including those seeking direct scholarships) - Political parties, organizations or activities - Religious organizations for religious (denominational) purposes - Organizations that are not able to demonstrate commitment to equality and diversity (clients, staff, and board composition) - Student group trips - National or international organizations, unless they are providing benefits directly to our service-area residents - Projects that may result in undue personal benefit to a member of the DTE Energy Foundation board, or to any DTE Energy employee - Conferences unless they are aligned with DTE Energy's business interests - Single purpose health organizations - Hospitals, for building or equipment needs
Regional focus	Be located in or provide services to a community in which DTE Energy does business
Objectives & activities	<p>The DTE Energy Foundation is at the core of DTE Energy's commitment to the communities and customers it is privileged to serve. It will aggressively communicate this reaffirmed commitment at every opportunity. The DTE Energy Foundation is dedicated to strengthening the fabric of these communities and its connection to customers in three areas:</p> <p>1. Signature Programs</p> <p>The DTE Energy Foundation is developing initiatives of significant programmatic and financial weight which address the pressing needs of the communities served by DTE Energy. These programs and partners will be determined by the DTE Energy Foundation. Applications will not be accepted for these programs.</p> <ul style="list-style-type: none"> - DTE Energy Foundation Youth Employment Program <p>The DTE Energy Foundation, through partners who are experts in this area, will fund summer and year-round jobs for 500 young adults and ensure they benefit</p>

from a quality worksite experience and acquire good work habits and important employment related skills.

- The DTE Energy Foundation Holiday Meals on Wheels Partnership
This statewide initiative is targeted at many of our most at-risk neighbors: seniors intent on maintaining their independence. The Foundation will sponsor more than 15,000 meals which will be delivered during the holiday season by DTE Energy Cares employee volunteers.

2. Anchor Institutions

The DTE Energy Foundation will continue to provide operational and other support to its core partners in the areas of Leadership Development, Education, Environment, Economic Development, Diversity, Human Needs and the leading cultural institutions across the DTE Energy service area. These organizations have been pre-determined.

- Anchor Institutions
The Foundation will provide operating and program support to its core long-term partners.
- Leadership Development
Programs that provide unique experiences to equip individuals with leadership skills.
- Education
K-12
Programs that increase the number of college undergraduates entering the STEM (Science, Technology, Engineering and Math) disciplines, thereby expanding the STEM workforce pipeline.
Priority will be given to programs that:
Demonstrate proven effectiveness with increasing the number of college undergraduates in the STEM disciplines
Provide an opportunity to improve skills in more than one STEM discipline
Target high school age children
Provide programs in underserved communities of DTE Energy's service area
Serve a large number of students (district-wide, multiple cities)
Academic tutorial and enhancement programs that advance student achievement (must be part of organization's core mission).
Higher Learning
Specific academic departments of engineering, science and business that prepare students to enter the professional workforce.
Programs and institutions that prepare students for technical and skilled trade careers in the energy industry.
Programs that increase student retention and success in engineering, the sciences and business with a focus on women and minorities.
- Environment
Programs that protect and restore the environment and enhance the quality of life in the communities that we serve or are home to our facilities.
Education programs that build understanding of the environment and promote an understanding of the links between environmental stewardship and sustainable development, including education about renewable energy and energy efficiency, that reaches a broad audience.
- Development
Priority will be given to transformational projects in our urban core cities that can demonstrate significant economic impact.

	<ul style="list-style-type: none"> - Diversity Programs and organizations that enhance and promote understanding and inclusiveness. Programs and organizations that encourage and advocate for effective, positive change to combat discrimination. Programs and organizations that celebrate and enhance awareness of different cultures. - Human Needs Priority will be given to supporting organizations that are in the forefront of addressing the critical, acute human needs brought on by the economic downturn. - Leading Cultural Institutions The list of recipients has been pre-identified within the service area of DTE Electric and DTE Gas, based on physical assets, attendance, artistic merit, annual budget and geographic representation. <p>3. Un-Committed Funds</p> <p>While most of the Foundation's resources are dedicated to Signature Programs and Anchor Institutions, some funds will be available for unanticipated new opportunities, or expanded programs of the Anchor Institution partners.</p> <p>Applications for uncommitted funds will be reviewed on a competitive basis using the criteria developed for the Anchor Institution categories.</p>															
Delivery mechanism and scale of funding	<p>Applications must be submitted electronically by the stated deadline below. Complete the appropriate application based on the type of support being requested, and the amount:</p> <ul style="list-style-type: none"> - Application for <u>charitable fundraising events (for sponsorship of \$5,000 or less)*</u> - Application for <u>charitable fundraising events (for sponsorship of \$5,000 or more)*</u> - Application for <u>Foundation grants from \$500 to \$2000*</u> - Application for <u>Foundation grants from \$2001 to \$10,000*</u> - Application for <u>Foundation grants of \$10,001 or greater*</u> (<i>Larger requests will require more time to review and may be deferred to subsequent quarters. Please plan accordingly.</i>) <table border="1" data-bbox="483 1398 1195 1581"> <thead> <tr> <th>Meeting</th> <th>Application Period</th> <th>Responses by</th> </tr> </thead> <tbody> <tr> <td>1st Quarter</td> <td>January 18 - 29</td> <td>May 13</td> </tr> <tr> <td>2nd Quarter</td> <td>April 18 - 29</td> <td>August 5</td> </tr> <tr> <td>3rd Quarter</td> <td>July 18 - 29</td> <td>November 18</td> </tr> <tr> <td>4th Quarter</td> <td>October 24 - November 4</td> <td>February 10, 2017</td> </tr> </tbody> </table>	Meeting	Application Period	Responses by	1st Quarter	January 18 - 29	May 13	2nd Quarter	April 18 - 29	August 5	3rd Quarter	July 18 - 29	November 18	4th Quarter	October 24 - November 4	February 10, 2017
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1st Quarter	January 18 - 29	May 13														
2nd Quarter	April 18 - 29	August 5														
3rd Quarter	July 18 - 29	November 18														
4th Quarter	October 24 - November 4	February 10, 2017														
How are proposals considered?	N/A															

(14) THE AMERICANA FOUNDATION

The Americana Foundation was established by Adolph H. Meyer and Ginger Meyer to support, through philanthropy, their varied personal interests. Their success in industry and their interest in agriculture and the protection of urban open space, combined with their deep knowledge of and appreciation for authentic American art, have been the guiding focus for the programs of the foundation.



The purpose of the Americana Foundation is to support educational and advocacy programs that address the preservation of American agriculture, the conservation of natural resources, and the protection and presentation of expressions of America's heritage.

They focus on two program areas of protection, preservation and education:

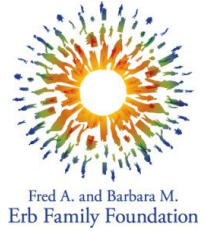
- American heritage expressed through its material culture
- Natural resources and agriculture through land use and growth management

Institution	The American Foundation
Official website	http://www.americanafoundation.org/
Who can apply?	The Foundation makes grants only to nonprofit organizations that have been determined by the IRS to be charitable, scientific or educational and have been recognized under Section 501(c)(3) of the IRS Code to be tax exempt and not a private foundation.
Regional focus	Nonprofit organizations that are located or operate within the state of Michigan are a priority of the Foundation. The Foundation does not make grants to private individuals nor does it buy tables, advertising for fund raising events, or generally provide scholarship support. Grants may not be used for political purposes.
Objectives & activities	<p>The Americana Foundation works in three program areas:</p> <p style="text-align: center;">1. American Heritage</p> <p>The Americana Foundation seeks to promote knowledge, preservation, and accessibility of America's heritage through increasing educational opportunities of future conservators and curators in the field and through preservation and presentation of unique collections in alignment with the interests and collections of the Adolph and Ginger Meyer family.</p> <p>Programs for Grant Consideration</p> <p>The foundation supports preservation and/or acquisition of high style, classic, handcrafted furniture from the 18th and 19th centuries, the decorative arts; as well as supporting their placement with charitable and educational institutions, and/or the US government.</p> <p>The foundation provides career development support for curatorial and conservation internships within major institutions and universities.</p> <p>The foundation supports restoration projects for heritage buildings and cultural landscapes that are listed or eligible for listing in the National Register of historic places.</p> <p style="text-align: center;">2. Tollgate Farm</p> <p>The Americana Foundation, in collaboration with Michigan State University, seeks to establish Tollgate Farm as an education and learning center for food, sustainable agriculture, and natural resource stewardship for Southeast Michigan</p> <p>Programs for Grant Consideration</p> <p>1. The foundation supports the development of Tollgate Farm as an educational and learning center for sustainable agriculture and natural resources stewardship through its continued operation as a working farm.</p>

	<p>2. The foundation maintains a strategic planning and implementation partnership with MSUE.</p> <p>3. The foundation collaborates with MSU and Land Management to attract resources that provide high quality programming for adults and children throughout the year.</p> <p>4. The foundation supports sustainable, innovative educational, research and outreach demonstration programs on site.</p> <p style="text-align: center;">3. Agriculture and Natural Resources</p> <p>The Americana Foundation supports educational, advocacy, and community development programs that address the growth and development of American agriculture, community food programs, and natural resource conservation in rural and urban landscapes in Michigan.</p> <p>Programs for Grant Consideration</p> <p>1. The foundation supports education and advocacy programs for the protection of community based agriculture, open space and natural resources on rural and urban landscapes in Michigan.</p> <p>2. The foundation supports education and information about tools for managing growth through integrated planning, zoning and best practices for the development of sustainable communities in Michigan.</p> <p>3. The foundation promotes partnerships with environmental and agricultural organizations and other stakeholders working to protect agricultural land, open space, and natural resources in Michigan.</p> <p>4. The foundation supports community gardening, urban forestry, and beginning farmer education and development programs in Michigan,</p> <p>5. The foundation provides support for locally grown food and a sustainable food system in Michigan.</p>
<p>Delivery mechanism and scale of funding</p>	<p>The Foundation provides its support mainly through financial grants. Some limited technical assistance in the form of consulting services to the board, staff and volunteers of recipient organizations is available. The technical assistance is provided to assist the recipient group in organizational management and strategic planning.</p>
<p>How are proposals considered?</p>	<p>The Foundation has a grant application that follows the guidelines listed below (download the grant application as a PDF file).</p> <p>Proposals should be brief and submitted by the 10th of January, April, July and October. An email to the executive director (fluhart5@msu.edu) with a concept letter can help determine if a project may fit the program areas of the Foundation. This should include:</p> <ul style="list-style-type: none"> - Brief description of basic need and program specific objectives - Amount requested - Brief history of the organization submitting the request <p>The following items must be included with a full grant request:</p> <ul style="list-style-type: none"> - Cover letter, including signatures - Specific amount requested - Qualifications - Goals and Objectives of the project

	<ul style="list-style-type: none"> - Time line for implementation - Evaluation Plan-projected outcomes - Line item budget - Latest financial statements - List of other funding sources
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(15) ERB FAMILY FOUNDATION



The Foundation’s mission is to nurture environmentally healthy and culturally vibrant communities in metro Detroit, consistent with sustainable business models, and support initiatives to restore the Great Lakes Ecosystem. The Foundation is focused on improving water quality, especially in the watersheds impacting metro Detroit and Bayfield, Ontario; promoting environmental health, justice and equitable development; and supporting the arts as a means to strengthen the metropolitan Detroit region.

Progress towards sustainability is rooted in the actions and decisions of individuals, nonprofit and profit enterprises, and local communities, and a special focus on the role of business to help transition to sustainability is a key approach to be encouraged. Their grants support local grass-roots and community-based organizations as well as larger institutions whose research and expertise helps inform and advance those local efforts.

Institution	Erb Family Foundation
Official website	http://www.erbff.org/
Who can apply?	<p>To be eligible for a grant, the organization must:</p> <ul style="list-style-type: none"> - Be recognized as tax-exempt under section 501(c)(3) of the Internal Revenue Code and not a private foundation. - Have a current financial audit conducted by an independent certified public accountant. - Have had total revenues of at least \$100,000 for the preceding year. - In policy and practice not discriminate based on age, race, creed, gender, gender identity, religion, disability, sexual orientation and ethnicity. <p>They generally do not provide support directly to individuals or units of government, nor for loans, grants to support religious activities, capital projects, research (unless solicited by the Foundation), fundraising events or conferences.</p>
Regional focus	Wayne, Oakland and Macomb Counties of Michigan
Objectives & activities	<p>The Foundation is committed to the following standards and approaches in support of its mission:</p> <ul style="list-style-type: none"> • <i>Sustainability:</i> The harmonizing of economic, environmental and social interests, meeting the needs of the present without compromising the needs of the future. Progress towards sustainability is rooted in the actions and decisions of individuals, private enterprises and local communities, and a special focus on the role of business to help transition to sustainability is a key approach to be encouraged; • <i>Organizational effectiveness:</i> A commitment to continuous rigor, accountability, learning and improvement, and an alignment of programmatic, management, operational and financial capacities in support of clear goals and objectives; • <i>Collaboration:</i> Efforts to bring together multiple, diverse stakeholders to develop solutions that address complex problems in the region; and • <i>Leadership and key allies:</i> Energetic, visionary champions and leaders that have or can establish a broad base of support.

	<p>The Foundation has identified two constituencies of particular interest for its work:</p> <p><i>Young people:</i> Fred and Barbara Erb cared deeply about investing in young people within the family business and in their personal philanthropy. In light of the significant educational and employment challenges facing youth today, the Foundation is interested in efforts to serve, engage, or educate young people (teens and young adults) through the arts or environmental activities.</p> <p><i>People of color:</i> The Foundation has a strong commitment to diversity, and recognizes that the interests and voices of racial and ethnic communities have historically been underrepresented in both the arts and the environment. Due to the large concentration of low-income communities of color in Detroit, and the disproportional impact of numerous environmental issues on these populations, the Foundation desires to support efforts that engage and benefit the most marginalized segments of the community. This is a topic of particular interest within the environmental movement where progress has been lagging.</p> <p><u>Other Potential Partners</u></p> <p>In exceptional cases, the Foundation may be open to partnerships — which may or may not involve grant support — with organizations working in other fields (i.e., not arts or environmental groups) and whose work may be enhanced by bringing the arts and the environment into those disciplines. The Foundation sees this as an opportunity to strengthen its impact and explore its goals through new partnerships..</p>
<p>Delivery mechanism and scale of funding</p>	<p>Grant Size and Term: The amount requested should be based on the size and scope of the organizational and program budget and the anticipated impact of the program. They will consider multi-year grants where appropriate. Their annual grants budget is approximately \$14 million.</p> <p>When to Submit Your Application: A Letter of Inquiry may be submitted at any time. Grants generally are approved at our board meetings in March, June, September and December.</p>
<p>How are proposals considered?</p>	<p>The Environment</p> <p><i>Desired Outcome:</i> An environmentally healthy city of Detroit, metropolitan Detroit region and Great Lakes Ecosystem.</p> <p>Great Lakes</p> <p><i>Desired Outcome:</i> Improved water quality in the Great Lakes, especially the watersheds impacting metro Detroit and Bayfield Ontario, through the elimination of polluted run-off and other threats, resiliency to climate change, and individual and institutional stewardship.</p> <p><i>The Foundation will consider support for activities that:</i></p> <ul style="list-style-type: none"> • Promote “green” infrastructure, primarily through low-impact development, to achieve community development as well as water quality goals (click here for a list of our Green Infrastructure grants); • Inform and engage individuals, business and government about how their daily activities, choices and policies can help improve their watershed; • Improve binational cooperation and policies on the Canadian and U.S. sides of the border to improve water quality; and • Align environmental research, policy and practice to work toward a healthy Great Lakes.

Environmental Health, Justice and Equitable Development

Desired Outcome: Sustainable (“triple bottom line”) development, sustainable business models and public policies that are socially equitable and sensitive to environmental and public health concerns in metropolitan Detroit.

The Foundation will consider support for projects that:

- Promote sustainable (“triple bottom line”) development – development that balances present and future sustainable business models, environmental and social outcomes;
- Encourage entrepreneurial and responsible business solutions to the region’s environmental issues;
- Build a healthy and equitable local food system based on sustainable solutions;
- Strengthen collaborative, community-based efforts working at the intersection of environmental justice, sustainable business and public health, that align research, policy and practice, and develop local environmental citizenship, advocacy and leadership; and
- Promote cooperation and collaboration between consumers, the business community and government agencies to develop policies and practices, encourage green chemistry and address significant environmental toxins and pollutants.

Culture and Arts

Desired Outcome: A culturally vibrant City of Detroit and metropolitan Detroit region where arts contribute to the area’s economic, social and creative well-being.

Anchor Cultural & Arts Organizations

Desired Outcome: A strong central city and vibrant neighborhoods in the city of Detroit that also contribute to the quality of life in metro Detroit.

The Foundation will provide:

- General operating support to a diverse but defined set of organizations that represent the cultural mainstays of the region, including those that have historical significance to the Erb family; and
- Additional support to these anchor institutions in exceptional cases for time-limited, large-scale transformational efforts. This may take the form of capital or endowment campaigns, major physical infrastructure needs, innovative and comprehensive marketing and outreach efforts, or significant investments that will strengthen their position as cultural anchors. The Foundation is particularly interested in using its support of these efforts to attract new and additional philanthropic resources for the organization, so grants in this area will typically be challenge grants.

Please note that the Foundation will not accept unsolicited applications in this area.

Arts & Community Life

Desired Outcome: Robust community participation and more attractive, prosperous neighborhoods in Detroit and other economically challenged areas across metropolitan Detroit, contributing to a stronger region.

The Foundation will consider project support for activities that:

- Strengthen individual neighborhoods through cultural activities and public art;
- Expose and engage residents and audiences in opportunities for creative expression and participation in order to build community, with an emphasis on

	<p>projects that:</p> <ul style="list-style-type: none"> • explore the intersection of arts and the environment, or • build on the community’s artistic roots and history to support its cultural and economic renaissance; and • Develop the support infrastructure to help create an economically sustainable arts community. <p>Jazz Education <i>Desired Outcome:</i> The continuation of Detroit’s strong jazz tradition, and Fred Erb’s legacy of jazz patronage, by educating the next generation of musicians. The Foundation supports jazz instruction for musically talented, economically challenged youth.</p> <p>Alzheimer’s Research and Special Opportunities</p> <p>By the Foundation’s initiative and invitation, it will support the following areas</p> <p>Alzheimer’s Research The Foundation will seek to support leading research regarding the prevention, management & treatment of Alzheimer’s disease.</p> <p>Special Opportunities From time to time, the Foundation may also consider support for exceptional opportunities that fall outside of its mission.</p> <p>Please note the Foundation will not accept unsolicited proposals in these areas</p>
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(16) THE KENDEDA FUND

The work of The Kendeda Fund began in 1993 under the leadership of Diana Blank, a philanthropist with twin passions for social equity and the healing power of our natural environment. Guided by her vision, we support the dignity of individuals and the sustainability of communities through investments in transformative leaders and ideas.



For more than two decades, Kendeda—named for Diana’s three children—has been making grants to empower communities across the U.S. and around the globe to confront challenges through solutions that increase equity, vibrancy, resourcefulness, and resilience. In all we do, the Fund helps build and sustain social and community capital by supporting underrepresented voices as well as leaders who have the vision to see problems differently and the courage to challenge conventional thinking.

The Kendeda Fund has established a core set of programs and invested deeply in them over time. Our People, Place, and Planet program encourages communities to redefine prosperity, making them more vibrant places to live, more resourceful in hard times, and more capable of retaining the wealth they generate. Our Girls’ Rights program empowers girls worldwide by helping create a world in which all girls have the capabilities, choices, and power to fully realize their human potential. And our place-based grantmaking—focused in Atlanta and Montana—prioritizes issues of equity, livability and improved connections to the natural environment. We are also building out two new programs, one to help prevent gun violence and another to help returning veterans leverage the power of nature and the outdoors to heal and thrive.

The Kendeda Fund has invested more than \$500 million since its inception, and currently makes \$40 to \$50 million in grants annually. We also believe it is important to accomplish as much as possible within the lifetime of our founder, whether through near term philanthropic investments or long term projects that require more time to bear fruit. To that end, we are committed to spending down the majority of our assets by the year 2024.

Institution	The Kendeda Fund
Official website	http://kendedafund.org/
Who can apply?	The Kendeda Fund does not accept or respond to unsolicited grant proposals, inquiries, or letters of intent. Grant applications are by invitation only.
Regional focus	-
Objectives & activities	<p>The Kendeda Fund supports the dignity of individuals and the sustainability of communities through investments in transformative leaders and ideas. The Kendeda Fund is dedicated to exploring how human beings can build a more just and equitable world, one in which we use resources wisely and relate to one another more mindfully.</p> <p>They are small, scrappy and experimental. They work hard to help their grantees fill critical gaps that are often ignored or overlooked. And they strive to change the frames that commonly distort important community issues.</p> <p>Their work is divided into five programs areas:</p> <ul style="list-style-type: none"> - People, Place and Planet - Girl's Right - Local Priorities - Veterans - Gun Violence Prevention
Delivery mechanism and scale of funding	N/A
How are proposals considered?	N/A

(17) COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN



The Community Foundation for Southeast Michigan was established in 1984 for the betterment of the residents of Wayne, Oakland, Macomb, Monroe, Washtenaw, St. Clair and Livingston counties. Since then, they've come to be defined by the positive impact we've helped to create.

Over the years, they've helped create and fund numerous projects — ranging from education to arts and culture to community development — that improve the lives of those who live in the community.

The Community Foundation is more than an organization. They are passionate professionals striving to make our region the best it can be. They are dedicated to making powerful change in their communities and solving the complex problems facing our region. They are here to help ... in perpetuity.

As a permanent community endowment built by gifts from thousands of individuals and organizations, the Foundation supports a wide variety of activities benefiting education, arts and culture, health, human services, community development and civic affairs. Since its inception, the Foundation has distributed more than \$825 million through more than 56,000 grants to nonprofit organizations throughout Wayne, Oakland, Macomb, Monroe, Washtenaw, St. Clair and Livingston counties.

Institution	Community Foundation for Southeast Michigan
Official website	https://cfsem.org/
Who can apply?	<p>There are some specific eligibility rules to keep in mind before you consider applying:</p> <ul style="list-style-type: none"> • The Foundation will only make grants to federal 501(c)(3) tax-exempt organizations, government entities, school districts and universities. • Please note that for all of their competitive grant programs, they require that your organization have a certified financial audit. Under some circumstances, they

	<p>will accept a financial review, conducted by a CPA or other external financial professional.</p> <ul style="list-style-type: none"> • While grants to religious organizations are considered, sectarian religious programs are not eligible. By this we mean that if they are to consider funding a program offered by a religious organization, they would only consider a program that is open to the wider community. • They do not make grants to individuals, or grants to cover deficits or other previously incurred obligations. • They will only grant to entities that have submitted all final reports that are due to the Foundation on previous grants they have received from us. In general, they will not consider a new grant to an organization when they have an open competitive grant. • Finally, your organization must be headquartered in one of the seven counties that they serve, and must serve residents of their region. Occasionally, grants to statewide or national organizations will be considered for activities in the region and particularly if a local partner is actively involved in the project.
Regional focus	<p>The Community Foundation for Southeast Michigan is always looking for effective program and project ideas that can improve life in southeast Michigan, specifically in Wayne, Oakland, Macomb, Monroe, Washtenaw, St. Clair and Livingston counties.</p>
Objectives & activities	<p><i>Current priorities include the following:</i></p> <p>SUSTAINABILITY <i>We view sustainability in two ways. First, we want to support projects and ideas tied to a longer term vision for an organization. We do not want to make grants for projects that end the moment the grant is over. We will look closely at the overall financial health of your organization, as well as your programmatic and fundraising visions. We will want to support you at key moments in time along your path as a growing organization — helping to put new strategies in place, or building out existing strategies in more comprehensive ways. To that end, please note that while the amount of our grants is within a certain range, we are very flexible about the period of time over which that grant is paid. So, if it would help your organization to apply for a project that will last over 24 months or 36 months as you raise revenue from other sources to sustain it, that is something we are happy to consider. Second, we look to see that organizations are thinking about sustainability in a more global sense, meaning that programs, policies and practices produce efforts that are sustainable for our environment, our economy and residents. By this we mean that efforts help meet the needs of the present, but keep in mind the needs of the future by being socially equitable and mindful of environmental impacts.</i></p> <p>REGIONAL IMPACT <i>We actively serve a seven-county area and think about issues from a regional perspective. While we know that every grant we make will not touch all seven counties, we are particularly interested in projects that serve a large portion of the region, build relationships across communities in the region, and/or serve to test a new model in a specific geography that could later be adopted by other nonprofit organizations in the region. As such, we would encourage you to highlight in your proposal the geographies that you serve and any active partnerships you have with other organizations in southeast Michigan that are related to the project you are applying for.</i></p>

	<p>LEVERAGE <i>We want our funds to help you leverage other dollars into your organization and for the region. As such, we look closely at proposals to understand what kind of leverage will occur. With some organizations, that might mean utilizing a grant from the Community Foundation to serve as a private match to federal funds. For others, it might mean utilizing a grant to rally individual donors around a project. Whatever your approach, it is important for us to understand your strategic thinking about how you would leverage grant funds to ultimately build your fundraising capacity in other ways.</i></p> <p>COLLABORATION <i>Beyond leveraging dollars, we like to see good models, ideas and human resources leveraged as well. Proposals that include meaningful collaborations between nonprofit and/or government entities (when it makes sense) can take many different forms. We have funded some collaborative projects for organizations with similar missions but located in different geographies. We have funded other projects for organizations with very different missions, but whose collaborative project is of interest to them both.</i></p>
<p>Delivery mechanism and scale of funding</p>	<p>While their grants can range from \$5,000 to \$1 million depending on funds available, the majority of their competitive grants range from \$30,000 to \$75,000.</p> <p>The amount of a request should be in scale with the size of your organization. In other words, you should consider the size of the proposed project budget relative to the size of the organization’s overall budget.</p> <p>More importantly, you should request an amount that you can justify sustaining the outcomes of in the years ahead. You should discuss an appropriate amount for your request when you call them.</p>
<p>How are proposals considered?</p>	<p>Their grants support a wide range of projects and organizations. As their potential partner, you simply need to read these guidelines and then, if you think there is a potential fit, please call and discuss your idea with them. They value your time and do not want you to spend unnecessary hours and resources preparing a proposal unless there is a clear possibility of working together.</p> <p>You can apply to the Community Foundation at any time. However, as a guideline, they ask that you submit your proposal on or shortly prior to February 15, May 15, August 15 and November 15. This gives them time to thoughtfully review each request in time for their quarterly Board meeting. Typically, grant decisions are made within 3–4 months. Upon submission, Foundation staff will let you know if notification of a decision is likely to take longer. Please keep this response time under consideration when crafting your proposal—assume that if a grant is awarded, you would not receive funds until four months after the proposal is submitted and the timeline of the project should reflect that.</p> <p>Proposal Format The Community Foundation does not require a specific proposal format. However, the Grant Application Checklist at the end of this document outlines the items you should include in a proposal. Once you have assembled those items identified in the checklist, please submit them to the foundation electronically on the link found at cfsem.org/apply. Most importantly, the proposal narrative should provide the rationale for the proposed project, why the project is important, and how the project will be sustained in the long-run.</p>

	<p>Budget</p> <p>Applicant organizations are required to submit both a budget for the project they are proposing as well as their organization’s current annual budget. The budget for the entire project should be submitted, noting which line-items Community Foundations funds would support, and where other funds are expected to come from. A budget sheet template is provided in the online application portal, outlining examples of line-items to include. It is important to discuss the need for the project as a whole, and to follow this discussion with specific line items that correspond with what the organization is proposing to do.</p> <p>https://cfsem.org/wp-content/uploads/2015/09/Grantmaking-Guidelines-v1.1.pdf</p>
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(18) BANK OF AMERICAN FOUNDATION

The Philanthropic Solutions group at Bank of America’s U.S. Trust delivers expertise and a comprehensive suite of investment and management services to help individuals and institutions build and sustain their charitable missions.

Institution	Bank of American Foundation
Official website	http://about.bankofamerica.com/en-us/global-impact/find-grants-sponsorships.html?cm_mmc=EBZ-CorpRep- -vanity- -EE01LT0021_Vanity_foundation- -Enterprise#fbid=rqE8fbKlvUz
Who can apply?	Community grants and sponsorships offered from Bank of America to help benefit your nonprofit organization.
Regional focus	-
Objectives & activities	-
Delivery mechanism and scale of funding	<p><u>Nonprofit grant funding</u></p> <p>At Bank of America, they are helping improve communities by addressing issues fundamental to economic health and sustainability. They address needs related to workforce development and education, community development, and basic needs. As a financial institution, they respond in two ways—by helping to address the immediate need as well as longer term solutions for economic self-sufficiency.</p> <p><u>Sponsorships</u></p> <p>Through their regional U.S. sponsorships, they support the economic, social and cultural life of the places we live and work. They provide an extensive program of arts and sports sponsorships to help maintain vibrant, healthy communities. This includes underwriting art exhibitions, events and performances that require private funding to make them a reality.</p> <p><u>Matching gifts</u></p> <p>The Bank of America Charitable Foundation Matching Gifts program encourages employees to contribute to qualifying charitable organizations. The program offers a way to double – up to \$5,000 (US) per person each calendar year – employees’ cash or securities contributions to their favorite charitable organizations and thus improve their communities.</p> <p><u>Volunteer</u></p> <p>Bank of America employees and retirees volunteer thousands of hours globally in our neighborhoods each year. In fact, more than 3,000 charitable organizations benefit from their employees and retirees’ dedication each year. To honor those who give their time and service to causes important to them, the Bank of America</p>

	Charitable Foundation awards grants, which are up to \$500 per employee or retiree for each calendar year and are made in the name of the employee or retiree, to eligible charitable organizations.
How are proposals considered?	-

(19) BOSCH COMMUNITY FUND

By establishing the Bosch Community Fund (BCF) in the U.S. in 2012, Bosch strengthened its resolve to get involved in community activities at as many of its global locations as possible. There are around 90 of these in the United States, where the BCF supports local charitable projects with up to three million dollars a year. This funding is targeted at scientific, technological, and environmental initiatives.

The first collaborations have already begun. For example, the foundation is supporting the U.S. Department of Energy’s “Solar Decathlon 2013” initiative, which encourages creative minds to develop new technologies in the fields of renewable energies and energy efficiency. BCF is also the principal sponsor of the “Powerful Ideas Classroom” project. Using resources such as specially designed lessons, this educational initiative aims to encourage schoolchildren from kindergarten to high school to become interested in science, technology, architecture, and renewable energies.

Institution	Bosch Community Fund
Official website	http://www.bosch.com/en/com/sustainability/society/regional_commitment/bosch_community_fund/bosch_community_fund_2.html
Who can apply?	-
Regional focus	-
Objectives & activities	-
Delivery mechanism and scale of funding	-
How are proposals considered?	-

(20) CITIZENS BANK

At Citizens Bank, we believe that investing in the communities where we live and work enriches us all. That’s why we give to organizations that are making a difference locally by enhancing quality of life and economic vitality in the communities they serve.

Institution	Citizens Bank – Corporate Giving
Official website	https://www.citizensbank.com/community/corporate/
Who can apply?	-
Regional focus	-
Objectives & activities	Contributions vs. Sponsorships They define charitable contributions and sponsorships as follows: Charitable Contributions are made only to qualified, federal tax-exempt 501(c)3 nonprofit organizations, as defined by the Internal Revenue Service Code. Contributions are restricted to nonprofit organizations serving local residents in areas in which the bank has a branch presence. Unless otherwise noted, charitable contributions generally are for program support. Citizens Bank looks for opportunities where our funding can have a clear, measurable impact on the community.

	Sponsorships are payments to any for-profit or nonprofit organization for which Citizens will receive promotional, marketing, or entertainment value. Participation as a sponsor of an event or community function is expected to help create a favorable impression for the bank, provide opportunities and visibility for colleagues, create unique experiences for customers, generate new business opportunities, and support the community.
Delivery mechanism and scale of funding	-
How are proposals considered?	-

(21) COMERICA CHARITABLE FOUNDATION

Comerica’s success is dependent upon helping people succeed. This vision shapes our approach to community investment and guides the framework of our charitable support and community partnerships. The Comerica Corporate Contributions program and Comerica Charitable Foundation work to support Comerica’s objectives to have a strong and positive image in the communities where we do business.

To support our communities, Comerica Bank and the Comerica Charitable Foundation support charitable 501(c)(3) organizations that align with our areas of giving focus. All requests must be submitted through our online charitable grant or sponsorship request process. Based upon the nature of the charitable request, this support is provided through Comerica Bank’s Corporate Contributions Department or the Comerica Charitable Foundation.

Institution	Comerica Charitable Foundation
Official website	https://www.comerica.com/about-us/community-involvement/charitable-giving.html
Who can apply?	Nonprofit organizations with charitable 501(c)(3) status from the federal government.
Regional focus	Texas, Michigan, California, Arizona and Florida
Objectives & activities	<p>While all funding requests are worthwhile, Comerica Bank and the Comerica Charitable Foundation receive far more grant and sponsorship requests than can be supported. We focus support in our primary market areas of Texas, Michigan, California, Arizona and Florida. In addition, requests received from these areas are reviewed to determine if the goals of the requesting organization and/or the programs for which support is being requested, are in alignment with one or more of our giving priorities, which include:</p> <ul style="list-style-type: none"> • Economic self-sufficiency for low- and moderate- income individuals and families including: financial literacy; job readiness; job creation and retention; small business training and development; and transitional and supportive housing • Neighborhood revitalization including: affordable housing and neighborhood business development • Education including: financial literacy programs (K-12 and adult); scholarships for students with income needs for studies in business, finance and growth industries • Access to health care including: preventive care for the uninsured and under-insured • Programs supporting diversity and inclusion, including: programs that target a broader audience regarding the importance of diversity and inclusion

Delivery mechanism and scale of funding	-
How are proposals considered?	<p>Corporate Contributions - Sponsorship Requests The Comerica Corporate Contributions Department provides monetary support to charitable 501(c)(3) organizations within our key market areas of Texas, Michigan, California, Arizona and Florida, for events and activities. By partnering with community organizations through event sponsorships and goodwill advertising, we are able to demonstrate our support of these important community organizations. All charitable sponsorship requests must be submitted online. To learn more about Comerica’s charitable sponsorship policies and processes, please read the Comerica Charitable Sponsorship FAQs found to the right.</p> <p>Comerica Charitable Foundation - Grant Requests Non-profit 501(c)(3) organizations may apply during any one of our four grant seasons for direct program or project support through the Comerica Charitable Foundation. The Foundation accepts applications for cash grants to support program expenses for nonprofit organizations located within our key market areas of Texas, Michigan, California, Arizona and Florida, and whose mission meets one or more of the Foundation’s giving priorities. All charitable grant requests must be submitted online. To learn more about qualifications for grant consideration through the Comerica Charitable Foundation, and how to request a grant, please read the Comerica Charitable Foundation FAQs found to the right.</p>

(22) FORD MOTOR COMPANY FUND

Ford Motor Company Fund and Community Services builds on our heritage of improving people’s lives and making the world a better place. We work with our partners to find innovative solutions to community concerns using a coordinated, strategic approach. Our efforts are concentrated on three key areas: community life, education and safety.

Ford Motor Company Fund (Ford Fund) is a not-for-profit corporation organized in 1949. Made possible by Ford Motor Company profits, Ford Motor Company Fund supports initiatives and institutions that enhance and improve opportunities for those who live in the communities where Ford Motor Company operates.

Ford Fund evaluates grants on an annual basis. We reserve the right to cease support if the goals and objectives under which the grant was made have been changed by the grantee; if the grantee no longer meets its goals and objectives; and/or if its goals and objectives have become inconsistent with the vision, mission and values of Ford Motor Company Fund.

Institution	Ford Motor Company Fund
Official website	http://corporate.ford.com/company/community/ford-fund.html http://corporate.ford.com/company/community.html
Who can apply?	Ford Motor Company Fund (Ford Fund) supports not-for-profit organizations in three major areas: Education, Auto-Related Safety Education and Community Development.
Regional focus	-
Objectives & activities	Since we began our operations in 1949, we have invested nearly \$1.5 billion in civic organizations around the world to help drive a brighter future. We focus our efforts on three key areas: Community Life

	<p>Community Life programs range from hunger relief to health care to support of cultural activities. Many of these programs are done in partnership with local Ford dealers using an innovative approach we call Operation Better World.</p> <p>Education We also invest about one third of our funds in support of education, including scholarships that help deserving students attain higher education and programs that help schools offer students new approaches to learning.</p> <p>Safety Our international, award-winning Ford Driving Skills for Life program is the cornerstone of our safety efforts.</p>
Delivery mechanism and scale of funding	-
How are proposals considered?	https://secure3.easymatch.com/fordmotorgive/Applications/Agency/Default.aspx

(23) GENERAL MOTORS FOUNDATION

Since 1976, the General Motors Foundation has been helping communities across the Country. Investing in the next generation of leaders and innovators through scholarship and outreach programs. As well as bestowing grants supporting nonprofit organizations.

Institution	General Motors Foundation
Official website	http://www.gm.com/company/giving-back/gm-foundation.html
Who can apply?	-
Regional focus	-
Objectives & activities	Safety, education, sustainability
Delivery mechanism and scale of funding	-
How are proposals considered?	-

(24) HUDSON WEBBER FOUNDATION

Detroit is one of the world's most storied and recognizable cities, its history of innovation and cultural heritage are unparalleled. In spite of – and in many cases because of – its challenges, Detroit remains a beacon in the minds of many for what can, and might, become of urban America. For over 75 years, the Hudson-Webber Foundation has quietly supported efforts to improve the quality of life in the city it calls home. With a nod towards our past and an eye on the future, the private foundation continues to lend a hand in moving Detroit into its next incarnation of innovation and prosperity.

Institution	Hudson-Webber Foundation
Official website	http://www.hudson-webber.org/
Who can apply?	501(c)(3) organizations
Regional focus	-
Objectives & activities	The Hudson-Webber Foundation's giving strategies are focused around four core mission areas: Physical Revitalization, Economic Development, the Arts, and Safe Community.
Delivery mechanism and scale of funding	-

(25) UNITED WAY FOR SOUTHEASTERN MICHIGAN

Mission: To mobilize the caring power of Detroit and Southeastern Michigan to improve communities and individual lives in measurable and lasting ways.

They engage people, communities and organizations focused on meeting the needs of children and their families and creating the conditions necessary for success.

They recruit the right people to help drive initiatives and policies to address the root causes of some of our community's most difficult issues through 5 impact strategies: Healthy Kids, Early Development, Student Success, Stable Families and Economic Opportunity.

Institution	United Way for Southeastern Michigan
Official website	http://www.liveunitedsem.org/
Who can apply?	They partner with people and organizations who bring the passion, expertise, and resources needed to make a difference in the Greater Detroit community.
Regional focus	Detroit and Southeastern Michigan
Objectives & activities	<p>Key Issues:</p> <p>They focus on driving change in three areas of impact affecting their community.</p> <p>Education Education starts on Day 1. Children who live in healthy, vibrant communities that offer rich learning opportunities have a better chance of entering kindergarten prepared, which sets them on the path for lifelong success.</p> <p>Financial Stability Families have a desire to be financially independent. Communities need to offer career opportunities and resources to help families manage and grow their wealth so that they can reach and maintain self-sufficiency.</p> <p>Basic Needs The strongest communities ensure that everyone has the resources — like food and shelter — they need to thrive and succeed. Children living in these communities have a better chance for a brighter future.</p>
Delivery mechanism and scale of funding	-
How are proposals considered?	-

(26) NEW ECONOMY INITIATIVE

The New Economy Initiative, a special project of the Community Foundation for Southeast Michigan, is the largest philanthropy-led economic development initiative in the U.S. working to build a regional network of support for entrepreneurs and small businesses.



Capital

Access to capital for every stage of ideas and growth [View Capital Grantees](#)



Ideas

Instigate new ideas and helping existing ideas come to market [View Ideas Grantees](#)



Place

Building the physical places for ideas to thrive [View Place Grantees](#)



Talent

Retaining, attracting, preparing and equipping the talent necessary [View Talent Grantees](#)



Tools

Research, training mentors, necessary to help ideas grow [View Tools Grantees](#)

That means supporting the service providers – from those providing technical assistance like business planning and concept testing, to those providing capital and beyond – that help businesses grow and thrive, while connecting them to each other and the people they serve.

Institution	New Economy Initiative
Official website	http://neweconomyinitiative.org/
Who can apply?	-
Regional focus	Detroit
Objectives & activities	The mission of the New Economy Initiative (NEI) is to create an inclusive, innovative regional culture by reawakening and leveraging Detroit’s creative entrepreneurial drive. Our overarching goal is to establish a more diverse economy where opportunity, wealth and prosperity are available for all.
Delivery mechanism and scale of funding	The New Economy Initiative is a \$134-million philanthropic program building a network of support for entrepreneurs and small businesses in metropolitan Detroit. Its grantmaking and convening strategy targets innovation and entrepreneurial support, placemaking, and talent attraction in Detroit and across the Southeast Michigan region.
How are proposals considered?	-

(27) KNIGHT FOUNDATION

Knight Foundation is a national foundation with strong local roots. They invest in journalism, in the arts, and in the success of cities where brothers John S. and James L. Knight once published newspapers. Their goal is to foster informed and engaged communities, which we believe are essential for a healthy democracy.

Institution	Knight Foundation
Official website	http://www.knightfoundation.org/what-we-fund/
Who can apply?	-
Regional focus	The Knight brothers believed that a well-informed community could best determine its own true interests and was essential to a well-functioning, representative democracy. The brothers pursued those beliefs, building and running one of America's largest and most successful 20th century newspaper companies. The Knights formed Knight Foundation to promote excellence in journalism and the success of the communities in which they worked, in the words of Jim Knight. The company was sold, and the foundation, ever evolving, carries on this work. Knight program directors are your first point of contact in eight large and mid-sized cities where they have offices: Akron, Ohio, Charlotte, North Carolina, Detroit, Macon, Georgia, Miami, Philadelphia, San Jose, California, St. Paul, Minnesota
Objectives & activities	COMMUNITY AND NATIONAL INITIATIVES - Supporting successful, inclusive cities WHAT THEY FUND They believe that informed and engaged communities are the building blocks of a successful democracy, and that successful communities are equitable, inclusive and participatory. Through their Community and National Initiatives program, they invest in ideas to: <ul style="list-style-type: none"> • Attract and nurture talent: by supporting and networking diverse leaders from all sectors. • Enhance opportunity: by building inclusive pathways to economic

	<p>prosperity.</p> <ul style="list-style-type: none"> • Foster civic engagement: by enabling people to contribute to – and take an active part in – the life of their community. <p>They focus on 26 cities where the Knight brothers once published newspapers. They are particularly mindful of the relationship their founders had with Akron, where they started out, and Miami, where they based their business and foundation.</p> <p>As a national foundation with deep local roots, they work locally, and then share successful ideas across communities.</p>
Delivery mechanism and scale of funding	-
How are proposals considered?	-

(28) CHALLENGE DETROIT

Challenge Detroit is a leadership and professional development program that invites approximately 30 of tomorrow’s leaders to live, work, play, give, and lead in and around the greater Detroit area for one year. During the course of the year, Fellows contribute intellectually and through hands-on service making incremental impact in the community. Learning by doing is a cornerstone of the program and the Fellows have the courage, passion, and drive to make a difference.

Can retaining and attracting 30 of the best and brightest innovative thinkers really make a difference? Detroit is betting on it. Challenge Detroit fellows have the courage, passion, and drive to make a difference.

Institution	Challenge Detroit
Official website	http://www.challengedetroit.org/
Who can apply?	
Regional focus	Detroit
Objectives & activities	<p>Challenge projects are the heart of Challenge Detroit. In partnership with non-profits, the challenges are designed to positively impact the city and region. During the yearlong program, Fellows spend every Friday leveraging design thinking skills to tackle issues and opportunities facing the city. Collaborating in multi-disciplinary teams to generate innovative and impactful solutions has resulted in more than \$150,000 in in-kind consulting services for nonprofits annually. Through these projects, Fellows learn by doing while also making a positive, tangible contribution to the nonprofits served and ultimately the community.</p> <p>During their year in Detroit, Fellows gain new insights about the city and the greater Detroit region. We expect, through their experiences with Challenge Detroit, these individuals will be motivated to stay in Detroit, work in Detroit, even start their own business in Detroit. And, by sharing their stories throughout the year, they will educate people near and far about the issues and opportunities facing Detroit.</p>
Delivery mechanism and scale of funding	-
How are proposals considered?	-

(29) RALPH C. WILSON, JR. FOUNDATION

Ralph C. Wilson, Jr. believed effective change should make an impact from the start, yet carry long into the future. To do both, he earmarked a portion of his estate and the eventual sale of his beloved Buffalo Bills to fund his namesake foundation. The Ralph C. Wilson, Jr. Foundation began operations in 2015 to continue his legacy—one of generosity and innovation, healthy risk taking and collaboration, and an unshakeable community focus.

And today, his hand-picked Life Trustees have determined to focus the efforts of the foundation on Mr. Wilson’s home and adopted home regions of Southeast Michigan and Western New York. With a structure that dictates spend-down of our funds by 2035, we match the urgency that people in need feel every day and focus on collaborative investments that consider both immediate impact and long-term benefit.

Institution	Ralph C. Wilson, Jr Foundation
Official website	http://www.ralphcwilsonjrfoundation.org/who-we-are/
Who can apply?	Organizations in Western New York and Southeast Michigan within their four core funding areas
Regional focus	Organizations in Western New York and Southeast Michigan
Objectives & activities	<p>4 KEY AREAS OF FOCUSED INVESTMENT</p> <p>CHILDREN AND YOUTH For kids, we’re looking for opportunities beyond K-12 education to provide more pathways to success. Here, we focus on strengthening young minds and bodies with early childhood initiatives, sports and youth development programs, and after school programs.</p> <p>YOUNG ADULTS AND WORKING CLASS FAMILIES Often weighed down by heavy demands and limited resources, working class families and young adults can often miss out on career opportunities. We will invest in skills training and education that can lead to pathways to good paying jobs and increased independence.</p> <p>CAREGIVING The role of caregiver can be demanding and overwhelming. Here, we support and honor those who care for others – whether paid or voluntarily – through efforts that provide needed skills, resources, education and respite. Early opportunities will focus primarily on those caring for older adults and seniors.</p> <p>HEALTHY COMMUNITIES A thriving community starts with the well-being of its people. Here, we will seek opportunities to support: community design and access to space, and programs that support healthy living; improving non-profit productivity and innovation; and economic development levers that spur regional growth, innovation and equity.</p>
Delivery mechanism and scale of funding	-
How are proposals considered?	-

(30) HOME DEPOT FOUNDATION

The Home Depot Foundation, a registered 501(c)3 public charity, works to improve the homes and lives of U.S. military veterans and their families and respond to communities in disaster. Since 2011, The Home Depot Foundation has invested more than \$138 million in veteran causes and transformed more than 25,000 homes for veterans. And our work is not done. In 2016, The Home Depot Foundation made a commitment to increase our investment in veteran causes to a quarter of a billion dollars by 2020.

Institution	Home Depot Foundation and Team Depot
Official website	https://corporate.homedepot.com/community
Who can apply?	-
Regional focus	-
Objectives & activities	<p>National Partner Grants Program – The Home Depot Foundation partners with and funds respected and recognized national nonprofit organizations working for veteran causes in homelessness, housing for senior veterans and veterans with service-connected disabilities, as well as disaster response.</p> <p>Veteran Housing Grants Program – The Home Depot Foundation provides large grants to nonprofits across the country working to develop and repair housing for veterans, including transitional living facilities and permanent supportive housing.</p> <p>Community Impact Grants Program – Improving cities takes hard work. Through our Community Impact Grants we award nonprofits small financial grants to complete community volunteer projects, typically serving local veterans. Disaster Relief Program – When natural disasters devastate communities, The Home Depot Foundation works to provide our national nonprofit partners with boots on the ground and the supplies and resources they need to help impacted residents recover and rebuild.</p> <p>Team Depot – Giving back is a core value for Home Depot associates best demonstrated when they step out of the aisles and into their community. Team Depot, our associate-led volunteer force, passionately serves veterans and responds to communities in disaster.</p> <p>Partnerships - Great things happen when compassionate groups unite for a common cause. The Home Depot Foundation partners with thousands of nonprofit organizations to deliver aid and ongoing support in our communities.</p>
Delivery mechanism and scale of funding	-
How are proposals considered?	-

(31) LOWE’S CHARITABLE AND EDUCATIONAL FOUNDATION

Lowe’s and the Lowe’s Charitable and Educational Foundation focus giving efforts on K-12 public/charter education and community improvement projects. These community improvement projects are high-need projects such as: building renovations/upgrades, grounds improvements, technology upgrades as well as safety improvements. We have two grant programs, Lowe’s Toolbox for Education and Lowe’s Community Partners.

Institution	Lowe’s Charitable and Educational Foundation
Official website	https://newsroom.lowes.com/apply-for-a-grant/
Who can apply?	K-12 public/charter education and community improvement projects
Regional focus	-

Objectives & activities	<p>Lowe's Community Partners Grants</p> <p>Lowe's Community Partners grant program helps build better communities by providing monetary assistance to nonprofit organizations and municipalities looking for support of high-need projects such as: building renovations/upgrades, grounds improvements, technology upgrades as well as safety improvements.</p> <p>Small Grants</p> <p>The small grants program is an outlet for organizations seeking smaller-scale assistance for non-educational focused projects. These grants range from \$100 to \$2,000. Small grant project requests must also fit within the Giving Guidelines. These requests are received on a rolling basis, with no specific cycle dates. Please note that grant funds are distributed as Lowe's gift cards.</p>
Delivery mechanism and scale of funding	Grants range from \$2,001 to \$100,000, with most projects falling between \$10,000 and \$25,000. Our Lowe's Heroes employee volunteer program is another opportunity for support, which Lowe's can provide to some grant recipients to help supplement the labor of projects. They encourage applicants to speak to their local store manager to see if this is a possibility before applying.
How are proposals considered?	<p>Grants can only be applied for during the cycle dates. It is during this time that a link for the application will be available. For more information, visit our Giving Guidelines or read our FAQ's. The review process takes 90 days from the close date. Once reviewed, applicants will receive a status e-mail.</p> <ul style="list-style-type: none"> • Spring Cycle: December 18, 2016 – February 9, 2017 • Fall Cycle: August 6, 2017 – Sep

(32) THE HERBERT H. AND GRACE A. DOW FOUNDATION

The Herbert H. and Grace A. Dow Foundation has charter goals to improve the educational, religious, economic, and cultural lives of Michigan's people as their needs can be defined in a world which constantly presents different challenges and opportunities. Grants are limited to organizations located in Michigan.

The Herbert H. and Grace A. Dow Foundation Trustees carefully consider proposals submitted and look for programs where their contribution can be leveraged. Organizations requesting funding for a new program should be sure that they have planned for that program's future self-sufficiency.

Institution	The Herbert H. and Grace A. Dow Foundation
Official website	http://www.hhdowfdn.org/
Who can apply?	<p>Grant Focus</p> <p>The Foundation does not make grants directly to individuals. Its charter limits grants to Michigan organizations. In addition, it cannot legally support: organizations to which contributions are not tax deductible, according to Internal Revenue Service regulations organizations that practice discrimination by race, sex, creed, age or national origin political organizations or organizations whose purposes are to influence legislation</p> <p>The Foundation will not be bound by preset "formulas for giving" prepared by nonprofit agencies.</p>
Regional focus	Michigan
Objectives & activities	<p>Program Priorities</p> <p>Since the needs, desires and capabilities of Michigan's people and their organizations are constantly changing, there is no fixed or steadfast priority in the Foundation grant making decisions. However, within its charter and philosophy the</p>

	<p>trustees tend to support organizations that:</p> <p>have clearly stated objectives, strong and purposeful management and are publicly accountable have needs which are in areas not normally funded by governmental or public financing are not hesitant to explore, initiate, volunteer, or execute original ideas or concepts are willing to collaborate with other persons or organizations to give synergy to achieve a common objective or goal have purposes which tend to advance private enterprise and the preservation of a free, open and self-resourceful society</p> <p>Program Examples:</p> <p>1. Education The Foundation is always interested in improving the quality of education at Michigan's academic institutions, particularly in those specific areas where a given institution already is establishing preeminence.</p> <p>2. Science Since the community of Midland and the base of the Foundation's assets have been products of scientific achievement, the trustees seek to encourage projects that include advanced research and new applications of science and/or technology. The Foundation is currently involved with the Saginaw Bay Watershed Initiative which is aimed at environmental improvement that is consistent with community growth.</p> <p>3. Arts and Culture The Dow Gardens, the Midland Center for the Arts, and the Alden B. Dow Museum of Science and Art are programs and projects that the Foundation champions and supports. Art-related activities that explore or promote the interrelation of science and art are encouraged. The trustees particularly enjoy supporting tasteful, creative, and innovative programs that expand the general public's art and cultural horizons.</p> <p>4. Community Life – Midland and Michigan To improve the quality of life for Midland and Michigan residents continues to be a major goal of the Foundation. The Trustees support programs and projects that add an important dimension to community life, such as the Grace A. Dow Memorial Library, the Greater Midland Community Centers, Inc., the West Midland Family Center, and the 99 Midland County churches. The Foundation affirms the importance of local initiatives, particularly private initiatives, which encourage economic development and promote job creation.</p>
Delivery mechanism and scale of funding	-
How are proposals considered?	<p>Application and Review Procedures</p> <p>There is no formal application form; however, applicants are asked to include the following information in a proposal:</p> <ul style="list-style-type: none"> • a letter setting forth the nature and potential results of the program for which funding is sought the total cost of the project including any endowment for operations • the total amount sought from the Foundation, and how and over what period of time the grant may be disbursed, as well any other funding sources being sought for the project • evidence of the organization's tax-exempt status under Internal Revenue

	<p>Code Section 501(c)(3)</p> <ul style="list-style-type: none"> • a detailed annual organizational budget and audited financial statement for the organization (These should be submitted annually for the duration of the grant.) • the names of management and of the trustees or directors of the organization <p>Those proposals that pass initial evaluation are referred to the appropriate program committee of the Board of Trustees for full consideration. Trustees may request additional information, make site visits, or invite organizations to meet with them in Midland. The Board meets periodically during the year to make final grant decisions. The Foundation’s usual practice is to disburse grant payments in December.</p>
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(33) CHARLES STEWARD MOTT FOUNDATION

The Mott Foundation supports efforts that promote a just, equitable and sustainable society. In each of their program areas — Civil Society, Education, Environment and Flint Area — they aim to inspire and empower individuals to work with their communities in ways that will help them achieve more than they could ever accomplish alone.

Institution	Charles Stewart Mott Foundation
Official website	http://www.mott.org/
Who can apply?	<p>In addition to funding organizations in the United States, Mott’s Civil Society program provides grants to organizations in Central and Eastern Europe and South Africa.</p> <p>Their Education program funds projects solely in the United States. Their Environment program primarily funds organizations in the Great Lakes region, but also makes grants to selected organizations in other countries to help ensure that international investment and trade support sustainable development and reduce environmental degradation.</p> <p>Their Flint Area program funds a broad range of projects in the city of Flint and Genesee County, Michigan. Each of our four programs has clearly stated guidelines, which we encourage you to review before submitting an LOI.</p>
Regional focus	-
Objectives & activities	<p>Civil Society Local communities are where people most directly relate to the social, economic and political processes taking place in their countries, and where they can be most active in shaping them. That’s why our Civil Society grantmaking focuses on building vibrant communities where all people can engage in decision-making that affects their day-to-day lives. They work with grantees to strengthen the nonprofit sector and expand local philanthropy to be vital vehicles for addressing tough challenges, unlocking local resources and building community leadership.</p> <p>Education They make grants to help all children, especially those in underserved communities, acquire the knowledge, skills and behaviors they need to succeed in college, career pathways and life.</p> <p>Environment</p>

	<p>For more than four decades, the Mott Foundation’s Environment program has supported stewardship of the world’s natural resources. This work has taught us that such grantmaking must seek practical ways to simultaneously build strong economic, environmental and social conditions for all people — in a word, sustainability.</p> <p>Flint Area For 90 years, Mott has helped people and organizations work together to inspire, support and strengthen the community we call “home.” That deep and lasting commitment has perhaps never been more important than now as we continue to help Flint recover and rise from its water crisis. To those ends, our local grantmaking is helping our hometown respond to its immediate needs, reinvigorate and build upon the very real progress that was underway before the crisis occurred, and position itself to meet the tough challenges — and embrace the promising opportunities — that lie ahead.</p>
<p>Delivery mechanism and scale of funding</p>	<p>-</p>
<p>How are proposals considered?</p>	<p>The Mott Foundation funds grants in the United States and, on a limited geographic basis, internationally. While we’re open to new ideas and projects, funding for unsolicited requests is very limited. If you’re interested in submitting an idea to us for funding, the first step is to complete a letter of inquiry (LOI) form. Your LOI will help our program staff determine the relevance of your proposed project to our programs and provide you with advice on whether to submit a full proposal.</p> <p>Prior to submitting an LOI, we ask you to learn more about our programs, funding interests, funding limitations and guidelines for organizations located outside the United States.</p> <p>If, after reviewing all of the information, you determine that your organization and project fit within our guidelines and interests, please click on the link at the bottom of this page to access the LOI form.</p> <p>What they do not fund</p> <ul style="list-style-type: none"> • No grants or loans to individuals. • No grants (except in the Flint area) for capital development, research, project replication or endowment unless these activities grow out of work already being funded by Mott. • No grants for religious activities or programs serving specific religious groups or denominations. However, faith-based organizations may submit inquiries if the project falls within our guidelines and serves a broad segment of the population. • No grants (except in the Flint area) for local projects unless they are part of a Mott-planned national demonstration or network of grants. • No grants for projects that duplicate, or significantly overlap, the work of federal, state or local governmental agencies. • Film and video projects, books, scholarships and fellowships rarely are funded.

(34) THE WEGE FOUNDATION

The Wege Foundation’s main focus is Western Michigan, mainly in Grand Rapids. Peter M. Wege, founder of the family foundation, feels strongly about keeping the mission local because it honors the wishes of his father Peter

Martin Wege, who created the Foundation’s resources. Peter Martin Wege founded Metal Office Furniture, today’s Steelcase, in 1912.

Peter Martin Wege’s metal-working genius and entrepreneurial gifts started the company that became the world’s largest producer of office furniture. As his son Peter M. Wege puts it, “Dad said the money was made right here in Grand Rapids by Steelcase and he wanted it to stay here to do all the good we can. I feel exactly the same way.”

Institution	The Wege Foundation
Official website	http://www.wegefoundation.com/
Who can apply?	As you consider submitting a grant application, please keep in mind your request should align with one of our five areas of interest (Education, Environment, Arts & Culture, Health Care, and Community Service) and should serve the Kent County area. If your project contains a capital campaign element, your project must be LEED certified.
Regional focus	Western Michigan
Objectives & activities	The Wege Foundation’s Mission is the Five Pillars, or areas of interest: Education, Environment, Arts & Culture, Health Care, and Human Services.
Delivery mechanism and scale of funding	-
How are proposals considered?	<p>The Wege Foundation accepts online applications twice a year, in the spring and fall, from any current 501(c)(3) organization. Our grant cycle is currently closed. Our grant cycle will open on January 3, 2017 and close on March 1st, 2017. Grantees will be notified on the status of their grant in late April.</p> <p>APPLICATION PROCESS</p> <ul style="list-style-type: none"> ▪ Complete our brief eligibility quiz at the bottom of this page for our grant link to become available. ▪ Submit a grant application through our online system. ▪ After the request has been submitted, one of our staff members may contact you for a meeting or site visit. <p>Proposals will be reviewed by our Grants Committee. You will be notified of a decision within one week following our committee meeting.</p>

(35) MAX M. AND MARJORIE S. FISHER FOUNDATION, INC.

The mission of the Max M. & Marjorie S. Fisher Foundation is to enrich humanity by strengthening and empowering children and families in need. While remaining flexible in our approach, we give priority to: Providing for the needs of and ensuring the future of the Jewish people and Respecting our legacy and commitment to the Detroit community. Areas of critical importance include education, arts & culture and health with particular attention to HIV/AIDS.

Institution	Max M. and Marjorie S. Fisher Foundation, Inc.
Official website	http://www.mmfisher.org/
Who can apply?	-
Regional focus	Detroit
Objectives & activities	In the Jewish tradition of tzedakah, the Foundation works to repair the world (tikkun olam) in partnership with organizations and volunteers who share their mission.

	<p>While remaining flexible in our approach, we give priority to: Providing for the needs of and ensuring the future of the Jewish people and Respecting our legacy and commitment to the Detroit community. Areas of critical importance include education, arts & culture and health with particular attention to HIV/AIDS.</p> <p>Providing for the needs of and ensuring the future of the Jewish people Strengthen the Jewish community in Detroit by fostering an increased connection children and families feel to their Jewish identity and Israel through educational and direct experience opportunities. Ensure the future of the Jewish people in Israel through supporting the education of the most at-risk youth. Priority will be given to olim and those families in greatest need. Strengthen the culture of tzedakah within the broader Jewish communal enterprise through supporting efforts to cultivate new philanthropic leaders and teaching children the value of tikkun olam.</p> <p>Respecting our legacy and commitment to the Detroit community...through education Prioritize a bookend strategy of supporting high quality early childhood education (improving kindergarten readiness and third-grade reading proficiency) and in aiding efforts to prepare students for college/career opportunities. Reinforce long-term educational success by supporting arts and health programs throughout the P-20 (prenatal through career) educational continuum.</p> <p>Respecting our legacy and commitment to the Detroit community...through arts & culture Promote a robust arts & culture environment through providing critical support for cornerstone cultural institutions and arts infrastructure groups to increase access for families and children in need. Reinforce long-term educational success by supporting arts programs throughout the P-20 (prenatal through career) educational continuum.</p> <p>Respecting our legacy and commitment...through health with particular attention to HIV/AIDS Provide a sustainable approach to economic empowerment for children and families infected and affected by conditions such as HIV/AIDS. Reduce health disparities by focusing on outreach efforts, prevention programs and testing initiatives in high risk populations. Encourage emerging health leaders to choose field-based and applied research.</p>
<p>Delivery mechanism and scale of funding</p>	<p>-</p>
<p>How are proposals considered?</p>	<p>With the exception of special projects, the Max M. & Marjorie S. Fisher Foundation is accepting applications by invitation only. As you can imagine, we receive far more requests for assistance than can be accommodated with limited funds. An organization interested in having the Foundation review a program in alignment with our mission and current social-impact areas is encouraged to submit an initial letter of inquiry by following this link.</p>

(36) WHIRLPOOL FOUNDATION

Whirlpool Foundation also follows our collective impact model and contributes to the social concerns found in our home communities through grants, volunteerism and leadership. These contributions enable our company to express our spirit of social responsibility by investing into the very communities that drive our success.

Institution	Whirlpool Foundation
Official website	http://www.whirlpoolcorp.com/whirlpool-foundation/
Who can apply?	-
Regional focus	-
Objectives & activities	-
Delivery mechanism and scale of funding	Strategic Grants: Through its strategic grants, Whirlpool Foundation identifies outstanding programs that are centered on qualify family life, cultural diversity and lifelong learning. Since the foundation's beginning, hundreds of organizations and programs have benefited from more than \$195 million in grants
How are proposals considered?	-

(37) HUDSON WEBBER FOUNDATION

Energy is critical to our quality of life and economic progress. DTE Energy is relied upon 24 hours a day, seven days a week, 365 days of the year to produce, acquire and deliver that energy, whether from traditional sources or from renewable and alternative technologies.

That makes them, in a sense, a company that never sleeps. At DTE Energy they believe that they have a greater responsibility. They believe that being part of a community means being involved in the fabric of that community. It means being a force for growth and prosperity in the communities that they serve. The DTE Energy Foundation, the charitable arm of DTE Energy, is integral to that mission.

Institution	Hudson Webber Foundation
Official website	http://www.hudson-webber.org/
Who can apply?	
Regional focus	
Objectives & activities	
Delivery mechanism and scale of funding	
How are proposals considered?	

(38) THE CARLS FOUNDATION

The William and Marie Carls Foundation was established in 1961 and was utilized by Bill and Marie Carls to implement their charitable activities. Until the time of her death, the activities of the Foundation were the primary responsibility of Marie Carls and thereafter, Bill Carls took an active role the management until his death in 1995. The Foundation shortened its name to The Carls Foundation in 1992.

Mr. Carls felt privileged and proud to be an American citizen, and considered his funding of the Foundation as a way to return benefits to his community and country, and as an expression of his appreciation for the great

opportunities which America afforded him. Close acquaintances of Mr. Carls also observed that throughout his life there were many instances of unobtrusive, private acts of generosity by him for the benefit of friends, employees and their families, and others in need.

Institution	The Carls Foundation
Official website	http://www.carlsfdn.org/
Who can apply?	No grants to individuals, for endowments, publications, conferences, seminars, film, fellowships, educational loans, travel, research, playground structures or athletic facilities, nor underwriting special events.
Regional focus	Michigan
Objectives & activities	<p>The Carls Foundation has broadly defined charitable purposes, but the principal purpose and mission of the Foundation as outlined by its donor-founder and its Trustees is as follows:</p> <ul style="list-style-type: none"> ■ Children’s Welfare (primarily in Michigan) including: <ul style="list-style-type: none"> Health care facilities and programs, with special emphasis on the prevention and treatment of hearing impairment; Recreational, educational and welfare programs especially for children who are disadvantaged for economic and/or health reasons; and ■ Preservation of natural areas, open space and historic buildings and areas having special natural beauty or significance in maintaining America’s heritage and historic ideals, through assistance to land trusts and land conservancies and directly related environmental educational programs.
Delivery mechanism and scale of funding	Capital grants, limited budget support, start up/seed money and multi year grants.
How are proposals considered?	<p>The Carls Foundation has no formal application for grant requests. A letter of inquiry is not required and phone calls are welcome. A request for funds should minimally include the following:</p> <ul style="list-style-type: none"> ■ Cover letter signed by the chief executive officer briefly stating the reason and the amount requested, ■ Project description and budget, ■ Organization history, ■ Pertinent financial data for the organization, ■ Amount requested, ■ Evidence of tax status; copy of the Internal Revenue Service exemption letter

(39) ROLLIN M. GERSTACKER FOUNDATION

The Rollin M. Gerstacker Foundation was founded by Mrs. Eda U. Gerstacker in 1957, in memory of her husband. Its primary purpose is to carry on, indefinitely, financial aid to charities of all types supported by Mr. and Mrs. R.M. Gerstacker during their lifetimes. These charities are concentrated in the states of Michigan and Ohio.

Institution	Rollin M. Gerstacker Foundation
Official website	http://www.gerstackerfoundation.org/
Who can apply?	-
Regional focus	Michigan and Ohio
Objectives & activities	<p>Granting Areas</p> <p>Midland’s Downtown & Riverfront To avoid the trend of downtown decline, the Gerstacker Foundation has taken a</p>

leading role in the renaissance of Midland’s downtown and riverfront. It and other contributors have realized a vision to transform downtown Midland into a vibrant hub of business and recreational activity. Attractions include the Tridge, Gerstacker Sprayground, Pere Marquette Rail-Trail, Riverside Place senior housing, Farmer’s Market, skate park, conference center and hotel, canoe livery and Currie Golf Course – all enjoyed by thousands of residents and visitors every year.

Affordable Housing

For most people, growing old means less income and mobility, which is why many move into senior citizen housing – if it’s available. Thanks in part to Eda Gerstacker’s determination, Midland County has outstanding, affordable housing for the elderly – including The King’s Daughters Home, Washington Woods, Riverside Place and Pere Marquette Senior Estates in Coleman. Senior housing remains a cornerstone of Gerstacker Foundation giving and has led to the support of related activities, such as the Affordable Housing Alliance, Habitat for Humanity and Midland Area Homes.

Family Services

Today’s families face a growing number of social and economic challenges that can’t be resolved through government funding alone. To help address those challenges, the Gerstacker Foundation contributes heavily to organizations that unite families, prevent violence, address disabilities, stop substance and physical abuse, and promote educational opportunities. Examples include the Foundation’s support of three Midland-area community and family centers: the David Reece Memorial Fund, the Ten-Sixteen Treatment Centers and the Council on Domestic Violence and Sexual Assault.

Local Schools

Inspiring and maintaining a love for education is no easy feat. It’s made easier, however, with contributions from the Gerstacker Foundation, which has a long history of supporting K-12 education in Midland and other communities. Foundation funding enables the school system and teachers to initiate projects that would not otherwise be possible. These range from unique teaching activities and a new auditorium, to science additions, stadium upgrades and school renovations.

Higher Education

Eda Gerstacker, a teacher by profession, firmly believed in the value of a quality college education. In this spirit, the Gerstacker Foundation has supported more than 30 public and private colleges and predominantly African American colleges. Most college grantees are in Michigan and range from Albion, Alma and Northwood University to Michigan State University and the University of Michigan. Ohio colleges include Hiram and Wooster.

Faith-Based Initiatives

Although the Gerstacker Foundation is not affiliated with any single religious group, it applauds activities that benefit our communities and give our youth self-confidence and respect for others. It therefore supports several faithbased organizations that have similar goals, including the Salvation Army, SpringHill Camps, University of Michigan Hillel, Young Life, St. Brigid Catholic Church and the Bethany Presbyterian Church in Cleveland – an inner-city mission church that Eda Gerstacker attended.

Youth Activities

	<p>The work of the Gerstacker Foundation has always been focused on children, preparing them for lives of useful service. This has been done by funding activities that inspire leadership, and that also help troubled youth find the way. Examples include the Midland Soccer Complex, the Michigan 4-H Foundation, the Starr Commonwealth for Boys, Eagle Village, Big Brothers Big Sisters in the Heart of Michigan, and The ROCK Youth Center.</p> <p>Health Care and Advanced Research</p> <p>Two areas of major support from the Gerstacker Foundation are health care and advanced, non-profit research. The Foundation believes immediate care for physically and mentally impaired people is just as important as innovative research for future cures and treatments. More than 30 diverse health care organizations benefit from Gerstacker funding. These range from its largest grantee, MidMichigan Health, to the Association for Children’s Mental Health, Neighborhood Clinic, Arthritis Foundation, National Parkinson Foundation and Alzheimer’s Association.</p> <p>Environment and Conservation</p> <p>The Gerstacker Foundation is a strong believer in progress, but not at the expense of the environment. For this reason, the Foundation supports more than a dozen programs that educate the public and preserve the environment for centuries to come. Programs range from the Chippewa Nature Center and The Nature Conservancy to a unique Wildlife Recovery program, the Saginaw Bay Watershed Initiative, Little Forks Conservancy, Ducks Unlimited and American Farmland Trust.</p> <p>Arts & Culture</p> <p>To encourage creativity and provide enriching experiences, the Gerstacker Foundation supports a number of cultural endeavors in Midland and other communities. These include the Midland Center for the Arts, Matrix:Midland, Tridge Summer Concerts, Interlochen Center for the Arts, Brazosport Fine Arts Council (in Texas), The Dairy Center for the Arts (Boulder), Chinese Cultural Ongoing Program (Midland) and Michigan Jazz Trail Festival.</p> <p>Public Service</p> <p>The men and woman in public service work hard to enhance their communities, sometimes putting their own lives at risk. To support public service and fill the gaps in limited budgets, the Gerstacker Foundation offers funding to many worthy groups and programs, including the Michigan State Police, Midland County firefighters, Midland County Law Enforcement Center, Midland County D.A.R.E. group and the Bay Area Narcotics Enforcement Team.</p> <p>Public Policy Initiatives</p> <p>To preserve our democratic freedoms and way of life, the Gerstacker Foundation supports a variety of nonpartisan think tanks and other groups at the national and state levels. These organizations objectively evaluate public policy issues, and share their findings with decision makers and the public to help people make informed decisions. Grantees range from the American Enterprise Institute and the Mackinac Center for Public Policy to Economics America of Michigan, Chemical Heritage Foundation and the Heritage Foundation.</p>
Delivery mechanism and scale of funding	-
How are proposals	-

considered?	
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POTENTIAL CASE COMPETITIONS

(1) MORGAN STANLEY SUSTAINABLE INVESTING CHALLENGE

The Morgan Stanley Sustainable Investing Challenge harnesses the power of capital markets and student creativity to create positive impact in a world of perpetual resource scarcity and continued population growth. A pitch competition for graduate students, the Morgan Stanley Sustainable Investing Challenge focuses on developing institutional-quality investment vehicles that seek positive environmental or social impact and competitive financial returns.

The Morgan Stanley Sustainable Investing Challenge seeks to identify the next generation of sustainable finance practitioners, connect emerging leaders with industry professionals, and foster even greater emphasis on sustainability at graduate schools around the world.

Case Competition	Morgan Stanley Sustainable Investing Challenge
Official website	http://sustainableinvestingchallenge.org/
Who can apply?	Graduate students from around the world are invited to participate in the Morgan Stanley Sustainable Investing Challenge. Teams are limited to a maximum of four members, all of whom must be enrolled in a graduate program at the time of the prospectus submission, and the team cannot include more than one member who is pursuing an Executive MBA. A team may include members from different graduate schools. All ideas must be the original ideas of the team members.
Case Competition focus	<p>The Morgan Stanley Sustainable Investing Challenge seeks to identify outstanding proposals offering novel investment strategies to meet some of the most pressing global challenges ahead. As the world’s population approaches 9 billion people by the year 2050, the challenge of meeting human demand for scarce global resources will intensify. Finance has a key role to play in meeting this challenge. Moreover, an increasing number of institutional investors are seeking sustainable investment opportunities for their portfolios. Specifically, these investors seek to identify investment strategies that can meet the financial needs of their organizations by investing in funds, investment vehicles, or direct investments that are consistent with the principles of sustainability and impact. Teams are encouraged to think beyond venture capital fund vehicles and strategies.</p> <p>Institutions seeking investments may include but are not limited to:</p> <ul style="list-style-type: none"> • University Endowments • Retirement and Pension Funds • Family Foundations • Family Offices <p>The proposal must be a fit for an institutional investor who is seeking:</p> <ul style="list-style-type: none"> • Both competitive returns and positive social and/or environmental impact • Risk management that is commensurate with the target returns • Transparent performance metrics for both the financial and social return • Clear linkage between program outcomes and social impact <p>The institutions are open to multiple asset classes, including but not limited to:</p> <ul style="list-style-type: none"> • Private equity/venture capital • Real assets • Public equities • Fixed income securities • Microfinance lending and investing

	The Morgan Stanley Sustainable Investing Challenge is looking for innovative investment ideas that balance the tension between financial and social return rather than sacrifice either priority. There is no limitation on asset class or investment vehicle and teams are encouraged to think creatively. The focus is on investment vehicles and fund strategies versus companies.
Objectives & activities	Contestants must propose and defend a strategy that uses finance and investment tools to address an environmental or societal challenge. The competition is an opportunity to apply core finance principles to target the economic, social and environmental challenges that drive the field of sustainable investing. Pitches might focus on areas like water, energy, food, social mobility, climate change, education or healthcare, among others. Contestants are encouraged to apply the entire spectrum of investment tools, styles and asset classes.
Deadlines	February 24, 2016, 11:59PM
Awards	Overall First Place: \$10,000 Overall Runner-Up: \$5,000
How are proposals considered?	Teams of graduate students are invited to submit a two-page prospectus by February 24, 2016, 11:59PM CST that outlines an innovative financial vehicle that addresses a sustainability challenge and meets the requirements of an institutional investor. Each prospectus should appropriately address the guidelines provided. Ten finalist teams will be selected from the pool of submissions and announced by March 11, 2016. Finalists will present their proposals to a panel of judges at Morgan Stanley in Hong Kong on April 15, 2016. A panel of experienced investors and officers who currently manage pension funds, foundations, and institutional assets will review and judge the pitches.
Required Elements	<ul style="list-style-type: none"> • Investment thesis • Target geography • Size of addressable market • Estimate of scalability • Assumptions • Risk factors • Diagram of fund or instrument • Asset class and capital structure • Fees and incentives • Target investor pool(s) • Fund size • Investment size and investment criteria • Due diligence process • Returns and cash flows (If instrument requires concessionary returns, proposed migration path to achieving market rate returns) • Time horizon • Environmental or social impact • Metrics for social impact

(2) THE LEEDS NET IMPACT CASE COMPETITION

The Leeds Net Impact Case Competition (NICC) is the premiere MBA competition focused on solving real world sustainability business cases. NICC attracts top-rated business schools and future industry leaders to Boulder, Colorado for the two-day event. The competition is an opportunity to bring together students, executives and businesses that share a common commitment to sustainable business practices and financial returns.

Case Competition	The Leeds Net Impact Case Competition (NICC)
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Official website	https://sites.google.com/a/colorado.edu/nicc/
Who can apply?	<ul style="list-style-type: none"> - Teams are to be composed of four graduate students from each participating institution - A minimum of three students must be enrolled in your respective school's MBA program
Case Competition focus	Real world sustainability business cases
Objectives & activities	<p>First Round: The first round consists of an online submission of a short formatted PowerPoint presentation. The submission requires teams to creatively analyze a particular issue (which will be updated for Final Round). Teams, which consist of four students, will have 14 days to complete the case and return the deliverable to us for judging. Judging is done by Colorado business professionals and professors.</p> <p>Final and Championship Rounds: The final round will consist of the top 20 teams that advanced from the first round. These teams will be randomly assigned to five groups and compete against four teams for a place in the Championship round. Teams will be given the case, which is the same for both Final and Championship rounds, before they arrive in Colorado. Once in Colorado, the teams will be given an opportunity to ask CH2M HILL representatives one question per team that may help with their case analysis. On Saturday morning of the competition, teams will present their PowerPoint presentation to the final round judges. Five teams will qualify for the Championship round. These teams will present to a new set of judges comprised of C-Level executives from sustainability, energy and academia. The top three teams will be awarded a CASH Prize.</p>
Deadlines	<p>Registration Deadline: November 20, 2015 Case are sent to teams: November 21, 2015 PowerPoint Presentations due to be submitted: December 3, 2015 First Round: December 5, 2015 Notification of advancement to final round: December 8, 2014 Final Round case sent to teams: January 29, 2016 Final Round: February 12-13, 2016</p>
Awards	<p>\$10,000 - 1st Place Team \$5,000 - 2nd Place Team \$2,500 - 3rd place Team</p>
How are proposals considered?	Students have to solve the business case
Required Elements	<p>Overall Presentation Quality: Clarity and persuasiveness, content and delivery, and business acumen</p> <p>Solution/Proposal: Feasibility, creativity & innovation, and quantitative support</p> <p>Triple Bottom Line – Economic/Financial: Proposal addresses the economic components of the case and presents compelling financial support for solution</p> <p>Triple Bottom Line – Environmental: Proposal’s ability to minimize the impact on the local environment and eco-systems while addressing the questions presented in the case</p> <p>Triple Bottom Line – Social: Proposal’s ability to positively impact the community and local economy</p>

(3) MBK DETROIT INNOVATION CHALLENGE



Detroit’s rebirth is happening, but too many people remain trapped by circumstances that prevent them from reaching their full potential. Ensuring the inclusion of all Detroit residents, especially young men of color, is essential in our city’s recovery. The Skillman Foundation and the Campaign for Black Male Achievement have come together to launch a \$500,000 Innovation Challenge that invests in ideas for improving the outcomes of boys and young men of color in Detroit.

Case Competition	MBK Detroit Innovation Challenge
Official website	http://www.mbkdetroit.org/
Who can apply?	You do not have to live in Detroit to apply. However, your idea must address an issue that Detroit’s boys and young men of color face.
Case Competition focus	<p>The idea should address at least one of the outlined program goals.</p> <p>GOAL ONE: ENSURE ALL BOYS OF COLOR ARE READY FOR SCHOOL Research shows that a quality early education is key to a child’s school performance in the future. Our goal is that all boys of color enter school cognitively, physically, socially and emotionally ready. Consider how your ideas can:</p> <ul style="list-style-type: none"> - Increase enrollment in high-quality early childhood programs - Improve family engagement in literacy development - Remove health barriers to learning by implementing vision, hearing, dental, and asthma screenings <p>GOAL TWO: ALL BOYS OF COLOR ARE ENGAGED AND PROGRESSING IN SCHOOL To succeed academically, boys of color need to be in schools that have high expectations. They need to feel safe, supported and respected. Think about ways we can:</p> <ul style="list-style-type: none"> - Reduce suspension, expulsion, and absenteeism by working with school districts and parents - Foster cultural competence among teachers and administrators - Reduce violent crime committed by and on young people so they feel safe going to and from school - Strengthen youth development and mentoring opportunities with role models, coaches and caring adults <p>GOAL THREE: ALL YOUNG MEN OF COLOR ARE PREPARED FOR CAREER SUCCESS Detroit’s economy is on the rise, but how are we supporting our young men of color’s participation within it? We must work to ensure Detroit’s recovery is inclusive. How will your ideas:</p> <ul style="list-style-type: none"> - Increase career exposure and experience for young men of color within the business community - Strengthen higher education and career pathways at college and career academies - Support financial literacy so that young men of color can feel confident protecting and growing their assets <p>GOAL FOUR: ALL MEN OF COLOR ARE PARTICIPATING IN THE NEW ECONOMY As new industries emerge in Detroit, we must make sure the jobs associated with</p>

	<p>them are not out of reach for our city’s young men of color.</p> <p>Consider how your ideas can:</p> <ul style="list-style-type: none"> - Create career ladders, support programs and inclusive strategies within major employers - Accelerate the growth of businesses owned by young men of color, through venture capital funds, training and mentoring <p>GOAL FIVE: ALL BOYS AND MEN OF COLOR ARE SUPPORTED IN OUR COMMUNITY</p> <p>It’s important to strengthen our community supports for young men of color. That means connecting our efforts at all levels and building a new media narrative.</p> <p>How will your ideas help:</p> <ul style="list-style-type: none"> - Support a positive community narrative that allows young men of color to see themselves in positive role models - Create a network that shares best practices across government and community stakeholders
Objectives & activities	The Skillman Foundation and the Campaign for Black Male Achievement have come together to launch a \$500,000 Innovation Challenge that invests in ideas for improving the outcomes of boys and young men of color in Detroit.
Deadlines	Submit an Idea: February 12 - March 21 @ Noon
Awards	<ul style="list-style-type: none"> - 20 teams invited to test out your idea with \$5,000 for eight weeks - Five teams will be chosen to scale their idea with \$50,000 (recipients of the \$50,000 award must have a nonprofit act as a fiduciary)
How are proposals considered?	<p>Submit an Idea (February 12 - March 21 @ Noon)</p> <p>Submit an idea that helps improve outcomes for boys and young men of color in Detroit.</p> <p>Invitation to Round 2 (April 8 – May 1)</p> <p>If your idea is selected, you’ll get invited to fill out an application that presents more details about your idea and what you hope to accomplish. You’ll also get tools to help you define your hypothesis and ground your work in your end user.</p> <p>Prototype & Test (May 30 – July 15)</p> <p>Be one of 20 teams invited to test out your idea with \$5,000 for eight weeks. You’ll get access to technical assistance along with tools and advisors to help with prototype development to make sure your team is headed down the right path.</p> <p>Pitch to Panel (Week of July 18)</p> <p>Next you’ll present your idea to a panel of community members, including boys and young men of color. Five teams will be chosen to scale their idea with \$50,000.</p> <p>Expand & Scale (July 25 - November 11)</p> <p>If your team moves on, you’ll work on bringing your idea to life. You’ll attend several skill-building workshops to help with topics like design research and storytelling. Plus you’ll get hooked up with mentors, advisors and a suite of technical assistance including developers, designers and builders.</p>
Required Elements	N/A

(4) SOCIAL IMPACT CHALLENGE

The premiere MBA competition focused on solving real world sustainability business cases. NICC attracts top-rated business schools and future industry leaders to Boulder, Colorado for the two-day event. The competition is an opportunity to bring together students, executives and businesses that share a common commitment to sustainable business practices and financial returns.

Case Competition	Social Impact Challenge – Center for Social Impact, University of Michigan
Official website	http://socialimpact.umich.edu/programs-activities/social-impact-challenge/
Who can apply?	<ul style="list-style-type: none"> - Teams are to be composed of four graduate students from each participating institution - A minimum of three students must be enrolled in your respective school's MBA program
Case Competition focus	Real world sustainability business cases
Objectives & activities	<p>First Round: The first round consists of an online submission of a short formatted PowerPoint presentation. The submission requires teams to creatively analyze a particular issue (which will be updated for Final Round). Teams, which consist of four students, will have 14 days to complete the case and return the deliverable to us for judging. Judging is done by Colorado business professionals and professors.</p> <p>Final and Championship Rounds: The final round will consist of the top 20 teams that advanced from the first round. These teams will be randomly assigned to five groups and compete against four teams for a place in the Championship round. Teams will be given the case, which is the same for both Final and Championship rounds, before they arrive in Colorado. Once in Colorado, the teams will be given an opportunity to ask CH2M HILL representatives one question per team that may help with their case analysis. On Saturday morning of the competition, teams will present their PowerPoint presentation to the final round judges. Five teams will qualify for the Championship round. These teams will present to a new set of judges comprised of C-Level executives from sustainability, energy and academia. The top three teams will be awarded a CASH Prize.</p>
Deadlines	<p>Registration Deadline: November 20, 2015 Case are sent to teams: November 21, 2015 PowerPoint Presentations due to be submitted: December 3, 2015 First Round: December 5, 2015 Notification of advancement to final round: December 8, 2014 Final Round case sent to teams: January 29, 2016 Final Round: February 12-13, 2016</p>
Awards	<p>\$10,000 - 1st Place Team \$5,000 - 2nd Place Team \$2,500 - 3rd place Team</p>
How are proposals considered?	Students have to solve the business case
Required Elements	<p>Overall Presentation Quality: Clarity and persuasiveness, content and delivery, and business acumen</p> <p>Solution/Proposal: Feasibility, creativity & innovation, and quantitative support</p>

	<p>Triple Bottom Line – Economic/Financial: Proposal addresses the economic components of the case and presents compelling financial support for solution</p> <p>Triple Bottom Line – Environmental: Proposal’s ability to minimize the impact on the local environment and eco-systems while addressing the questions presented in the case</p> <p>Triple Bottom Line – Social: Proposal’s ability to positively impact the community and local economy</p>
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CROWDFUNDING SITES

(1) GOFUNDME

GoFundMe is a fundraising platform that allows users to source funds for personal or professional projects. The site takes five percent of each donation, but is free to the user and easily syncs with social media.

Website: <https://www.gofundme.com/>

(2) KICKSTARTER

Kickstarter is a fundraising platform for creative projects. It is famous for its "all or nothing" policy of funding, wherein users are not charged for their pledges until the fundraiser reaches the pre-set goal for the project.

Website: <https://www.kickstarter.com/>

(3) INDIEGOGO

Indiegogo is a fundraising platform used by artists, musicians, entrepreneurs and humanitarians to finance projects. It has flexible billing options, integrated data and marketing tools available for its users.

Website: <https://www.indiegogo.com/>

(4) FUNDABLE

Fundable was created exclusively to help entrepreneurs raise capital to launch new businesses. Project backers may be offered equity in the company as opposed to the typical rewards associated with crowdsourced projects.

Website: <https://www.fundable.com/>

(5) CIRCLEUP

CircleUp is an online investing platform to help companies based in the Unites States find backers. All of the companies make a tangible product and most provide samples to give back to the backers who invest in them.

Website: <https://circleup.com/>

(6) MICROVENTURES

MicroVentures combines venture capital with crowdfunding options for startups. Founded in 2009, MicroVentures allows angel investors to back projects, all of which are vetted at similar rates to venture capitalists.

Website: <https://microventures.com/>

(7) YOUCARING

YouCaring is a fundraising platform specifically designed to fund personal expenses including adoption, medical bills, funeral expenses and tuition. Users incur a charge from the donation processor, but the site is free.

Website: <https://www.youcaring.com/>

(8) CROWDRISE

CrowdRise calls itself "the world's largest community for raising money for great causes." It emphasizes global citizenship and the influence social media has, and it requires no campaign deadlines or minimum goals.

Website: <https://www.crowdrise.com/>

(9) KIVA

Kiva is a nonprofit organization that allows people to finance loans individually or in teams. The loans are offered at affordable interest rates to low-income or underserved populations in 86 countries around the world.

Website: <https://www.kiva.org/>

(10) ROCKETHUB

RocketHub is one of the more popular crowdfunding sites after Kickstarter and Indiegogo and has a great support system with the crowdfunding site's Success School series. The platform offers the flexible funding model where you keep any pledges made whether you meet the funding goal or not.

Website: <http://rockethub.com/>