2019 ANNUAL REPORT





A group of cyclists along the Empire State Trail between the new Ralph C. Wilson, Jr. Gateways in Lockport and Tonawanda. -

N

ET an

3

1 db la 1 db Re

TABLE OF CONTENTS

MISSION	A LETTER FROM OUR LEADERSHIP 4
2019 AUDITED FINANCIALS8TRUSTEES AND STAFF12ACTIVE LIFESTYLES14CAREGIVERS26ENTREPRENEURSHIP &ECONOMIC DEVELOPMENT34PREPARING FOR SUCCESS46	MISSION
TRUSTEES AND STAFF12ACTIVE LIFESTYLES14CAREGIVERS26ENTREPRENEURSHIP &ECONOMIC DEVELOPMENT34PREPARING FOR SUCCESS46	REGIONS SERVED7
ACTIVE LIFESTYLES	2019 AUDITED FINANCIALS 8
CAREGIVERS	TRUSTEES AND STAFF 12
ENTREPRENEURSHIP & ECONOMIC DEVELOPMENT	ACTIVE LIFESTYLES 14
ECONOMIC DEVELOPMENT	CAREGIVERS
PREPARING FOR SUCCESS46	
	NONPROFIT SUPPORT & INNOVATION



Algonquin Sports for Kids | Soccer for Success (WNY)

DEAR FRIENDS,

Considering the life passion of our founder, Ralph C. Wilson, Jr., it is difficult to avoid the occasional use of a football metaphor when describing the work of the Foundation that carries his name. A good example is thinking about our twenty-year life span as the equivalent of a game clock, and as we closed out 2019, the whistle sounded marking the end of our first quarter.

To carry out his legacy, Ralph Wilson left behind a very large bequest to the Foundation. But beyond appointing his four Life Trustees and mandating the spend-down model, he intentionally empowered those Trustees to decide just how his gift was to be distributed. He wisely expressed to them that what we know today will not necessarily inform the Foundation in the changing circumstances and conditions of tomorrow. And those conditions could not be changing more rapidly as we pen this letter amidst both a global pandemic and the long-overdue push for racial equity and iustice in our country that has affected and will continue to affect our communities in ways we are just beginning to process and understand.

Looking back, during our first five years, we were deeply engaged in how the Foundation's efforts blend with those of our teammates and partners within the communities we serve. The original game plan established by our Trustees has given us a great start. This first quarter of the Foundation's existence required a measured effort to understand the nuances of the field of play, as we concentrated on the landscape of needs and opportunities within each of our mission focus areas, all the while making grants and testing ideas. Throughout 2019, our team began to narrow and refine our grantmaking strategies in ways that we believe will provide the greatest opportunity to work collaboratively within our two regions to make a lasting and positive impact.

The urgency our team has felt from the very beginning of our work has only been amplified by the magnitude of the challenges we're likely to face during the second quarter of our spend-down timeline. Undoubtedly, we will need to make more adjustments, confirming Ralph Wilson's wisdom in expecting his appointed Trustees to continually read the field and adapt our work accordingly. Our small, but committed team is up for the challenge and humbled by the opportunity to play a role in advancing the quality of life of these two regions beloved by Mr. Wilson.

In partnership,

Leque Dila

EUGENE DRIKER Chairman & Life Trustee

DAVID O. EGNER President & CEO



OUR MISSION

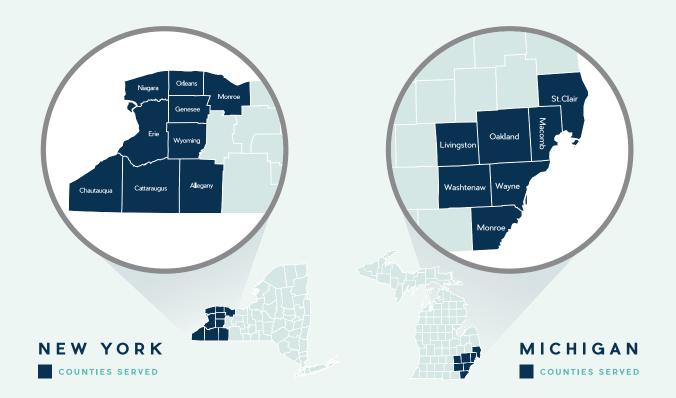
RALPH C. WILSON, JR. BELIEVED TO MAKE EFFECTIVE CHANGE, EFFORTS SHOULD MAKE AN IMPACT FROM THE START, YET CARRY LONG INTO THE FUTURE. TO DO BOTH, HE EARMARKED A PORTION OF HIS ESTATE AND THE EVENTUAL SALE OF HIS BELOVED BUFFALO BILLS TO FUND HIS NAMESAKE FOUNDATION.

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 unshakable community focus. 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 strive to match the urgency that people in need feel every day with community investments that consider both immediate and long-term benefit.

OUR TIME IS SHORT. BUT WE HAVE A STEADFAST COMMITMENT TO WORKING WITH COMMUNITY CHANGE-MAKERS TO MAKE A LONG-TERM IMPACT.



REGIONS SERVED



STATEMENT OF INCOME, EXPENSES & CHANGES IN NET ASSETS

INCOME	DEC 31, 2019	DEC 31, 2018	
Contributions	\$76,000,065	\$500,000	
Net realized gains (losses) on investments	\$11,085,411	44,235,139	
Interest and dividend income	\$21,690,595	\$24,739,923	
Net unrealized gains on investments	\$152,458,128	(\$157,612,670)	
Total income	\$261,234,199	(\$88,137,608)	
EXPENSES	DEC 31, 2019	DEC 31, 2018	
Program services:			
Grants	\$118,829,576	\$65,022,517	
Program support costs	\$10,109,247	\$8,371,472	
Total program services	\$128,938,823	\$73,393,989	
Supporting services:			
General and administration	\$1,427,288	\$1,418,234	
Federal excise and other taxes	\$1,246,041	\$669,166	
Total supporting services	\$2,673,329	\$2,087,400	
Total expenses	\$131,612,152	\$75,481,389	
Total expenses	\$131,012,132	\$155 701 ,507	
UNRESTRICTED NET ASSET INCREASE	\$129,622,047	(\$163,618,997)	
NET ASSETS - Beginning of year	\$1,137,896,666	\$1,301,515,663	
	\$1,1 <i>37</i> ,670,000	#1,501,513,005	
NET ASSETS - End of year	\$1,267,518,713	\$1,137,896,666	

BALANCE SHEET

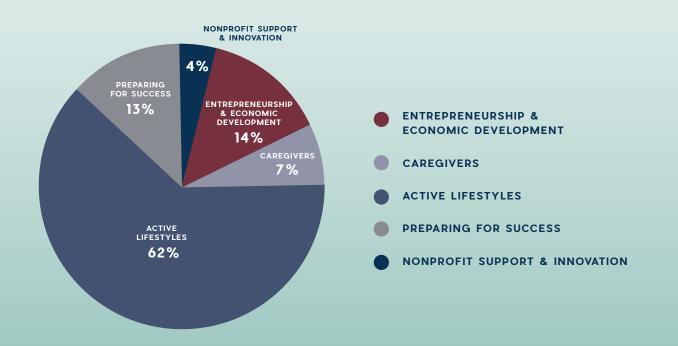
ASSETS	DEC 31, 2019	DEC 31, 2018
Cash and cash equivalents	\$31,777,609	\$6,671,212
Investments at fair value	\$1,233,122,369	\$1,128,649,737
Leasehold improvements and equipment	\$2,618,735	\$2,575,717
Total assets	\$1,267,518,713	\$1,137,896,666

LIABILITIES AND NET ASSETS

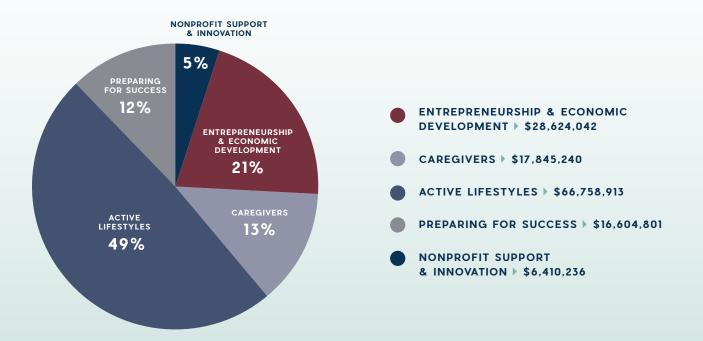
Liabilities	-	_
Net Assets - Without donor restrictions	\$1,267,518,713	\$1,137,896,666
Total liabilities and net assets	\$1,267,518,713	\$1,137,896,666

INCEPTION TO DATE (2015-2019) GRANTS COMMITTED

FOCUS AREAS	TOTAL GRANTED	# OF GRANTS
Entrepreneurship & Economic Development	\$80,652,940.70	77
Caregivers	\$37,967,613.00	46
Active Lifestyles	\$344,567,738.47	134
Preparing for Success	\$70,956,433.19	167
Nonprofit Support & Innovation	\$21,231,747.00	63
Legacy	\$59,265,000.00	86
Grand Total	\$614,641,472.36	573



2019 TOTAL APPROVED & COMMITTED GRANTS



	WESTERN NEW YORK	SOUTHEAST MICHIGAN	OUTSIDE OF GEOGRAPHY	
	\$59,916,583.32	\$75,199,649.85	\$1,127,000.00	
\$80,000,000.00				
\$70,000,000.00				
\$60,000,000.00				
\$50,000,000.00				
\$40,000,000.00	45%	55%		
\$30,000,000.00	- 70	3370		
\$20,000,000.00				
\$10,000,000.00				
\$0.00				

TOTAL

OUR TEAM

TRUSTEES

DAVID COLLIGAN, Trustee EUGENE DRIKER, Chairman & Life Trustee W. FRANK FOUNTAIN, Trustee JEFFREY C. LITTMANN, Life Trustee JERRY MAZURKIEWICZ, Trustee MARY OWEN, Life Trustee MARY WILSON, Life Trustee

COUNCIL OF MICHIGAN FOUNDATIONS PHILANTHROPY FELLOWS

JESSE FRIEDMAN OLIVIA VADEN

MARGARET ZIMMER

STAFF*

DEBORAH BARNEY, Grants Manager JAMES BOYLE, Vice President of Programs & Communications LAVEA BRACHMAN, Vice President of Programs **TYESHIA CAMPBELL**, Administrative Assistant MARY CONWAY, Receptionist **CAROL DAVIS**, Executive Assistant MAURA DEWAN, Vice President of Corporate Affairs SUSAN DUNDON, Senior Program Officer **AVERY EENIGENBURG**, Learning Officer **DAVID O. EGNER.** President & CEO JANELLE GREENE-TODD. Communications Associate **AMY PARTRIDGE**, Grants Management Associate **ERIC PHAMDO**, Program Officer **DONNA SALIVE**, Executive Assistant **AMBER SLICHTA**, Vice President of Programs **CARLY STRACHAN**, Communications Officer JAMES TIGHE, Director, Parks & Trails Initiative

MALIA XIE, Program Officer



As Buffialo Bills founder, he rallied a region around the sport he loved, bringing its people closer together. We honor that legacy in public spaces that connect people and communities.



ACTIVE LIFESTYLES

Rutherford Pool | Ypsilanti, Michigan

PEOPLE OF ALL AGES need access to public spaces in their community that encourage and welcome active lifestyles.

Play is an essential part of a child's social and emotional development and by supporting access to safe spaces and programs that get kids physically active and moving, the Foundation aims to introduce lifelong healthy habits through its **YOUTH SPORTS & RECREATION** grantmaking. Spanning all generations, the Foundation's investments in **PARKS, TRAILS & GREEN DESIGN** look to connect people and communities to each other, nature and recreation.

PARKS, TRAILS & GREEN DESIGN 2019 GRANT COMMITMENT HIGHLIGHTS

Connecting people and communities to each other, nature and recreation by developing two signature parks, filling regional trail gaps and promoting sustainable water practices.

BELLE ISLE CONSERVANCY ▶ \$450,000 Southeast Michigan

To support a multi-modal island transportation and mobility study in partnership with Michigan Department of Transportation and Michigan Department of Natural Resources.

BUFFALO OLMSTED PARKS CONSERVANCY ▶ \$3,035,000 Western New York

To provide match funding for capital projects and support for ongoing operations.

BUFFALO URBAN DEVELOPMENT CORPORATION > \$3,900,000 Western New York

To support the schematic design, design development and site due diligence for the transformation of the City of Buffalo's LaSalle Park into the Ralph C. Wilson, Jr. Centennial Park.

BUFFALO URBAN DEVELOPMENT CORPORATION > \$2,800,000

Western New York

To support organizational capacity for long-range planning and project coordination for the improvements to Ralph C. Wilson, Jr. Centennial Park and coordinated development on Buffalo's Downtown Waterfront.

CHARLES H. WRIGHT MUSEUM OF AFRICAN AMERICAN HISTORY > \$75,000

Southeast Michigan

To support the implementation of on-site green stormwater infrastructure technologies and practices, and provide community engagement activities on the importance or water stewardship and sustainability.

COMMUNITY FOUNDATION FOR GREATER BUFFALO → \$300,000 Western New York

To support the continued community engagement, outreach and communications for the Ralph C. Wilson, Jr. Centennial Park.

COMMUNITY FOUNDATION FOR GREATER BUFFALO → \$175,000 Western New York

To support the technical assistance to the Buffalo Sewer Authority in order to structure an Environmental Impact Bond and Rain Check 2.0 Green Infrastructure Grant Program.

COMMUNITY FOUNDATION OF GREATER ROCHESTER > \$408,000 Southeast Michigan

To support the construction of a replacement pedestrian bridge along the Paint Creek Trail and resurfacing of the 8.9-mile long trail.



Trail progress with new segments recently added to the Border-to-Border Trail in Washtenaw County and the Michigan Air Line Trail in Wixom, MI.

COMMUNITY FOUNDATION OF GREATER ROCHESTER > \$564,000

Southeast Michigan

To support the development of Innovation Hills, a trail gateway and inclusive playground, along the Clinton River Trail.

COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN > \$45,000 Southeast Michigan

To support the Regional CEO's Public Spaces Initiative.

COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN > \$1,000,000

Southeast Michigan

To support the Oudolf Garden Detroit Endowment Fund.

DETROIT ECONOMIC GROWTH ASSOCIATION > \$100,000

Southeast Michigan To support planning for the Joe Louis Greenway.

DETROIT RIVERFRONT CONSERVANCY > \$5,700,000 Southeast Michigan

To support the connection linking the East Riverfront to the West Riverfront and May Creek Greenway.

The new Ralph C. Wilson, Jr. Gateway to the Empire State Trail at Buffalo Harbor State Park in New York.

EMPIRE STATE TRAIL

READ CHIESON C

TEWA

Buffalo

Buffalo



The new Fort Street Bridge Park Gateway on the future Rouge River Greenway and Iron Belle Trail in southwest Detroit.

FRIENDS OF THE DETROIT RIVER → \$1,883,600

Southeast Michigan

To support the planning and development of the Downriver Linked Greenway and Rouge River Greenway trail projects.

GREEN OPTIONS BUFFALO ▶ \$560,000 Western New York

To support a feasibility study and community engagement for the Southern Tier Trail.

MICHIGAN PHYSICAL FITNESS, HEALTH AND SPORTS FOUNDATION > \$2,662,300 Southeast Michigan

To support the construction of the southern terminus trailhead for the Iron Belle Trail on Belle Isle Park, and the creation of a six-mile non-motorized loop trail.

NATURAL HERITAGE TRUST → \$6,400,000 Western New York

To support improvements to the Genesee Valley Greenway and the Shoreline Trail.

ROCHESTER AREA COMMUNITY FOUNDATION → \$2,000,000

Western New York

To support the Brockport Loop that connects the village of Brockport and the College at Brockport through a simple set of trail extensions, park improvements, and new and improved bridges over the Erie Canal.

THE TRUST FOR PUBLIC LAND ▶ \$495,000 Western New York

To create the City of Buffalo Parks and Recreation Master Plan.

YOUTH SPORTS & RECREATION 2019 GRANT COMMITMENT HIGHLIGHTS

Supporting access to safe spaces and programs that get kids physically active and moving.

ALLEN PARK CITIZENS CIVIC FUND > \$400,000

Southeast Michigan

To support renovations at the Allen Park Community Center.

THE ASPEN INSTITUTE SPORTS & SOCIETY PROGRAM > \$525,000

Southeast Michigan/Western New York

To develop and produce the creative elements for a marketing campaign that encourages youth sports participation and points parents to helpful resources.

BING YOUTH INSTITUTE, INC. ▶ \$10,000

Southeast Michigan

To support a summer basketball camp.

BOYS & GIRLS CLUBS OF BUFFALO ▷ \$4,500,000

Western New York

To support a collaborative of Boys & Girls Clubs in WNY.

BOYS & GIRLS CLUBS OF SOUTHEASTERN MICHIGAN > \$2,000,000

Southeast Michigan

To support the BGCSEM as they reposition the clubs to become multi-generational community hubs that support the whole family, and offer programs that are relevant to the interests and needs of youth.

BUFFALO & ERIE COUNTY PUBLIC LIBRARY ▶ \$256,600 Western New York

To support an equipment sharing pilot in Buffalo.

BUFFALO CITY SWIM RACERS > \$290,000

Western New York To support a learn-to-swim program in Buffalo.

BUFFALO SABRES FOUNDATION → \$50,000

Western New York To support strategic planning and programming at a community center.

CITY OF SALAMANCA → \$140,513 Western New York

To enhance the safety and functionality of a public park.

COMMUNITY FOUNDATION FOR GREATER BUFFALO → \$1,611,750

Western New York To support *Built to Play* playgrounds.

COMMUNITY FOUNDATION FOR GREATER BUFFALO ▶ \$500,000 Western New York

To support the development and implementation of projects identified by Project Play WNY.

COMMUNITY FOUNDATION FOR GREATER BUFFALO → \$210,900

Western New York

To support strategies identified by the Project Play WNY Advisory Council and working groups to address findings of the *State of Play* report.

COMMUNITY FOUNDATION FOR GREATER BUFFALO ▶ \$615,000

Western New York

To support the Green Skatepark Initiative which provides funds for *Built to Play* grant recipients to add environmentally friendly features in skatepark design.

COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN → \$1,611,750

Southeast Michigan

To support Built to Play playgrounds.

COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN > \$615,000

Southeast Michigan

To support the Green Skatepark Initiative which provides funds for *Built to Play* grant recipients to add environmentally friendly features in skatepark design.

COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN ▷ \$1,340,000

Southeast Michigan To fund the *SportPort* equipment sharing pilot.

DAEMEN COLLEGE > \$220,000 Western New York

To support the expansion of a unified sports sampling and mentoring program.

DDP BIKE SHARE CORPORATION > \$500,000

Southeast Michigan

To expand the MOGO bike sharing program regionally.

DETROIT PISTONS FOUNDATION ▶ \$200,000

Southeast Michigan

To support community engagement and programming in Detroit parks.

GIRLS ON THE RUN OF BUFFALO, INC. ▶ \$303,000 Western New York

To reduce financial barriers to participation in a girl-focused youth sports program.

GLOW YMCA INC./ DBA ORLEANS COUNTY YMCA > \$25,000

Western New York

To purchase equipment and provide recreational programming along the Erie Canal.

GOOD SPORTS > \$250,000 Southeast Michigan/Western New York

To pilot an equipment fund with Good Sports to provide new sports equipment, apparel and footwear to youth sports nonprofits.

MICHIGAN PHYSICAL FITNESS, HEALTH AND SPORTS FOUNDATION > \$150,000

Southeast Michigan

To pilot a pedestrian safety campaign in Southeast Michigan.

NCCC FOUNDATION → \$400,000 Western New York

To expand a girls volleyball program in Niagara Falls and North Tonawanda.

PLAYWORKS EDUCATION ENERGIZED → \$10,000 Southeast Michigan

To sponsor the Get in the Game event.

POLICE ATHLETIC LEAGUE OF BUFFALO, INC. > \$17,500 Western New York

To support a Lifeguard Certification Program.

ROCHESTER AREA COMMUNITY FOUNDATION ▶ \$460,000 Western New York

To support the renovation of an indoor training facility.

VICTORY SPORTS GLOBAL OUTREACH, INC. > \$20,500

Western New York To support the piloting of Project Play WNY Ball Bins.

YMCA OF METROPOLITAN DETROIT > \$2,500,000

Southeast Michigan

To support the mobile component of the *SportPort* equipment sharing pilot.

YMCA OF METROPOLITAN DETROIT ► \$300,000

Southeast Michigan

To support the Detroit Outdoors Collaborative in providing outdoor experiences for youth in the Detroit area.

On May 5, 2019, Project Play WNY hosted its first "Free Play Challenge Event" at the ADPRO Sports Training Center and welcomed more than 500 children and families to sample over 12 sports throughout the day.

"DON'T RETIRE, KID" LAUNCHES WITH ESPN AND THE ASPEN INSTITUTE

If 62% of kids have given up on sports, what are we doing wrong? That is a question, among many others, that the Foundation and our partners at the Aspen Institute and ESPN asked during the "Don't Retire, Kid" campaign that launched in the summer of 2019.

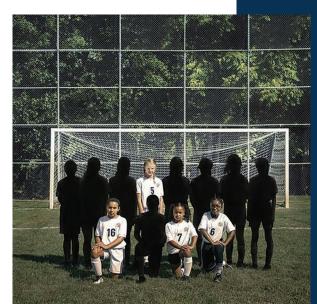
This national public awareness campaign drew attention to the fact that too many children are "retiring" from sports prematurely, due in part to pressure from adults and from pressure on families to cover the escalating costs of participating. According to studies commissioned by the Aspen Institute, most kids drop out of sports at age 11 and most often because they weren't having fun anymore.

Locally, the Foundation expanded on the television PSA campaign by adding print, radio, outdoor and digital advertisements with a goal of getting the attention of parents, coaches and youth sport providers to self-reflect on how we can change the current youth sports culture and system which has become too focused on making money, grooming the next super star athlete or winning championships. Basically, picking winners and losers before kids have even grown into their interests or bodies.



The campaign also helped to point parents, coaches and other stakeholders in our two regions to a host of resources that have been developed through the national Project Play initiative – and locally through our Project Play: Southeast Michigan and Project Play: Western New York partners to help get and keep kids active in the game. These included free online coaches training programs, a healthy sport index, equipment sharing programs, "Free Play" activity opportunities and more.

To learn more about our Project Play initiatives, visit: ProjectPlaySEMI.org or ProjectPlayWNY.org.



65% of low-income kids don't play sports. Let's remove the barriers, not the kids.

ProjectPlaySEMI.org

#DONTRETIREKID RW RALPHCWILSON JR.

WHAT IS THE COST OF YOUTH SPORTS COSTING US?

65% of low-income kids don't play sports. Let's change that.

VISIT PROJECT PLAY TO LEARN MORE >>



#DONTRETIREKID



CAMPAIGN HIGHLIGHTS

Campaign kicked-off in August 2019 with PSA and tweet from Kobe Bryant and an interview on SportsCenter about the campaign and Project Play initiative.

Articles on the campaign appeared in regional news outlets and publications and nationally across every major TV news network and many online outlets.

Tweets and video messages from pro athletes including: Josh Allen, Blake Griffin, Swin Cash, Cassius Winston, Clayton Kershaw, Cody Bellinger, Kerri Walsh Jennings and many more. Pro-team engagement and activations with the Detroit Lions, Buffalo Bills, Detroit Pistons and Buffalo Sabres.

Regional campaign generated more than 45 million impressions in SEMI and WNY.

The regional Project Play websites received more than 30,000 visitors each month on average.

Ralph C. Wilson, Jr. Foundation awarded ESPN 2020 Humanitarian Award as Philanthropist of the Year.



-DiavSEMI.org



#DONTRETIREKID RV RALPHC.WILSO

CAREGIVERS

C

Hearts & Hands (WNY)

THERE ARE MORE THAN 41.8 MILLION FAMILY

MEMBERS—spouses, daughters, sons, grandchildren and friends in the United States caring for older adults, a number that will grow dramatically in the coming years. And while many don't call themselves "caregivers," they often share that providing care for a loved one is a rewarding, yet challenging journey—one they wouldn't change, but one that requires broad communities of support to succeed.

The Foundation is investing in supporting a caregiver's journey by elevating the importance of their efforts, strengthening those communities and networks, and by supporting providers whose resources and expertise can make the challenging journey more rewarding and easier to navigate.

Similarly, paid caregivers are in more demand than ever as the "Boomer" generation ages. Family and friends rely on direct care workers to complement their support, provide opportunities for respite and bring expertise to the journey. We aim to elevate their critical roles by highlighting the often-hidden value and contributions they make to families and communities every day. We'll do this by investing in efforts to make these jobs more desirable and rewarding with career paths designed to support their success and fill the growing demand.

CAREGIVERS 2019 GRANT COMMITMENT HIGHLIGHTS

AARP FOUNDATION > \$50,000

Southeast Michigan/Western New York

To support caregiver public policy initiatives.

AARP FOUNDATION > \$50,000 Southeast Michigan/Western New York

To engage key stakeholders and their organizations around the implementation of the CARE Act.

AARP FOUNDATION > \$200,000 Southeast Michigan/Western New York

To raise awareness of caregiving in Southeast Michigan and Western New York in partnership with Lafayette American to develop of a series of podcasts and two documentary films.

ALZHEIMER'S ASSOCIATION, WESTERN NEW YORK CHAPTER > \$139,700

Western New York

To support the implementation of "Communities Supporting Caregivers," a volunteer and community engagement program to serve family caregivers.

ANGELA HOSPICE HOME CARE, INC. ▶ \$62,800

Southeast Michigan

To support the implementation of the Faith Community Empowerment Project.

ARCHANGELS HEALTH LLC. ▶ \$782,000

Southeast Michigan/Western New York

To support the "Thank You Caregivers campaign," which seeks to engage community and create a shared language around caregiving and to support the expansion of a data platform to assess the intensity of caregiving experiences.

ASCENSION ST. JOHN FOUNDATION ▶ \$3,600,000 Southeast Michigan

To support a collaborative initiative between Ascension MI, Catholic Health and the Cleveland Clinic to improve retention rates of entry-level caregivers using the THRIVE (Transformational Healthcare Readiness and Innovative Vocational Education) model.

BONARESPONDS → \$20,000 Western New York

To support the transport of volunteers to local service projects.

CATHOLIC HEALTH → \$4,041,000 Western New York

To support a collaborative initiative between Ascension MI, Catholic Health, and the Cleveland Clinic to improve retention rates of entry-level caregivers using the THRIVE (Transformational Healthcare Readiness and Innovative Vocational Education) model.

CLEVELAND CLINIC FOUNDATION → \$4,975,000

Southeast Michigan/Western New York

To support a collaborative initiative between Ascension MI, Catholic Health and the Cleveland Clinic to improve retention rates of entry-level caregivers using the THRIVE (Transformational Healthcare Readiness and Innovative Vocational Education) model.

COALITION TO TRANSFORM ADVANCED CARE > \$120,000 Southeast Michigan/Western New York

To sponsor the attendance of faith leaders from Buffalo and Detroit to the 2019 Coalition to Transform

Advanced Care (C-TAC) Annual Summit.

GRANTMAKERS IN AGING → \$50,000 Southeast Michigan/Western New York

To support the 2019 Grantmakers in Aging Annual Conference.

MICHIGAN DEPARTMENT OF HEALTH AND HUMAN SERVICES > \$100,000

Southeast Michigan

To support a study of long-term care services and support in the State of MI, including a comprehensive profile and analysis of the caregiving workforce.

PHI ▶ \$50,000

Southeast Michigan/Western New York

To support PHI's research to improve the quality of jobs for direct care workers.

RAND CORPORATION > \$1,494,740 Southeast Michigan/Western New York

To support the independent evaluation of the THRIVE (Transformational Healthcare Readiness and Innovative Vocational Education) caregiver retention program in partnership with the Cleveland Clinic, Ascension MI and Catholic Health.

SOLUTIONS JOURNALISM NETWORK → \$150,000

Southeast Michigan/Western New York

To pursue solutions-oriented coverage on the topic of caregivers for older adults.

THE BOSTON FOUNDATION, INC. DBA THE PHILANTHROPIC INITIATIVE → \$1,700,000

Western New York

To support the Communities Care WNY Respite Pilot to increase respite opportunities for family caregivers in four Western NY Southern Tier counties.

THE ROCHESTER FRIENDLY HOME ▶ \$200,000

Western New York

To support the pilot of a training and career pathways program for certified nurse assistants.

PILOTING SOLUTIONS FOR FRONT LINE CAREGIVERS ACROSS THREE REGIONS

Healthcare is projected to be the largest employment sector in the U.S. by 2026. And within healthcare, the fastest growing occupations are "direct care" or "front line" caregivers. Those caregivers are arguably the most essential people in our healthcare system, as demonstrated most recently throughout the COVID-19 pandemic. Yet many caregivers lack the support necessary to be successful in their field and their value often goes unnoticed.

Despite the number of job openings, recruitment and retention of caregivers remain a pervasive challenge. The retention rates for caregivers hovers at just 50% due to a set of complex barriers to success. Many direct care workers face significant obstacles, including a need for more robust job training, access to reliable transportation or child care, the inadequate appreciation of their importance and much more. This problem isn't just isolated to our two regions, but across the country. So, when the Foundation began to explore new ways to find lasting, sustainable solutions to address those challenges, our conversations led us to the Cleveland Clinic where we were introduced to the developing THRIVE model. THRIVE – or the Transformational Healthcare Readiness and Innovative Vocational Education model - is designed to increase retention rates by innovatively addressing obstacles that caregivers face, including new screening tools, 1:1 coaching and enhanced caregiver training.





C

Ascension Michigan's staff and THRIVE caregivers.

×

20



Catholic Health THRIVE Cohort 15 receives CORE Training Certificates from Buffalo Mayor Byron Brown in 2019.

The Cleveland Clinic's first THRIVE cohort celebrates its first year of employment in 2019.



Recognizing that THRIVE could also be expanded and applied to different health systems to make a meaningful difference in the lives of caregivers and their patients, the Foundation reached out to Catholic Health in Western New York and Ascension Michigan in Southeast Michigan. Both already had a shared priority of improving retention rates and a collaborative spirit to work cross-regionally on this program. With a cumulative investment of over \$20 million, which included more than \$15 million in grants from the Foundation to the health systems and an independent evaluation by the Rand Corporation, the THRIVE pilot officially launched in June 2019.

While still very early in its implementation, the THRIVE program is a promising and exciting step forward to increase the retention rate of caregivers through a self-sustaining financial model. If proven successful, it has the possibility of being replicated and implemented throughout other healthcare systems across the country helping to build capacity and increase support for caregivers – and ultimately providing an opportunity to value these essential workers even more.



The Cleveland Clinic staff celebrate the one-year anniversary of the THRIVE kickoff socially-distanced.



ENTREPRENEURSHIP & ECONOMIC DEVELOPMENT

SEVERAL YEARS INTO RECOVERY AFTER A DECADES-LONG ECONOMIC SLIDE IN BOTH SOUTHEAST MICHIGAN AND WESTERN NEW YORK, the Foundation's investments in Entrepreneurship & Economic Development look to leverage this momentum by spurring small business growth, place-based community and economic development, and talent attraction and retention.

In each region, the Foundation seeks to strengthen the entrepreneurial support system from grassroots to high growth by helping entrepreneurs access critical resources and technical assistance, so they can get what they need to start or grow their business. Such support can mean better access to capital and business planning resources, as well as capacity-building support and more. Lack of access to these resources is particularly acute with women and minority entrepreneurs, and the Foundation supports efforts to attain and sustain economic growth that is inclusive and equitable.

In addition, the Foundation focuses on place-based investments in key commercial corridors located in underinvested areas, and selectively supports capital projects for regional cultural institutions – all to help support neighborhood job growth, build community wealth and generate regional economic development in our communities.

ENTREPRENEURSHIP & ECONOMIC DEVELOPMENT 2019 GRANT COMMITMENT HIGHLIGHTS

43NORTH BPC INC. → \$200,000 Western New York

To support the inaugural 2019 Buffalo Homecoming.

43NORTH BPC INC. ▶ \$3,000,000 Western New York

To support high-growth entrepreneurship and increase access to venture capital in Western New York.

ANN ARBOR AREA COMMUNITY FOUNDATION > \$173,000

Southeast Michigan

To support research and development to advance the Equitable Development Initiative in Washtenaw County.

CHAUTAUQUA REGION COMMUNITY FOUNDATION > \$25,752

Western New York

To support economic development activities in Downtown Jamestown.

COMMUNITY DEVELOPMENT PROPERTIES, BUFFALO, INC. > \$100,000 Western New York

To support the Buffalo Purchasing initiative.

COMMUNITY FOUNDATION FOR GREATER BUFFALO ▶ \$120,000 Western New York

To support the Buffalo Purchasing Initiative.

COMMUNITY FOUNDATION FOR GREATER BUFFALO → \$4,000,000 Western New York

To support the East Side Corridor Economic Development Fund.

COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN > \$75,000 Southeast Michigan

To support the Detroit Regional Partnership to engage the Brookings Institution Metropolitan Policy Program to develop strategies to advance inclusive economic growth in Southeast Michigan.

COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN > \$3,000,000 Southeast Michigan

To support a funders collaborative making investments in Pontiac, Michigan intended to improve economic growth and quality of life.

DOWNTOWN DETROIT PARTNERSHIP > \$50,000

Southeast Michigan

To support 2019 Detroit Homecoming.

GLOBAL PHILANTHROPY PARTNERSHIP → \$15,000 Southeast Michigan

To support the Urban Sustainability Directors Network 2019 Conference in Detroit.

HISTORIC PALACE, INC. > \$300,000

Western New York

To support the capital campaign to preserve, restore and upgrade the Palace Theater, an arts and culture anchor institution in Lockport, NY.

INVEST DETROIT FOUNDATION > \$250,000

Southeast Michigan

To support the 2019 Accelerate Michigan Innovation Competition.

INVEST DETROIT FOUNDATION ▷ \$3,000,000

Southeast Michigan

To support the First Capital Fund to invest in early-stage funding in high-growth technology start-ups.

INVEST DETROIT FOUNDATION → \$10,000,000

Southeast Michigan

To support the Strategic Neighborhood Fund 2.0 initiative to implement inclusive recovery and revitalization in 10 Detroit neighborhoods.

JAMESTOWN CENTER CITY DEVELOPMENT CORPORATION → \$1,500,000

Western New York

To support capital improvements and expand the Northwest Arena in Jamestown, NY.

LOCAL INITIATIVES SUPPORT CORPORATION > \$80,000

Western New York

To support LISC Buffalo with general operations, strategic planning and to assist with planning an Opportunity Zone event in Spring 2019.

MICHIGAN WOMEN'S FOUNDATION/ DBA MICHIGAN WOMEN FORWARD > \$1,300,000

Southeast Michigan

To support the launch of a new microloan fund for women entrepreneurs.

NORTHERN CHAUTAUQUA COMMUNITY FOUNDATION > \$75,000 Western New York

To support a local economic

To support a local economic development planning process in Chautauqua County.

SOUTHWEST DETROIT BUSINESS ASSOCIATION > \$350,000

Southeast Michigan

To support the expansion of the Detroit Small Business Advocacy Center.

TECHTOWN DETROIT ▶ \$250,000 Southeast Michigan

To support capital improvements at the TechTown Campus to better serve Southeast Michigan entrepreneurs and small businesses.

WESTERN NEW YORK LAW CENTER INC. ▶ \$250,000 Western New York

To increase the capacity of Western New York Law Center to support the work of the Buffalo Niagara Community Reinvestment Coalition to improve access to capital in underserved communities.

STRENGTHENING COMMERCIAL CORRIDORS IN TWO CITIES

In our two regions' largest cities, multi-stakeholder collaboratives are helping to drive inclusive economic growth within neighborhoods and in key commercial corridors.

In 2019, the Foundation made multi-million dollar investments in the Strategic Neighborhood Fund in Detroit and the East Side Corridor Fund in Buffalo – two large scale public-private initiatives that will help to frame and guide the Foundation's neighborhood investment work in these two cities for several years to come.

STRATEGIC NEIGHBORHOOD FUND

WHO: The Strategic Neighborhood Fund (SNF) is a partnership between the City of Detroit, Invest Detroit, neighborhood residents and corporate/ philanthropic donors. SNF is administered by Invest Detroit, a 501(c)3 organization and community development financial institution (CDFI).

WHAT: Launched in 2016, the SNF focused on three Detroit neighborhoods with the goal of improving streetscapes and walkability, kickstarting local business and adding or preserving affordable housing. Since that time, the Fund has expanded from three neighborhoods to ten and with funds available for neighborhood investment growing from \$42 million to more than \$170 million. The 10 neighborhoods are spread out across every council district: Jefferson Chalmers, Warrendale/ Cody-Rouge, Campau/Davison/Banglatown, East Warren/Cadieux, Grand River Northwest, Gratiot/7 Mile and Russell Woods/Nardin Park, Islandview/Greater Villages, Southwest/Vernor and Livernois-McNichols.

GRANT: In December 2019, the Foundation announced a five-year, \$10 million grant to support commercial corridor development and innovative park developments in the ten SNF neighborhoods. The grant follows a \$2 million investment the Foundation provided in 2017 to support development in the first three neighborhoods.

Detroit's historic Avenue of Fashion is open for business. The completed Livernois streetscape project includes new bike lanes, landscaping, lighting and wider sidewalks for businesses and their customers.

M

MEAT & PRC

CHE'

LIQU

MO

(Top) Youth-Centric Neighborhood Framework Planning in Cody Rouge & Warrendale in 2019. (Bottom) Planning Study Engagement in the Campau-Davison-Banglatown Neighborhood in 2019.

reman

Ainmit Ainmit

ini minimit

Caral.

12

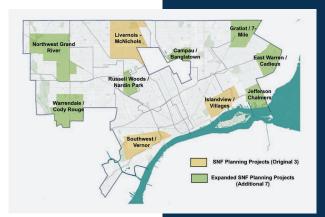
Constanti iiiii

Steller

array they

him

2220





Bagley Street

RECENT HIGHLIGHTS

COLLABORATION

Twelve Invest Detroit and City of Detroit departments and agencies worked together to manage more than 30 SNF projects in 2019.

MASTER PLAN DEVELOPMENT

SNF facilitated 38 activities since January 2019 to engage residents in creating a vision and development framework for their neighborhoods, complemented by 68 engagement activities focused on parks and streetscape work, as well as commercial corridor developments.

COMMERCIAL CORRIDOR IMPROVEMENTS

Six of 10 SNF neighborhoods have commercial investment activity taking place with half of the projects being led by local Detroit developers of color and another third led by four different community development organizations (CDOs).

STREETSCAPES CONSTRUCTION

Improvements are complete along Livernois and Bagley, with project construction progressing along Grand River, McNichols, Kercheval and Conant.

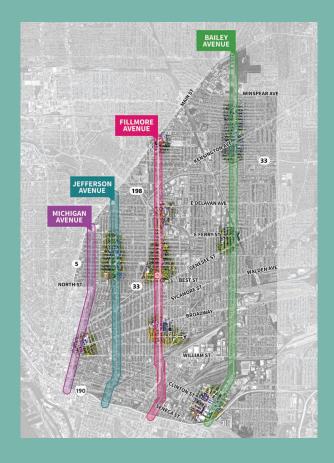
PARKS CONSTRUCTION

Jayne Field Park construction is complete with continued progress happening at Clark Park, Butzel Playfield and Zussman Park.

EAST SIDE AVENUES

WHO: East Side Avenues is a unique public/private partnership that provides capital and organizational support to transformational projects in targeted areas along four East Side commercial corridors. East Side Avenues is part of Governor Cuomo's Buffalo Billion investment plan, which is providing \$65 million in state funding to the revitalization of Buffalo's East Side.

East Side Avenues is centered in community priorities. Prior to finalizing the investment strategy for the initiative, Empire State Development (ESD) and the City of Buffalo partnered with the University at Buffalo Regional Institute (UBRI) to reach out to community members, to listen, analyze past investments and create a **comprehensive plan** focused on what key stakeholders said they'd like to see happen and what projects community members believe are important for promoting economic activity.



WHAT: Understanding the tremendous opportunity to leverage New York State's \$65 million East Side Corridor Economic Development Fund, private and philanthropic organizations created an additional pooled \$8 million East Side Collaborative Fund to support operations, programs, capacity building and community infrastructure associated with implementing five economic development programs along four major East Side Avenues (Michigan, Jefferson, Fillmore and Bailey). The philanthropic commitments include direct support for East Side nonprofit partners to help them build their effectiveness in delivering services, thereby strengthening the overall East Side Avenues initiative.

GRANT: In 2019, the Foundation made a three-year, \$4 million commitment to support the East Side Corridor Economic Development Fund at the Community Foundation for Greater Buffalo.



COLORED MUSICIANS CLUB









GENERAL CONTENTS OF THE REPORT OF THE REPORT





East Side Revitalization Effort Community Update Meeting



RECENT HIGHLIGHTS

Seventeen East Side community members/ aspiring developers participated in the inaugural COMMUNITY-BASED REAL ESTATE DEVELOPMENT TRAINING class from April through mid-August of 2020.



Master plan efforts are underway by the MICHIGAN STREET AFRICAN AMERICAN HERITAGE CORRIDOR COMMISSION to create a cooperative operating/business model and capital improvements plan that will create a unified, unique tourist destination.

CENTRAL TERMINAL RESTORATION CORPORATION is developing a plan for the site's future, and for the creation of a robust organization that will guide capital improvements and improve connection to the Broadway Fillmore neighborhood.

The COMMERCIAL BUILDING STABILIZATION FUND supporting the stabilization of at-risk historic buildings in target investment areas for potential future redevelopment projects on Buffalo's East Side.

PREPARING FOR SUCCESS

Northland Workforce Training Center in Buffalo, NY.

THE FOUNDATION'S PREPARING FOR SUCCESS FOCUS AREA IS CENTERED ON providing the communications, teamwork and critical-thinking skills people need to grow and adapt throughout their life and career.

This begins with building a strong foundation of social-emotional skills for young children by supporting the capacity and quality of EARLY CHILDHOOD providers and programs across our two regions. In AFTERSCHOOL, the Foundation seeks to support activities outside the classroom that play a critical role in allowing children and teens to explore their interests and talents, ultimately preparing them for tomorrow's workforce. For YOUNG ADULTS & WORKING FAMILIES, the Foundation looks to create pathways for people to achieve greater economic mobility through honing technical and employability skills that are necessary to access good jobs and that fill current and future skills gaps in the economies of the two regions we serve.

YOUNG ADULTS & WORKING FAMILIES 2019 GRANT COMMITMENT HIGHLIGHTS

Supporting and promoting pathways to middle-skill, middle wage jobs by equipping people with the knowledge and the soft and technical skills relevant for in-demand jobs now and into the future.

ALFRED STATE COLLEGE DEVELOPMENT FUND, INC. > \$2,104,000 Western New York

To support two middle-skill, middle wage associates degree programs in the areas of Agricultural Automation & Robotics and Mechatronics.

AMERICAN CENTER FOR MOBILITY > \$100,000

Southeast Michigan

To support a study to understand workforce needs in the mobility space, with a focus on current and future middle skills jobs related to testing and infrastructure required for connected and autonomous vehicles (CAV).

ASSEMBLY HOUSE 150 > \$320,000 Western New York

To support the scale-up of the Society for the Advancement of Construction Related Arts (SACRA) workforce development training program.

BUFFALO CENTER FOR ARTS AND TECHNOLOGY > \$285,000 Western New York

To support an afterschool program in collaboration with Buffalo Manufacturing Works (BMW) that integrates arts and additive manufacturing.

BUFFALO NIAGARA PARTNERSHIP INC. > \$250,000

Western New York

To support Employ Buffalo Niagara's employer collaboratives targeted to middle-skill, middle wage occupations and industry sectors.

CORPORATION FOR A SKILLED WORKFORCE > \$50,000

Southeast Michigan

To develop and implement a Workforce Leadership Academy in Southeast Michigan in 2019-2020 in collaboration with the Aspen Institute.

COMMUNITY FOUNDATION FOR GREATER BUFFALO → \$1,500,000

Western New York

To support the WNY Workforce Development Challenge.

DETROIT EMPLOYMENT SOLUTIONS CORPORATION > \$1,500,000

Southeast Michigan

To support industry led trainings and data infrastructure systems for the Grow Detroit's Young Talent program.

DETROIT REGIONAL CHAMBER FOUNDATION > \$765,000

Southeast Michigan

To support the Detroit Drives Degrees program to engage employers and community colleges to help adults return and complete industry-recognized credentials and/or community college degrees.

DOWNTOWN DETROIT PARTNERSHIP > \$100,000 Southeast Michigan

To support research and analysis to inform the design of sector-based, employer-led workforce development programs in key industry sectors.

HENRY FORD COMMUNITY COLLEGE FOUNDATION ▶ \$2,100,000

Southeast Michigan

To support a new early middle college program with multiple occupational pathways in the advanced manufacturing sector.

HUMANS FIRST DETROIT / DBA CIVILLA → \$200,000

Southeast Michigan

To support research on the most effective ways to engage adults in post-secondary education and training.

JAMESTOWN COMMUNITY COLLEGE FOUNDATION > \$90,000

Western New York

To support a feasibility study to inform the college on potential new programs targeted at middle-skill, middle wage jobs in four sectors with current and projected future demand in the Southern Tier: agribusiness, clean energy, robotics and automation, and culinary and hospitality management.

MACOMB COMMUNITY COLLEGE FOUNDATION → \$50,000

Southeast Michigan

To support the James Jacob Civic Engagement Project at Macomb Community College.

MICHIGAN COLLEGE ACCESS NETWORK → \$150,000

Southeast Michigan

To support college readiness, enrollment and completion activities and help achieve the MCAN goal of 60 percent postsecondary education attainment by 2030.

MICHIGAN FUTURE, INC. ▶ \$50,000 Southeast Michigan

To support Michigan Future's work on regional economic and talent development strategies in Southeast Michigan in 2020.

MICHIGAN FUTURE, INC. ▶ \$100,000 Southeast Michigan

To support work on research and policy recommendations to ensure shared prosperity for all Michigan households through access to improved education, good jobs and livable communities.

NATIONAL SKILLS COALITION > \$50,000 Western New York/Southeast Michigan

To support the National Skills Coalition's work to advance skills equity, industry engagement, public accountability and high-quality job driven investments in the workforce development sector.

NEW AMERICA FOUNDATION → \$150,000 Western New York

To support an assessment of the potential to develop high quality, high school youth apprenticeship programs in WNY.

NY ASSOCIATION OF TRAINING & EMPLOYMENT PROFESSIONALS (NYATEP) > \$50,000

Western New York

To support NYATEP's workforce development sector activities and issues in Western New York in 2020.

PER SCHOLAS, INC. → \$300,000 Southeast Michigan

To launch a new program in Southeast Michigan to provide education and training for middle-skill, middle wage jobs in the IT sector.

REGENTS OF UNIVERSITY OF MICHIGAN → \$250,000

Southeast Michigan

To support the expansion and program evaluation of a Summer Youth Employment Program designed to reduce inequality in educational and socioeconomic outcomes for Washtenaw County youth ages 16-24.

SME EDUCATION FOUNDATION → \$300,000

Southeast Michigan

To establish an SME PRIME® (Partnership Response in Manufacturing Education) program at Pontiac High School to provide career awareness and readiness in advanced manufacturing.

SOUTHEAST MICHIGAN COMMUNITY ALLIANCE > \$130,000

Southeast Michigan

To support research and publication of two reports on employment growth, occupational trends, and education and skills requirements in the emerging connected and automotive vehicles (CAV) and cybersecurity industries.

TEACHERS COLLEGE, COLUMBIA UNIVERSITY > \$150,000

Southeast Michigan/Western New York

To research and learn how community colleges are responding to new technologies being used by employers.

THE ASPEN INSTITUTE ECONOMIC OPPORTUNITIES PROGRAM > \$300,000

Western New York

To support the development of employer collaboratives and assess the feasibility of holding a Workforce Leadership Academy in WNY.

THE BROOKINGS INSTITUTION ▶ \$100,000 Southeast Michigan/Western New York

To conduct research and analysis to assess current and emerging skills gap in Southeast Michigan and Western New York.

EARLY CHILDHOOD 2019 GRANT COMMITMENT HIGHLIGHTS

Working collaboratively to help children from birth to age 5 gain social and emotional learning skills that prepare them for kindergarten and beyond.

CHAUTAUQUA COUNTY EDUCATION COALITION ▶ \$138,200

Western New York

To support the Parents as Teachers Program in Chautauqua County.

COMMUNITY CONNECTIONS OF NY, INC. ▶ \$120,000

Western New York

To support Help Me Grow WNY during strategic planning.

COMMUNITY CONNECTIONS OF NY, INC. ▶ \$50,000 Western New York

To support a feasibility study to explore the long-term impact of improving social-emotional skill development for young children.

CONNECTICUT CHILDREN'S MEDICAL CENTER FOUNDATION ▶ \$349,784 Western New York

To support activities preceding, concurrent with and following the 10th Annual Help Me Grow National Forum held in Buffalo, NY.

COUNCIL OF MICHIGAN FOUNDATIONS → \$300,000

Southeast Michigan

To support Launch Michigan and its effort to improve educational outcomes for youth statewide.

PINNACLE COMMUNITY SERVICES > \$50,000

Western New York

To support the maintenance of the CRIB Maternity Group Home program for one year.

SAY YES BUFFALO SCHOLARSHIP, INC. ▶ \$67,000 Western New York

To support the integration of Help Me Grow WNY in the Buffalo Public Schools.

SCHUYLER CENTER FOR ANALYSIS AND ADVOCACY ▶ \$50,000 Western New York

To support the analysis and advancement of policies to improve health, development and overall well-being of young children and families, with a special focus on those most in-need.

SOUTHWEST SOLUTIONS ▶ \$45,000 Southeast Michigan

To support a financial systems analysis process for early childhood mental health programs.

WAYNE METROPOLITAN COMMUNITY ACTION AGENCY > \$225,000

Southeast Michigan

To support the LEAP to Teach Program.

YWCA OF GENESEE COUNTY, INC. ▶ \$52,190 Western New York

To support financial operations for one year.

AFTERSCHOOL 2019 GRANT COMMITMENT HIGHLIGHTS

Providing kids with out-of-school activities that promote greater learning, future job skills development and potential career exploration.

ATLANTIC IMPACT > \$412,000 Southeast Michigan

To support the expansion of a program that uses experiential learning to expose students to career pathways.

CENTRAL DETROIT CHRISTIAN ▶ \$225,000

Southeast Michigan

To support the expansion of the R.E.A.D.Y. (Recruit, Employ and Deploy Youth) program.

COMMUNITY EDUCATION COMMISSION ▶ \$250,000

Southeast Michigan

To support the Get On And Learn Line (GOAL Line) pilot program.

DETROIT FOOD & ENTREPRENEURSHIP ACADEMY > \$505,000

Southeast Michigan

To support the growth of DFEA afterschool and summer programs that teach students leadership and entrepreneurial skills through food-based projects, training and employment.

DETROIT PUBLIC SAFETY FOUNDATION > \$183,627

Southeast Michigan

To support the Sisterhood: No Boundaries Program, a unique mentoring program that connects girls with female Detroit police officers and other resources who will work together on life skills, overcoming issues from violence and drug abuse, and improving academic achievement.

DETROIT SYMPHONY ORCHESTRA ▶ \$150,000

Southeast Michigan

To support a feasibility study of the Detroit Harmony Project to create broad access to music-based education and learning for all school-age and high school students in Detroit.

ECOWORKS > \$100,000

Southeast Michigan

To support the implementation of the Youth Energy Squad (YES) program in the Detroit Public Schools Community District (DPSCD) for the 2019-2020 school year.

INSIDEOUT LITERARY ARTS PROJECT > \$450,000

Southeast Michigan/Western New York

To support a collaborative capacity building project, Writing Across the Rustbelt, with Just Buffalo Literary Center.

MENTOR: THE NATIONAL MENTORING PARTNERSHIP > \$10,000 Southeast Michigan/Western New York

To support MENTOR: The National Partnership to advance mentoring for young people nationally and locally in Southeast Michigan and Western New York.

MENTOR: THE NATIONAL MENTORING PARTNERSHIP > \$10,000 Western New York

To support the facilitation of two Design Labs to engage Buffalo employers and their community/school partners in identifying opportunities to expand youth mentoring that support education and career exploration.

MENTORING PARTNERSHIP OF NEW YORK / DBA MENTOR NEW YORK > \$90,000

Western New York

To support Mentor NY to provide services and technical assistance for mentoring programs in Western New York.

MICHIGAN ASSOCIATION OF UNITED WAYS → \$10,000

Southeast Michigan

To support the general operations of Michigan After-School Partnership and their work providing statewide leadership to build and sustain high-quality programs that support student success through expanded learning and afterschool programs.

NEW YORK STATE NETWORK FOR YOUTH SUCCESS, INC. → \$10,000 Western New York

To support the general operations of New York State Network of Youth Success, Inc. as they continue to strengthen partnerships and supports offered to afterschool, summer and expanded learning programs in New York State.

NEW YORK STATE NETWORK FOR YOUTH SUCCESS, INC. ▶ \$419,707 Western New York

To support capacity building of afterschool programs in WNY and strengthen regional networks of afterschool programs.

THE FORUM FOR YOUTH INVESTMENT > \$100,000

Southeast Michigan

To support the development of a website that helps families find afterschool programs.

THE FORUM FOR YOUTH INVESTMENT → \$250,000 Southeast Michigan

To support strategic planning for a regional afterschool system.

WRITING ACROSS THE RUSTBELT

During non-school time, there is a tremendous opportunity to expose kids and teens to activities that not only complement what's learned in school, but also prepare them for meaningful work in the future and spark a journey towards becoming curious, fulfilled and well-rounded adults.

In order to grow these critical learning experiences for children, the Foundation invests in building the capacity and sustainability of afterschool programs across a wide variety of interest areas – from STEM to food entrepreneurship, music to mentorship and more. The literary arts, which includes storytelling, poetry, songwriting, spoken word, is another area where youth have the opportunity to develop and hone these versatile and communications skills that will set them up for success in adulthood.

In 2019, the Foundation invested in a collaborative capacity building project, Writing Across the Rustbelt, which provided a three-year grant of \$450,000 to support InsideOut Literary Arts and Just Buffalo Literary Center. These two literary art organizations provide youth programming in Greater Detroit and Buffalo, respectively, and had developed an informal relationship in the prior years, sharing best practices and connecting staff across the two regions.



Through this new formal engagement, the organizations hired a shared consultant to help pinpoint specific strengths and challenges and to identify pathways for growth and sustainability. Within the first year of engagement, the project has demonstrated that together, the two organizations are unlocking a unique way to pool resources, perspective, expertise and talent that will benefit each organization over the long term. And as each organization navigates through the COVID-19 crisis, both are confident that this partnership will support them in ways that could not have been anticipated when the project began.



Laurie Dean Torrell (Just Buffalo Executive Director), Eve Berry (Eve Berry & Partners LLC consultant), and Suma Karaman Rosen (InsideOut Literary Arts) share results of combined capacity and needs assessment in September 2019.

"The partnership which has been forged through this project — between our two organizations in these two rust-belt cities — is magnifying, compounding and extending both organizations' transformative work for even greater impact, through a time surely to be among the most challenging in any of our lifetimes," said Laurie Dean Torrell, Just Buffalo Literary Center Executive Director.

"Just Buffalo Literary Center and InsideOut Literary Arts have been serving young people in the Buffalo and Detroit communities for decades," said Suma Karaman Rosen, InsideOut Literary Arts Executive Director. "One thing that has remained consistent across geography and across time is the power of youth voice. It is an honor and a joy to witness the sheer bravery of our young writers as they share their hopes, fears, opinions and dreams. I, for one, am continually in awe."



A HOUSE NOT A HOME

By Zanaya Hussain, Just Buffalo Writing Center Fellow 2020

We search for homes in people.

Her kindness is the food on my plate.

His arms are the roof over my head.

How can I build a house from the ground up?

Her laugh is the welcome mat,

His eyes the porch light.

We answer, with your own two hands.

QUARANTINE STARS

By Katja Rowan

i am taking out the trash. sky the opaque of a black grill cover stars behind my eyes sparkle-glass holes in the grill cover or holes in my lungs or the stars move and i watch i a parasitic human.

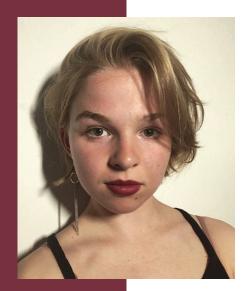
Unexpected clear skies Beijing NYC Venice

i a parasitic human plastic bag of vegetable peelings in my hand i watch the stars behind my eyes and wonder if i am crazy.

Satellites visible between Vega North Star Orion

i wonder if i am crazy watch satellites circle above me tiny glittering bugs among the stars i have never seen so clearly humans have tried so hard tried to colonize even this unreachable sky

i watch the earth shrug off its mantle of humanity and hope i will stay.









Virtual meetings continue in July 2020 as InsideOut and Just Buffalo Program Teams discuss requirements for an RFP to engage in trauma-informed training. Pictured (Top Row, l to r): InsideOut Senior Writer Peter Markus, InsideOut Executive Director Suma Karaman Rosen, Just Buffalo Executive Director Laurie Dean Torrell (Middle Row, l to r): InsideOut School Coordinator Shawntai Brown, Just Buffalo Education Director Noah Falck, Just Buffalo Program Assistant & Teaching Artist Richie Wills (Bottom Row, l to r): InsideOut Citywide Poets Coordinator Justin Brown, InsideOut Program Director Michelle Bolofer, Just Buffalo Writing Center Coordinator Robin Lee Jordan



SPECIAL INITIATIVE NONPROFIT SUPPORT & NNOVATION

.

1)

WITHOUT STRONG, HEALTHY NONPROFITS THAT HAVE THE RESOURCES AND SUPPORT TO MEET THEIR MISSION, none of the work the Foundation invests in across its focus areas can happen.

While the Foundation works with individual grantees to help them build their own capacity through project-specific grants, it also is taking a sector view of nonprofit support as a special initiative of the Foundation in order to help strengthen communities. No one can do it alone.

For the Ralph C. Wilson, Jr. Foundation, this means strengthening and supporting intermediary organizations – nonprofits that support other nonprofits – and incentivizing them to begin or continue to work together as a network in service to their clients. It also means finding those moments where we can support a number of nonprofits working in collaboration to solve some of our most intractable issues. And, it means using what influence we have to understand and advocate for the issues we care about, all in partnership with the communities we serve.

NONPROFIT SUPPORT & INNOVATION 2019 GRANT COMMITMENT HIGHLIGHTS

CAUSEWAVE COMMUNITY PARTNERS ▶ \$215,000

Western New York

To support capacity building support services in the areas of strategy, operations and marketing for nonprofits operating in Orleans, Genesee and Monroe counties.

CHAUTAUQUA REGION COMMUNITY FOUNDATION → \$150,000

Western New York

To support a funder collaborative seeks to invest in creating focused, sustainable interventions for talent and leadership development that meet the unique needs of Chautauqua County's nonprofit sector.

COMMUNITY CONNECTIONS OF NY, INC. ▶ \$10,781

Western New York

To support the mapping of capacity building assets available to the nonprofit community and the engagement with local organizations to understand their strengths and needs.

MICHIGAN COMMUNITY RESOURCES ▶ \$65,000

Southeast Michigan

To support the Detroit Capacity Building Forum.

THE NEW YORK COMMUNITY TRUST ▶ \$300,000 Western New York

To support the New York State Census Equity Fund and efforts to ensure a fair and accurate count in the 2020 Census.

NONPROFIT ENTERPRISE AT WORK (NEW) ▶ \$275,000 Southeast Michigan

To support physical space upgrades, planning and general operating associated with continued facility improvements.

PARTNERSHIP FOR THE PUBLIC GOOD > \$200,000

Western New York

To support capacity-building, research and innovation, civic education, leadership development and collaboration within the nonprofit sector in Buffalo.

THE RESEARCH FOUNDATION FOR THE STATE UNIVERSITY OF NEW YORK > \$750,000

Western New York

To add capacity at UBRI as a strategic regional planning intermediary in the Western New York region.

THE RESEARCH FOUNDATION FOR THE STATE UNIVERSITY OF NEW YORK > \$88,000

Western New York

For research and analysis to develop effective talent attraction and retention strategies for the private and nonprofit sectors in Western New York.

THE WESTERN NEW YORK FOUNDATION → \$2,000,000 Western New York

To support Western New York Foundation's Impact Capacity Assessment Program (iCAP).



Members of the WNY Nonprofit Support Group gathered at the Detroit Institute of Arts near the Ralph C. Wilson, Jr. Foundation's headquarters in 2018. The new working group's mission is to strengthen communities in Western New York and Monroe County by increasing the capacity of organizations that serve those areas. The group envisions a healthy nonprofit ecosystem in which organizations collaborate, learn and innovate together, ultimately becoming even more successful in delivering on their mission. In 2019, Katie Pieri was hired as the working group's director to lead the design and oversight of the strategy for the group.

From Left to Right: Glenda Cadwallader/Cadwallader and Associates Consulting Services; Amy Farley, Community Wealth Partners; Jim Boyle/Ralph C. Wilson, Jr. Foundation, Nora O'Brien-Suric/ The Health Foundation for Western and Central New York; Kimberly Faison/Ralph C. Wilson, Jr. Foundation, Tracy Sawicki/ The Peter and Elizabeth C. Tower Foundation; Ginny Oehler/Independent Consultant; Karen Lee Spaulding/The John R. Oishei Foundation; and Beth Gosch/The Western New York Foundation



HOW DO YOU CREATE A SPACE THAT INSPIRES COLLABORATION, CREATIVITY AND COMMUNITY WELL BEYOND ITS WALLS?

JUST ASK ALLANDRA **BULGER, EXECUTIVE** DIRECTOR OF CO.ACT DETROIT. IN MORE THAN JUST A SPACE, ALLANDRA ILLUMINATES HOW THE TRANSFORMATIVE POWER OF CONNECTING WITH **OTHERS HELPED FORM** CO.ACT DETROIT AND THE UNBREAKABLE BONDS **OF INNOVATION THAT CONTINUE TO STRENGTHEN** SOUTHEAST MICHIGAN'S NONPROFIT COMMUNITY.

MORE THAN JUST A SPACE.

By Allandra Bulger, Executive Director, Co.act Detroit

From long before we launched Co.act Detroit to this day, we've spent a great deal of time reflecting.



We sourced community input and recommendations from a diverse array of nonprofit organizations to inform every aspect of Co.act Detroit, from our two-day launch experience in June 2019 and our program and event categories to the physical dimensions and layout of our space.

We've viewed each program and event we've hosted and designed as an opportunity to hear the needs of our community, and to consider the type of organization we need to be to most effectively achieve our mission of accelerating collaborative impact in Southeast Michigan's nonprofit community. And through our experiences — hosting approximately 5,200 people in the Co.act space for 42 programs and 61 events and meetings — we've collected an abundance of input and information to work with.

Our partnerships create real value for the nonprofit community, and teach us so much, too. Through our CoLab Connect program, we've partnered with seven organizations to provide services and technical assistance in our space since our launch, and combined, these partners have hosted over 50 coaching appointments with nonprofits in a range of expertise areas.

And, at the end of February, in close partnership with a strong group of nonprofit organizations, nonprofit support systems and academic institutions, we launched the Activate Fund, \$1.5 million investment with initial funding by the Ralph C. Wilson, Jr. Foundation to connect nonprofit organizations serving Southeast Michigan with much needed financial and practical resources.

Now we find ourselves at an inflection point. Since our launch last year, we have served as a safe and neutral space for organizations to come together in an honest, intimate and collaborative fashion. But the launch of our Activate Fund opportunity coincided with the arrival to Southeast Michigan of the novel coronavirus, the disease it causes, COVID-19, and all the dynamic uncertainty it brings with it. In this time, few things are certain. One certainty is the wisdom and necessity of social distancing to slow the spread of the disease, making necessary the postponement of our scheduled in-person programs and meetings for the coming months. But another certainty is that the nonprofit community will only continue to serve a critical role in maintaining the health of our communities and will serve that function for as long as it is possible and necessary to do so. These certainties have brought into sharp relief a question that we on the Co.act team often consider: As we respond to the current and emerging needs of the nonprofit community, how can we be more than just a space?



In uncertain times like these, I am encouraged by the spirit of inquiry and adaptation embodied by our team and our partners — virtues not so different, I think, from those which must have motivated Ralph C. Wilson, Jr. to empower the Trustees of the Wilson Foundation to decide, informed by the circumstances of the present day, exactly how his generous gifts would be distributed.

Everything about the present moment and the uncertainties it holds makes clear a core truth: the notion that we are separate is an illusion. That truth holds a promise of achieving so much more than we currently imagine and invites us to critically examine the barriers which have so far prevented us from seeing one another as collaborators, instead of as competitors. So, as we work to adapt to changing circumstances and to find new ways to bring together Southeast Michigan's nonprofit ecosystem to learn from one another and share resources — through virtual programming, and through continued work on the Activate Fund award process — we also invite you to reflect on how unique this opportunity is. In that reflection, we encourage you to imagine the transformative impact we can achieve if we recognize the passions, resources and visions that connect us, and if we work with intention to strengthen those connections.

We're humbled by the vision of the things we can accomplish together in the time to come — through the Co.act Detroit space, and beyond it.







THANK YOU TO EACH AND EVERY INDIVIDUAL WORKING WITHIN OUR GRANTEE ORGANIZATIONS AND MANY PARTNERS TO MAKE WESTERN NEW YORK AND SOUTHEAST MICHIGAN A BETTER PLACE FOR ALL.



R A L P H C W I L S O N J R F O U N D A T I O N . O R G