

The Next 75



2022-2026 Strategic Plan

Deepening our commitment to Colorado



Gates Family Foundation

2022-2026 Strategic Plan: Community Development

Tuesday, March 1
12 to 1 p.m.

AGENDA

Welcome

- Webinar overview and objectives

Presentation

- Gates Family Foundation Background
 - Mission, Vision, Values
- Strategic Plan Overview
 - Community feedback / development process
- What's New?

Discussion

- Questions from attendees

Closing

- Next steps and future engagement

Building on 75
years of
addressing
some of
Colorado's
toughest
challenges



- Celebrating 75 years of impact
- More than \$456 million in grants since founding
- Continuously evolving while maintaining intense focus on people, communities, and natural resources of Colorado.





Strategic Plan Process: *Throughout 2021*

LOOKING AHEAD

Trends, Challenges
& Forecasting

REACHING OUT

Community Feedback

LOOKING BACK

Internal Reflection
& Assessment

Gates Family Foundation

Mission & Vision

▣ MISSION

We work with partners and communities to build a more equitable, resilient, and sustainable Colorado for all.

▣ VISION

A vibrant and verdant Colorado where all people and communities thrive.



Gates Family Foundation Values



RESPECT

CREATIVITY

ENGAGEMENT

PLACE

EQUITY



Commitment to Equity

We prioritize individuals and communities that have been historically marginalized by addressing systemic barriers and creating pathways to opportunity.

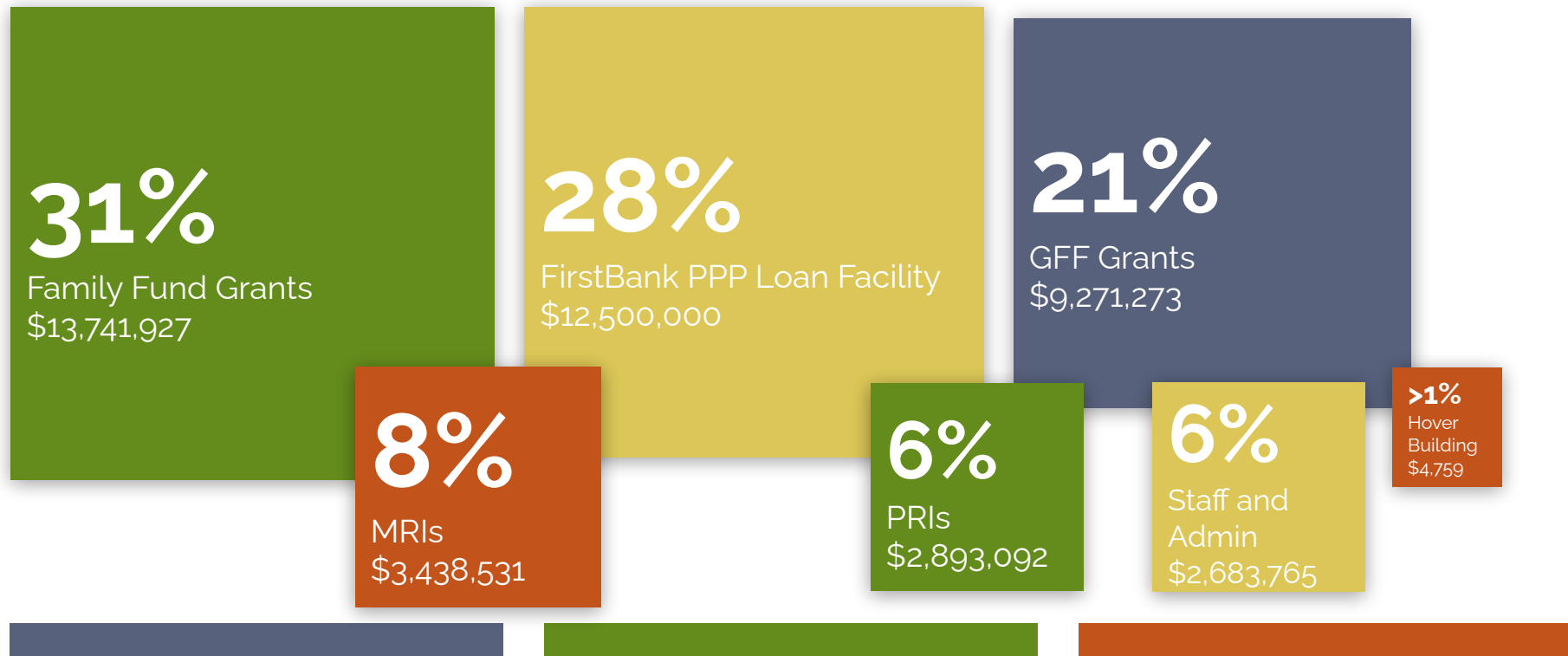


Foundation Approach

- We use both financial and non-financial tools to serve partners and advance core strategies
- Our staff serve as connectors, resources and thought partners in the ecosystems where they work
- We intentionally convene and participate in multi-partner, systems-level work to drive innovative solutions
- We actively seek to collaborate with an even more diverse array of stakeholders and potential partners



2021 Total Philanthropic Activity: \$44.5M



2021 Strategic Grants Paid: \$5,699,000

39%

Natural Resources
\$2,232,000

39%

Education
\$2,209,500

15%

Community
Development
\$882,500

7%

Informed
Communities
\$375,000



2021 Responsive Grants Paid: \$3,572,273

29%

Community Development
\$1,030,000

26%

Education
\$925,000

16%

Art and Culture
\$565,000

2%

Other
\$80,000

15%

Well-being of
Children, Youth
and Families
\$535,000

12%

Natural Resources,
Parks & Recreation
\$437,273



What's New

- Foundation-wide focus on addressing **climate change** and advancing **diversity, equity and inclusion** across all programs
- Education increases focus on **rural education** (developing teacher talent, climate change education) and **out-of-system learning innovations**
- Natural Resources expands focus on **forest health** and **watershed restoration**
- **Informed Communities** formally becomes a fourth program area
- Increased focus on **leadership development** and **capital project planning support** for leaders and communities of color, and others needing early-stage support
- Increased percentage of Foundation assets dedicated toward **impact investments**





Community Development

GOAL

Building equitable and resilient Colorado communities



Looking Back: 2017-2021 Strategic Plan Community Development Focus Areas



Community Development Lookback: What We Learned

- Current funding strategies are too broad; need more focus on levers of change
- Small budget for Community Development grants is leveraged by combining capital grants and impact investments
- Successful Foundation roles include support for advocacy and policy, partnerships, and seed funding
- Successful strategies are rooted in equity, address historical barriers to opportunity, and prioritize the leadership of historically underrepresented leaders, such as low-income residents and communities of color



Community Development: Forces and Trends

- **Economic inequality** is worsening in Colorado
- **Population growth** is leading to resource challenges, displacement pressures
- **Rising housing costs** are burdening households and threatening communities
- **Rural areas** experiencing change
- **Climate change** will continue to impact Colorado communities



Community Development Listening: What We Heard

- Colorado's economy is not working for the majority; **income and wealth inequality** is at the heart of it
- **Affordable housing** one of the top challenges facing Colorado (57% of respondents named housing as an issue)
- **Diversity, Equity, and Inclusion** -1) incorporate equity as a Foundation and 2) to fund organizations that do community organizing and grassroots work.
- Importance of **policy and advocacy**, convenings, using the Foundation's full social and financial capital
- More **flexible, multi-year funding, seed funding**



“Seed funding and multi-year funding are the two most impactful support mechanisms we receive”

What's New?

- Reorganization of topical focus areas into big-picture outcomes
- New priority in affordable housing, renewed focus on economic mobility
- Intentional focus on prioritizing low-income and diverse communities, climate change, and community-led solutions



Community Development : 2022-2026 Strategies

Economic Mobility for Families and Individuals

Address systemic economic inequities and build a more just, inclusive economy that creates **living-wage jobs**, develops **small businesses**, and **builds wealth** for low-income residents and communities of color in urban and rural Colorado

Equitable Community Assets

Invest in community assets that **strengthen neighborhoods and communities**, such as efforts to create and preserve **affordable housing**, address displacement pressures, build community-serving infrastructure like **parks** and **multi-modal transportation**, and envision a more equitable and climate-sustainable future for Colorado communities

ECONOMIC MOBILITY FOR FAMILIES AND INDIVIDUALS

Gates' support might look like:

- Pathways to **home and business ownership, worker co-operatives** (examples: Community Land Trusts, work by the Center for Community Wealth Building, Rocky Mountain Employee Ownership Center, Rocky Mountain Farmers Union)
- **Loan funds** and coaching that **support entrepreneurs and small businesses**, especially BIPOC, women, rural-owned. (Rocky Mountain MicroFinance, DreamSpring, Southwest Community Loan Fund)



ECONOMIC MOBILITY FOR FAMILIES AND INDIVIDUALS

Gates' support might look like:

- Efforts to specifically address the **racial wealth gap** and advance economic opportunity for communities of color (for example, a culturally and linguistically relevant commissary kitchen for food entrepreneurs, or Boss Generation, a holistic student debt program by and for Black women)
- Support for changing/declining **rural economies**, such as investments in **rural mainstreets**, **workforce** transitions to a renewable economy, heritage tourism, and other needs identified by local communities
- **Food hubs** and cooperative distribution centers that help support agriculture and **food system market development**, (Valley Roots Food Hub, Excelsior Food Market outside Pueblo)



EQUITABLE COMMUNITY ASSETS

Gates' support might look like:

- Grants for a **housing coalition** or organizing effort that advances policy and advocacy to increase affordable housing (like support for Accessory Dwelling Units or a regional housing strategy)
- Grants for efforts that create **neighborhood and community stability**, (like partners working in East Colfax to support local businesses and acquire land for affordable housing, including Enterprise Community Partners, Urban Land Conservancy, The Fax Partnership, or the FreshLo project by MOC in Montbello)



EQUITABLE COMMUNITY ASSETS

Gates' support might look like:

- **Seed funding/pre-development/planning grants** to community groups working to advance on-the-ground solutions, (such as BuCu West in Westwood where the Foundation combined a community development planning grant with a capital grant to plan for and purchase community-serving real estate)
- Community-centered **climate strategies**, like efforts to improve access to multimodal transportation and safe streets by Denver Streets Partnership and Mile High Connects



Community Development: Application Process for Strategic Grants

Outreach to Program Officer (Laia Mitchell)

- Program officers are eager to hear about evolving opportunities
- Send an email
- Submit an inquiry via online form
- Call to introduce your organization or talk through your idea

Define the Project & Submit Application

- Back and forth process; may take 2-6 months
- Define learning questions, goals, project milestones, impact indicators
- Rolling deadlines (Feb., April, July, Oct.); time-sensitive proposals may be fast-tracked

Gates Board Decision & Grant Agreement

- Decisions at meetings in April, June, September, December
- Notification, grant contracts signed, funds released
- Ongoing communication w/program officer
- Interim and final reports

Capital Grants for Community Development

We invest in capital projects because we believe that land and facilities are long-term assets that can help nonprofit and community organizations serve Colorado communities.

We support capital projects that:

- create economic opportunity, add to the quality of life, and enhance stability for the residents of a community
- involve partnerships between public and private sector organizations that seek to improve the economic and cultural health of communities

Funding examples:

- restoration of historically significant buildings that contribute to community revitalization
- development of rural main streets as a means of promoting economic health for rural areas
- public gathering places eg: parks, community centers



Capital Grants for Community Development

Outreach to Program Officers (Laia Mitchell or Lisa Rucker)

- Send an email
- Submit an inquiry via online form
- Call to talk through your idea

Submit Application

- Use the Colorado Capital Common Grant Application
- Proposal deadlines: **March 15 and September 15**
- See full at details at: www.gatesfamilyfoundation.org/how-to-apply

Gates Board Decision & Grant Agreement

- Decisions at meetings in June and December
- Notification, grant contracts signed, funds released
- Ongoing communication w/program officer
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Impact Investments for Community Development

Program-Related Investments

Specific to Colorado; align with strategic priorities; below-market commitments of capital (loans/ guarantees); need a clear source of repayment – ex: Transit Oriented Development Fund, Energize Colorado Gap Fund, CDFI Small Business Funds

Mission-Related Investments

Investments within the Foundation's portfolio; market-rate returns; investing in innovation in the sector – ex: Greater Colorado Venture Fund

Process: PRIs often initiated through contact with program staff – contact Laia
MRIs are part of the investment management process – contact Sue or Tom



Questions From The Community

- ❑ Roughly how many community development grants do you make annually? Average size per grant? Range?
- ❑ Do you have an ideal grantee size or profile?
- ❑ Do you have a preference for ongoing program versus shorter-term projects?
- ❑ Are your community development grantees private nonprofits or local governments or both?

Please view the last 15-20 minutes of the video for answers!



What's Next?

Open Opportunities

- We're searching for a new **Program Officer for Natural Resources**.
- Public officials can apply by **March 4** for a **Gates Fellowship** to attend Harvard this summer.
- Our next deadline to **apply for a capital grant** is **March 15**.



What's Next? Learn More

NEXT WEBINARS:

- [Natural Resources \(March 2, Noon to 1 p.m. MT\)](#)
- [Informed Communities \(March 3, Noon to 1 p.m. MT\)](#)
- [Impact Investments \(March 14, Noon to 1 p.m. MT\)](#)

QUESTIONS/INQUIRIES

Laia Mitchell, Senior Program Officer

lmitchell@gatesfamilyfoundation.org



Thank You

Let's keep the conversation going.
With your partnership, we amplify our impact.