



MICHIGAN COMMUNITY FOUNDATIONS DATABOOK

2012

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Section I

Assets, Grants and Gifts

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Community Foundation Data Summary (As of the foundation's latest fiscal year end)

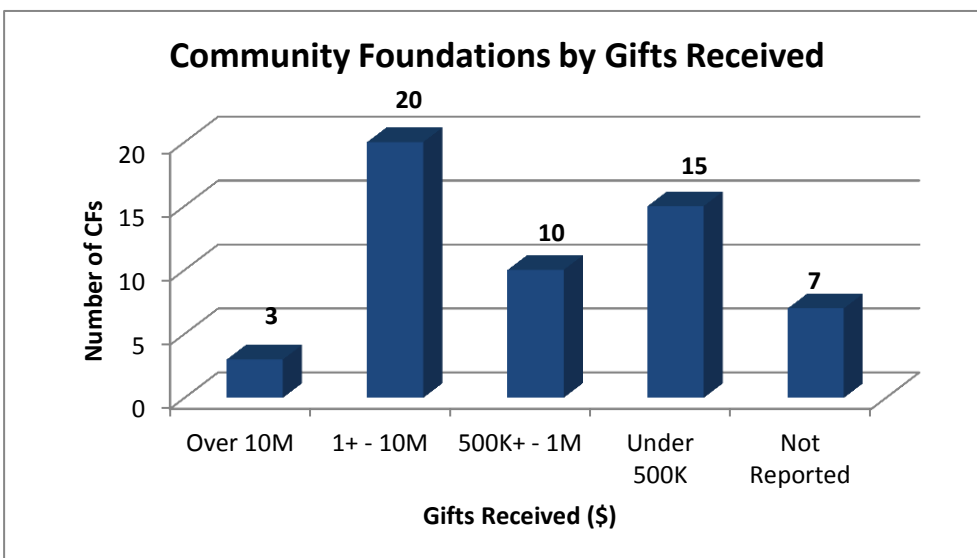
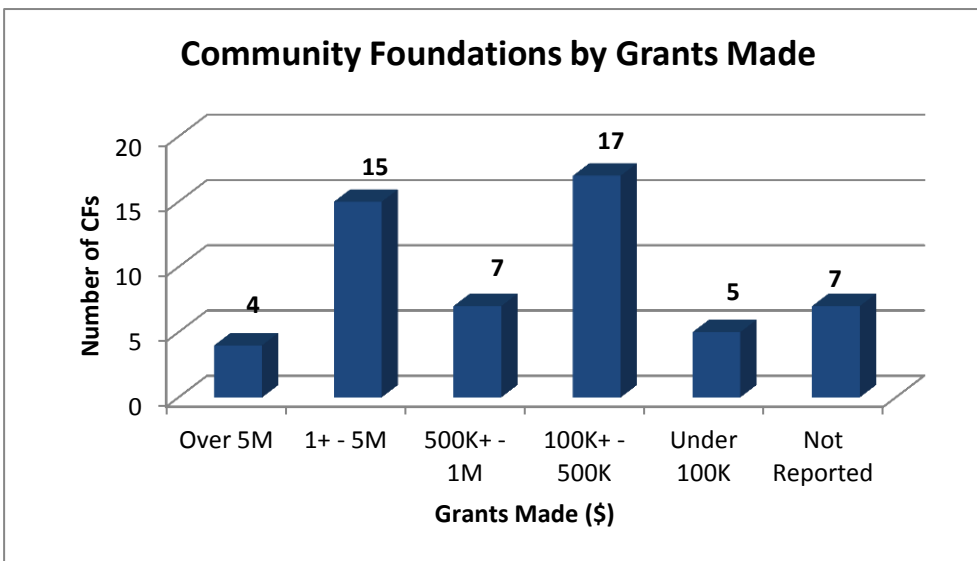
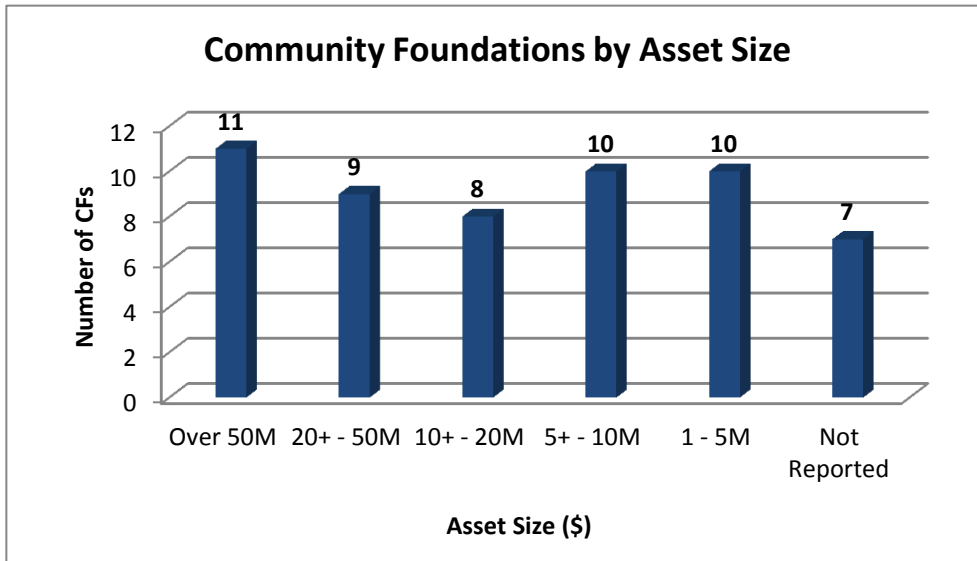
Community Foundation	Assets	Grants Made	Gifts Received
Community Foundation for Southeast Michigan	\$565,693,309	\$47,777,820	\$32,920,178
Kalamazoo Community Foundation	\$306,669,590	\$16,895,461	\$23,977,944
Grand Rapids Community Foundation	\$244,597,528	\$10,029,728	\$12,949,531
Fremont Area Community Foundation	\$171,393,372	\$7,813,559	\$7,631,903
Community Foundation of Greater Flint	\$140,489,068	\$4,381,370	\$2,525,019
Community Foundation for Muskegon County	\$113,996,605	\$3,994,264	\$5,860,926
Battle Creek Community Foundation	\$95,553,272	\$3,812,232	\$3,588,808
Midland Area Community Foundation	\$65,536,367	\$2,355,062	\$3,230,957
Capital Region Community Foundation	\$63,027,230	\$3,993,350	\$3,939,774
Ann Arbor Area Community Foundation	\$57,032,279	\$2,278,645	\$2,450,379
Grand Haven Area Community Foundation	\$55,961,757	\$2,868,178	\$2,927,325
Grand Traverse Regional Community Foundation	\$45,091,826	\$589,415	\$3,289,640
Community Foundation of the Holland/Zeeland Area	\$41,940,253	\$1,764,821	\$3,907,076
Saginaw Community Foundation	\$38,474,707	\$1,669,452	\$2,495,820
Community Foundation of St. Clair County	\$30,825,731	\$840,860	\$922,868
Petoskey-Harbor Springs Area Community Foundation	\$28,459,934	\$754,595	\$7,451,831
Bay Area Community Foundation	\$28,156,736	\$1,425,987	\$1,874,509
Charlevoix County Community Foundation	\$21,993,193	\$963,688	\$1,725,685
Sturgis Area Community Foundation	\$21,378,029	\$393,451	\$356,460
Greenville Area Community Foundation	\$21,023,284	\$1,488,474	\$7,001,868
Community Foundation of the Upper Peninsula	\$19,920,063	\$1,122,541	\$874,447

Community Foundation for Northeast Michigan	\$19,894,351	\$1,164,088	\$622,191
Barry Community Foundation	\$19,039,577	\$732,510	\$920,771
Jackson Community Foundation	\$17,106,995	\$1,818,189	\$1,200,128
Lenawee Community Foundation	\$15,731,864	\$1,529,237	\$1,832,990
Allegan County Community Foundation	\$12,295,063	\$512,670	\$375,947
Mt. Pleasant Area Community Foundation	\$10,993,628	\$368,274	\$1,009,343
Hillsdale County Community Foundation	\$10,173,907	\$630,029	\$911,544
Four County Community Foundation	\$9,809,089	\$379,929	\$325,989
Gratiot County Community Foundation	\$8,078,175	\$257,321	\$740,473
Lapeer County Community Foundation	\$7,830,716	\$232,199	\$245,348
Tuscola County Community Foundation	\$7,667,560	\$335,211	\$802,332
Cadillac Area Community Foundation	\$7,145,360	\$66,185	\$1,368,908
Michigan Gateway Community Foundation	\$7,115,777	\$295,737	\$275,371
M & M Area Community Foundation	\$6,388,743	\$116,819	\$658,956
Community Foundation of Monroe County	\$5,732,372	\$170,461	\$576,360
Keweenaw Community Foundation	\$5,724,504	\$21,972	\$157,409
Frankenmuth Community Foundation	\$5,204,606	\$477,670	\$955,016
Branch County Community Foundation	\$4,407,204	\$350,675	\$303,789
Albion Community Foundation	\$4,359,839	\$109,998	\$420,055
Shiawassee Community Foundation	\$4,213,659	\$120,303	\$46,792
Sanilac County Community Foundation	\$3,722,963	\$110,502	\$202,903
Leelanau Township Community Foundation, Inc.	\$3,335,734	\$111,177	\$1,212,271
Otsego County Community Foundation	\$3,078,888	\$36,360	\$425,218

Three Rivers Area Community Foundation	\$2,217,424	\$48,368	\$188,186
Chippewa County Community Foundation	\$2,345,012	\$102,059	\$90,963
Southfield Community Foundation	\$1,791,919	\$212,055	\$108,106
Canton Community Foundation	\$1,652,565	\$98,003	\$186,396
Baraga County Community Foundation			
Community Foundation of Greater Rochester			
Dickinson Area Community Foundation			
Huron County Community Foundation			
Mackinac Island Community Foundation			
Marquette County Community Foundation			
Marshall Community Foundation			

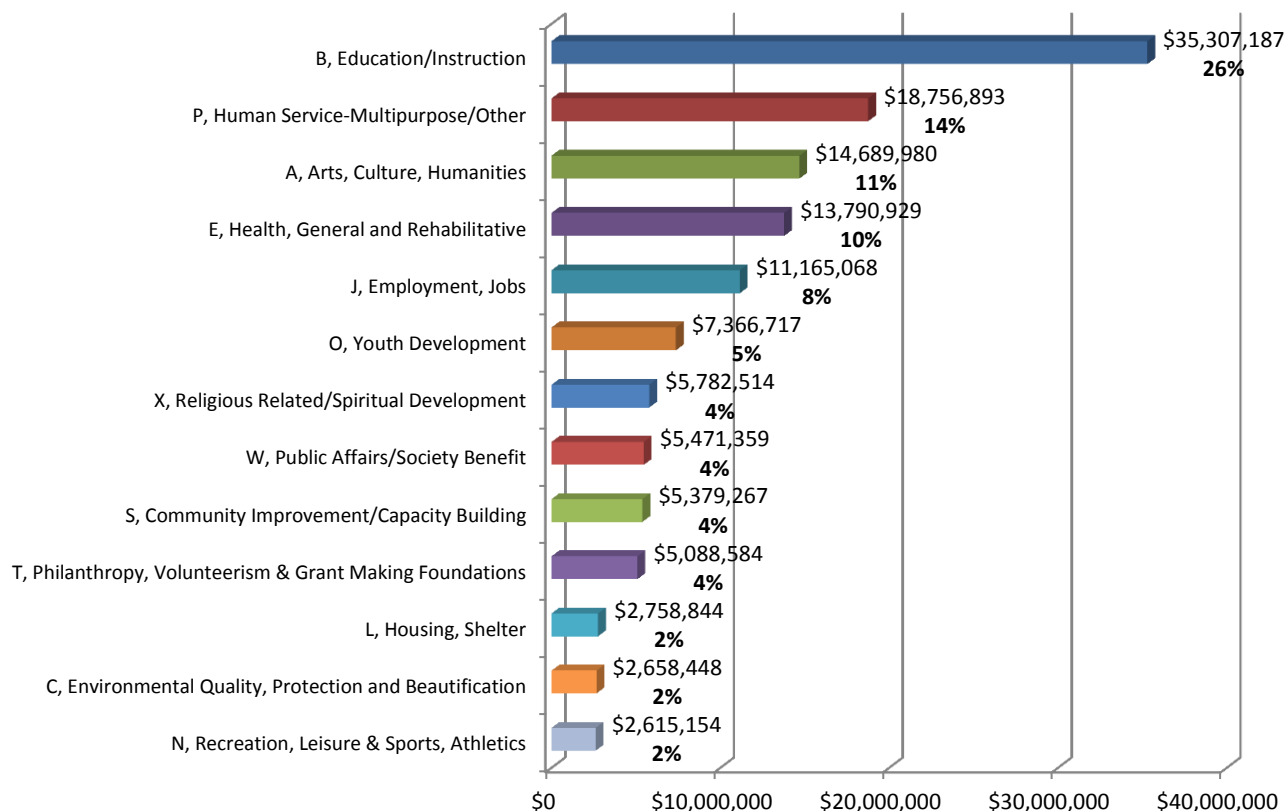
Total	\$2,384,271,627	\$127,620,954	\$148,066,703
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2011 Survey Totals	\$2,382,075,662	\$122,630,246	\$129,705,432
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Grants - Field of Interest Break Down

Largest Grants by Field of Interest

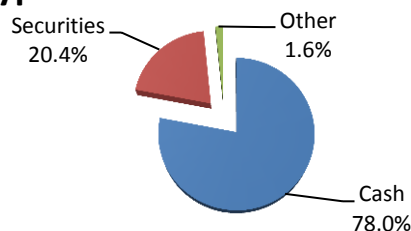


Other Grants by Field of Interest

Code	Description	Amount	% of Total
K	Food Nutrition, Agriculture	\$1,630,577	1%
D	Animal Related Activities	\$1,400,573	1%
G	Disease/Disorder/Medical Disciplines	\$1,089,394	1%
Z	Do Not Report (Supporting Organizations, etc)	\$786,540	1%
H	Medical Research	\$573,346	0%
F	Mental Health/Crisis Intervention	\$509,515	0%
R	Civil Rights, Social Action, Advocacy	\$507,585	0%
I	Public Protection, Crime, Justice, Legal Services	\$352,388	0%
M	Public Safety/Disaster Preparedness & Relief	\$168,704	0%
U	Science & Technology	\$146,660	0%
Q	International/Foreign Affairs & National Security	\$84,623	0%
V	Social Sciences	\$0	0%
Total Grants by Field of Interest		\$138,080,851	100%

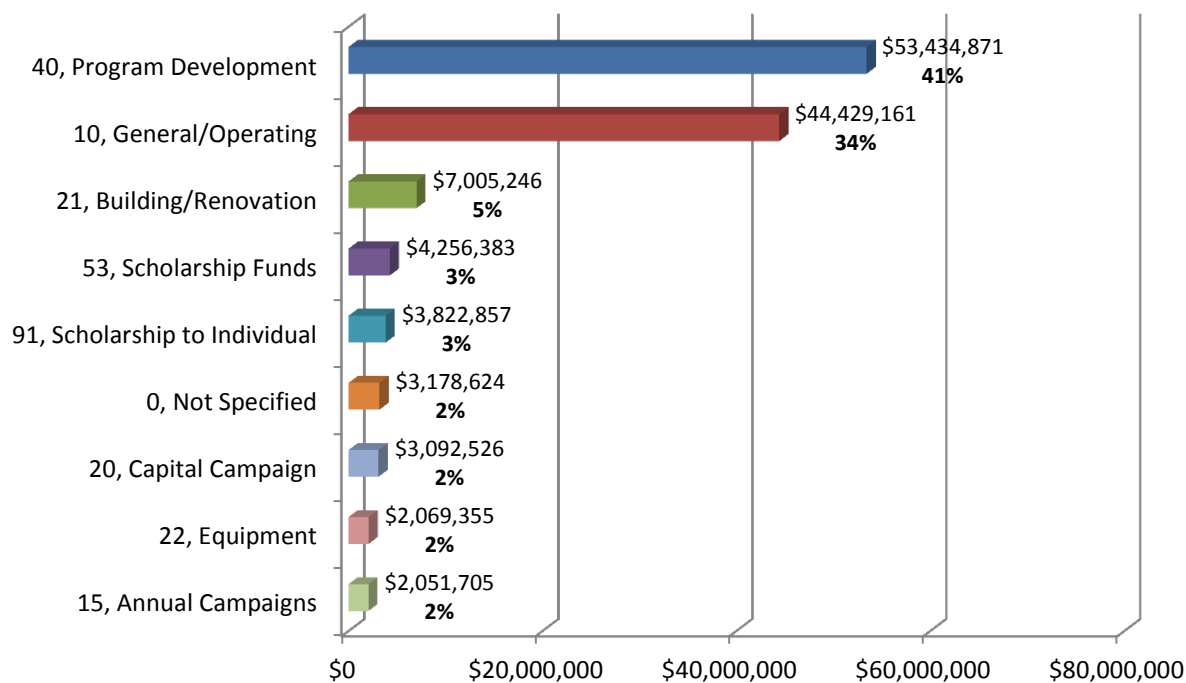
Gift Type Break Down

Cash	78.0%
Securities	20.4%
Other	1.6%



Grants - Request Type Breakdown

Largest Grants by Request Type



Other Grants by Request Type

Code	Description	Amount	% of Total
50	Student Aid	\$1,549,253	1%
25	Endowment Funds	\$980,817	1%
30	Emergency Funds	\$650,989	1%
46	Seed Money	\$452,930	0%
47	Curriculum Development	\$410,575	0%
70	Technical Assistance	\$386,971	0%
26	Debt Reduction	\$316,465	0%
41	Conferences/Seminars	\$215,479	0%
27	Collections Acquisition	\$205,054	0%
24	Land Acquisition	\$203,566	0%
23	Computer Systems	\$174,306	0%
48	Performance/Production	\$169,381	0%
60	Research	\$164,778	0%
49	Exhibitions	\$111,303	0%
85	Employee Matching	\$61,294	0%
80	Program Related Investment	\$57,719	0%
87	Foundation Programs	\$51,189	0%
42	Faculty/Staff Development	\$50,326	0%
44	Film/Video/Radio	\$34,617	0%
90	Grants to Individual	\$18,380	0%
51	Fellowship Funds	\$14,200	0%
45	Publication	\$12,956	0%
52	Internship Funds	\$6,200	0%
92	Fellowship to Individuals	\$2,428	0%
83	Trustee Discretion	\$0	0%
43	Professorships	\$0	0%
86	Employee Scholarship	\$0	0%

Total Grants By Request Type	\$129,601,001	100%
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Section II

Finance and Operations

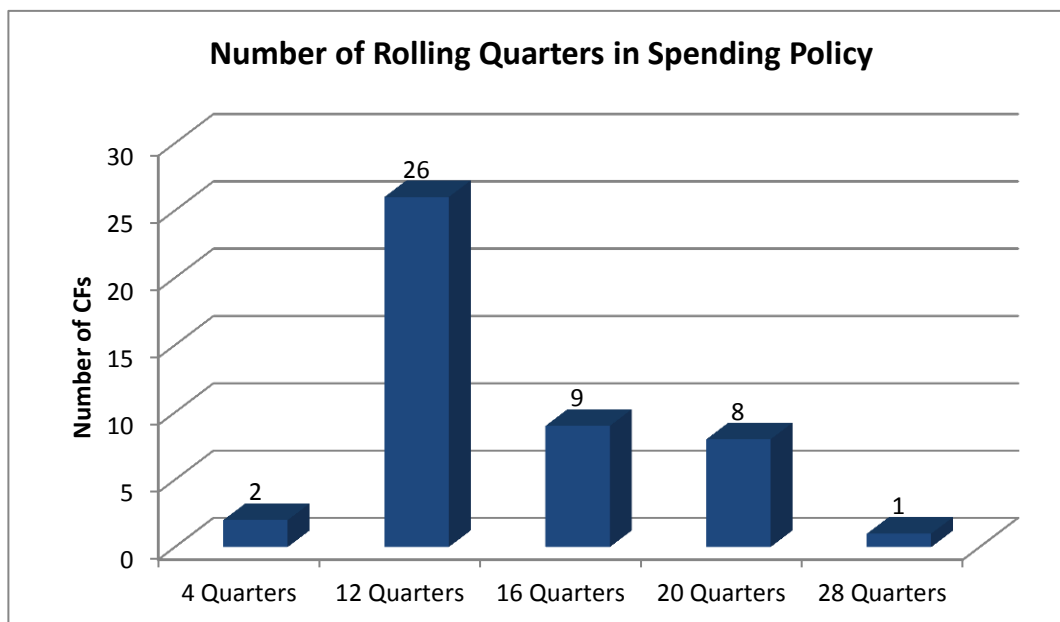
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Average Functional Expenses Per IRS Form 990

Asset Category	Number of Foundations	Grants	Program Less Grants	Management & General	Fundraising	Total
Over \$50 M	11	76%	11%	9%	4%	100%
\$20+ to \$50M	9	61%	17%	17%	5%	100%
\$10+ to \$20M	8	70%	12%	13%	5%	100%
\$5+ to \$10M	9	40%	21%	34%	5%	100%
Up to \$5M	9	48%	25%	19%	7%	100%

General Spending Policy Percentage

Number of CFs	Percentage	Admin Fee Included?
2	6%	Yes
3	5.5%	Yes
18	5%	No
10	5%	Yes
2	4.25%	No
9	4%	No

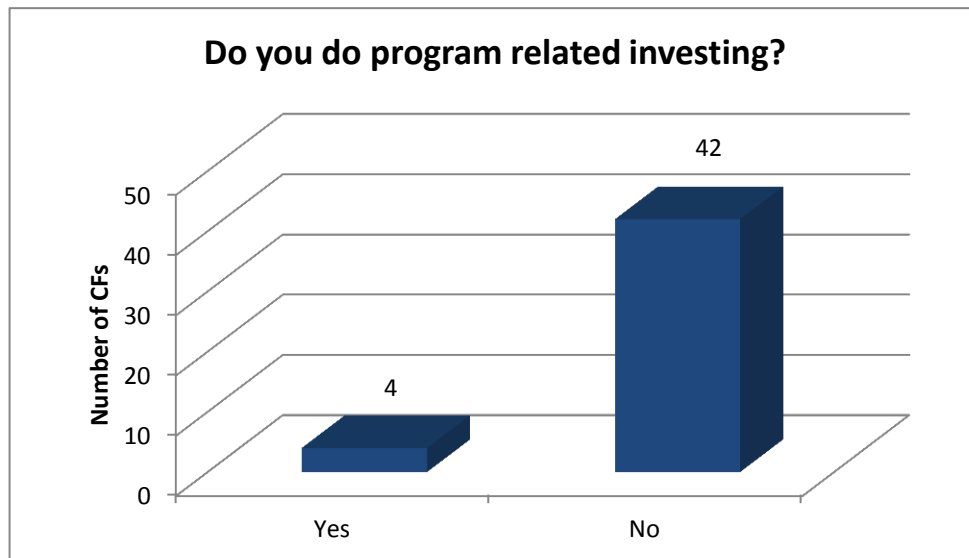


Average amount of FTE by Department

Asset Category	Number of Foundations	Executive Director/ CEO	Finance and Admin	Program	Development	Other	Total FTE
Over \$90 M	7	1.0	4.4	5.1	4.2	4.5	18.6
\$25+ to \$90M	10	1.0	1.9	1.9	1.1	1.2	6.2
\$10+ to \$25M	11	1.0	1.3	1.1	0.5	0.9	3.2
\$5+ to \$10M	9	1.0	0.6	0.6	0.3	0.5	1.7
Up to \$5M	9	0.9	0.3	0.3	0.0	0.4	1.4

Fees on Funds

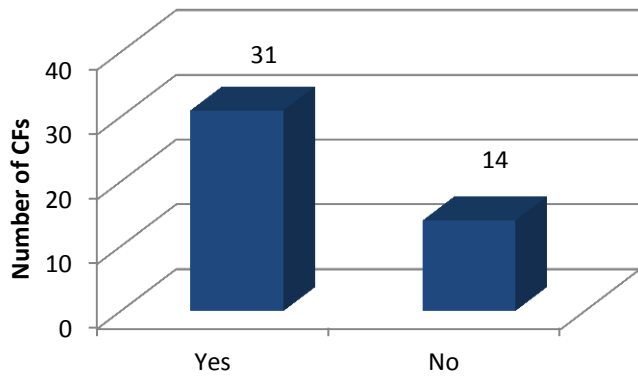
Fund Type	0-0.5%	0.5-1.0%	1.0-1.5%	1.5-2.0%	2.0% +	Other
Pass Through	5	5	8	8	8	10
Scholarship	0	4	22	17	7	0
Agency	1	13	28	4	0	2
Designated	1	11	30	4	0	2
Field of Interest	0	5	28	12	1	1
Donor Advised	0	8	29	5	4	1



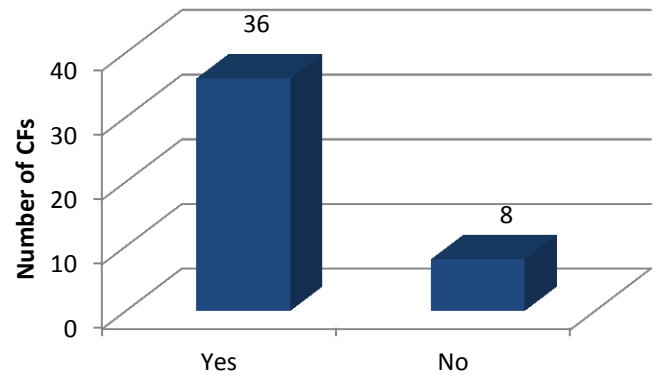
Investment Rates of Return As of 12-31-11

	Annualized Rate of Return			
	1 Year	3 Years	5 Years	10 Years
Foundation 1	-3.72%	9.31%	2.42%	5.90%
Foundation 2	-2.50%	10.92%		
Foundation 3	-1.90%	11.40%	0.80%	4.49%
Foundation 4	-1.59%	10.35%		
Foundation 5	-0.66%	41.94%	4.78%	60.84%
Foundation 6	-2.00%	13.60%	3.00%	6.30%
Foundation 7	-1.20%	10.62%	0.75%	
Foundation 8	-0.64%	8.73%	0.36%	3.16%
Foundation 9	-3.37%	10.23%	0.62%	
Foundation 10	-2.80%	13.20%	2.30%	5.60%
Foundation 11	-3.43%	12.30%	0.97%	4.45%
Foundation 12	0.39%	11.56%	2.87%	5.67%
Foundation 13	1.63%	10.93%	1.63%	
Foundation 14	0.20%	9.90%	1.50%	4.90%
Foundation 15	-2.09%	10.94%	1.98%	
Foundation 16	0.41%	12.41%	2.43%	4.55%
Foundation 17	-2.90%	7.90%	-0.10%	3.60%
Foundation 18	4.95%	8.62%		
Foundation 19	-0.72%	12.94%	3.08%	6.10%
Foundation 20	-3.50%	12.60%	0.90%	4%
Foundation 21	-1.40%	12.20%	1.10%	
Foundation 22	-4.00%	10.70%	0.40%	4.00%
Foundation 23	-2.70%	11.30%	0.90%	
Foundation 24	-2.46%			
Foundation 25	-2.40%	11.90%	12.90%	
Foundation 26	-2.00%	14%	2%	4.70%
Foundation 27	1.07%	10.98%	3.11%	3.63%
Foundation 28	-0.31%	11.67%	1.36%	
Foundation 29	2.78%	11.67%	1.40%	4.25%
Foundation 30	0.82%	12.31%	2.21%	
Foundation 31	-1.90%	9.70%	0.60%	
Foundation 32	-2.60%	13.10%	2%	5.30%
Foundation 33	-2.80%	11.90%	1.20%	
Foundation 34	-1.80%	15.00%	2.90%	5.70%
Foundation 35	-2.85%	10.96%	2.86%	4.65%
Foundation 36	0.80%	11.90%	2.80%	
Foundation 37	0.70%	4.05%	0.55%	
Foundation 38	-4.61%	7.72%	0.86%	5.32%
Foundation 39	5.90%	6.98%	4.15%	
Foundation 40	-3.19%	13.06%	3.10%	0%
Average	-1.2%	11.8%	2.1%	7.1%

Do you allow disbursements from underwater funds?

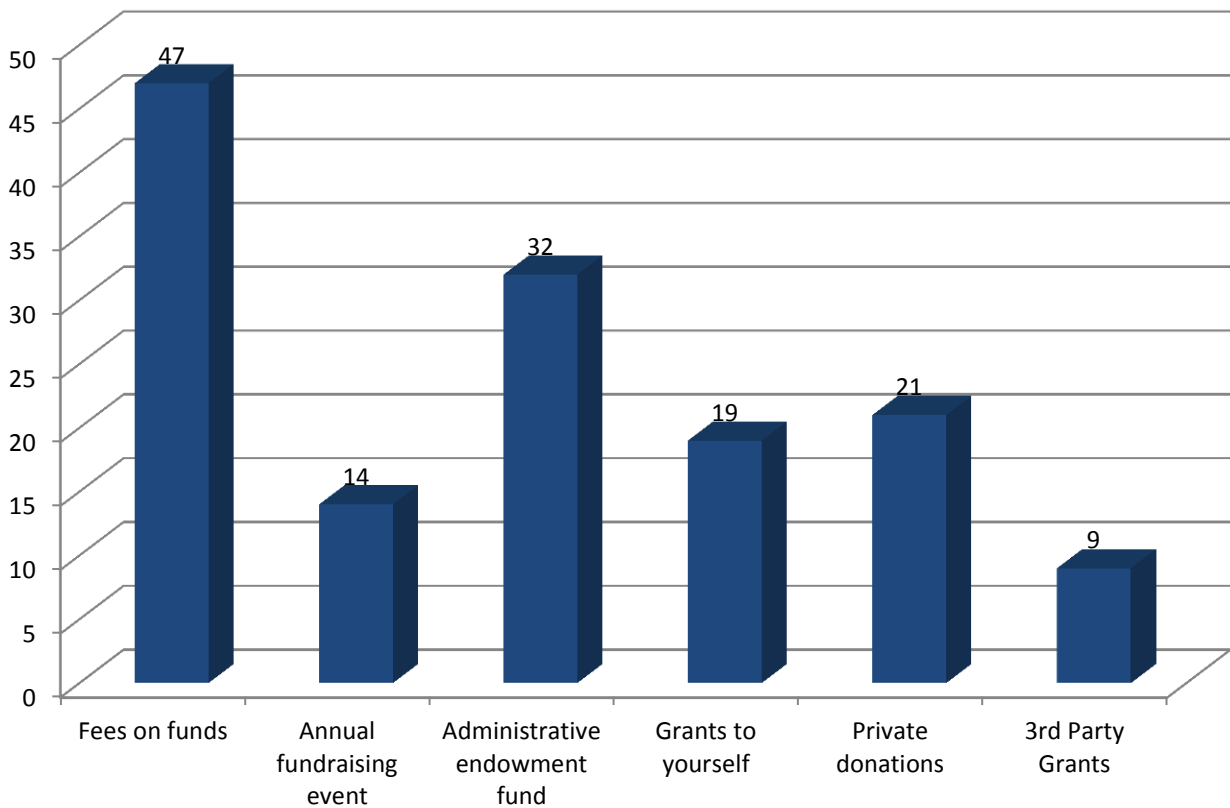


Do you allow unused spendable income to rollover into the next year?



Which methods do you use to fund your operations?

47 Community Foundations responded, selected more than one

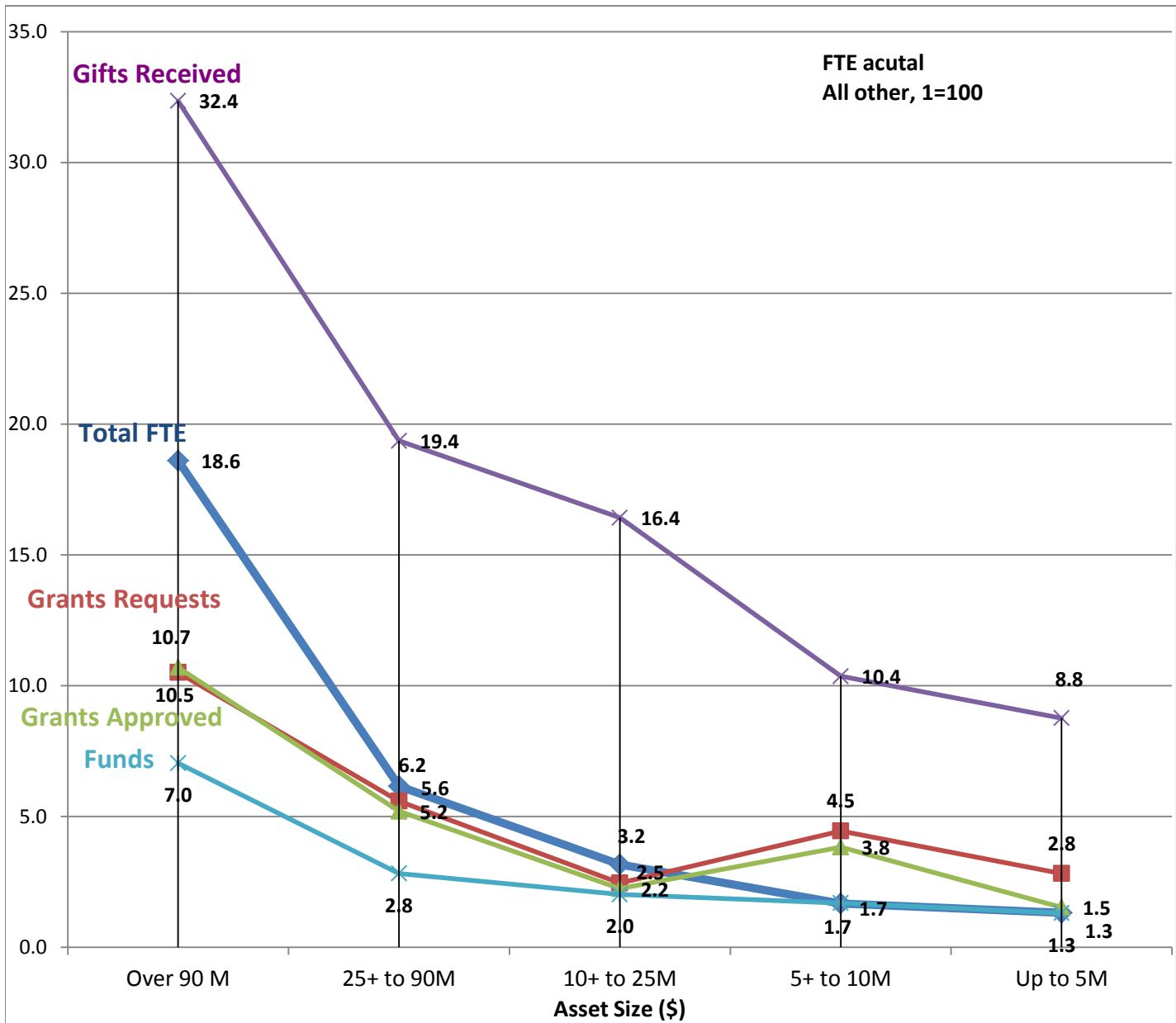


Funding Operating Budgets

	Fees on funds	Annual fundraising event	Administrative endowment fund	Grants to yourself	Private donations	3rd party grants	Other
Foundation 1	60.00%		6.00%	20.00%		14.00%	
Foundation 2	78.00%		7.00%	2.00%	10.00%		3.00%
Foundation 3	65.00%			22.00%			13.00%
Foundation 4	47.56%	6.20%	41.12%				4.96%
Foundation 5	87.00%				13.00%		
Foundation 6	77.30%	2.00%	3.30%	15.40%	2.00%		
Foundation 7	97.00%				1.50%		1.50%
Foundation 8	100.00%						
Foundation 9	82.57%		15.47%			1.96%	
Foundation 10	80.00%		1.00%	2.00%	16.00%		2.00%
Foundation 11	75.00%		8.00%	12.00%			5.00%
Foundation 12	61.00%		13.00%		21.00%		
Foundation 13	53.27%		20.61%		10.94%	14.63%	0.55%
Foundation 14	77.00%	12.00%	1.00%		3.00%		6.00%
Foundation 15	80.00%		5.00%	15.00%			
Foundation 16	92.44%			7.35%			0.21%
Foundation 17	100.00%						
Foundation 18	65.00%			32.00%			3.00%
Foundation 19	77.00%		12.00%	5.00%	4.00%	2.00%	
Foundation 20	38.00%		62.00%				
Foundation 21	34.00%	30.00%	1.00%		36.00%		
Foundation 22	90.00%	4.00%	4.00%		2.00%		
Foundation 23	74.00%		7.00%	18.00%		1.00%	
Foundation 24	75.00%	24.00%	1.00%				
Foundation 25	69.00%		31.00%				
Foundation 26	68.00%	15.00%				17.00%	
Foundation 27	35.00%	40.00%			25.00%		
Foundation 28	100.00%						
Foundation 29	65.00%		13.00%	8.00%			14.00%
Foundation 30	30.00%	60.00%	10.00%				
Foundation 31	60.00%		29.00%	2.00%	5.00%		4.00%
Foundation 32	80.00%				9.00%		11.00%
Foundation 33	79.00%		21.00%				
Foundation 34	85.00%			15.00%			
Foundation 35	10.00%	20.00%			70.00%		
Foundation 36	47.00%			53.00%			
Foundation 37	100.00%						

Average Number of Transactions per Year

Asset Category	FTE	Number of Funds	Grants Requested	Grants Approved	Gifts Received
Over \$90 M	18.6	704	1051	1070	3235
\$25+ to \$90M	6.16	282	559	520	1936
\$10+ to \$25M	3.17	202	246	224	1642
\$5+ to \$10M	1.67	169	445	383	1036
Up to \$5M	1.32	131	282	153	876



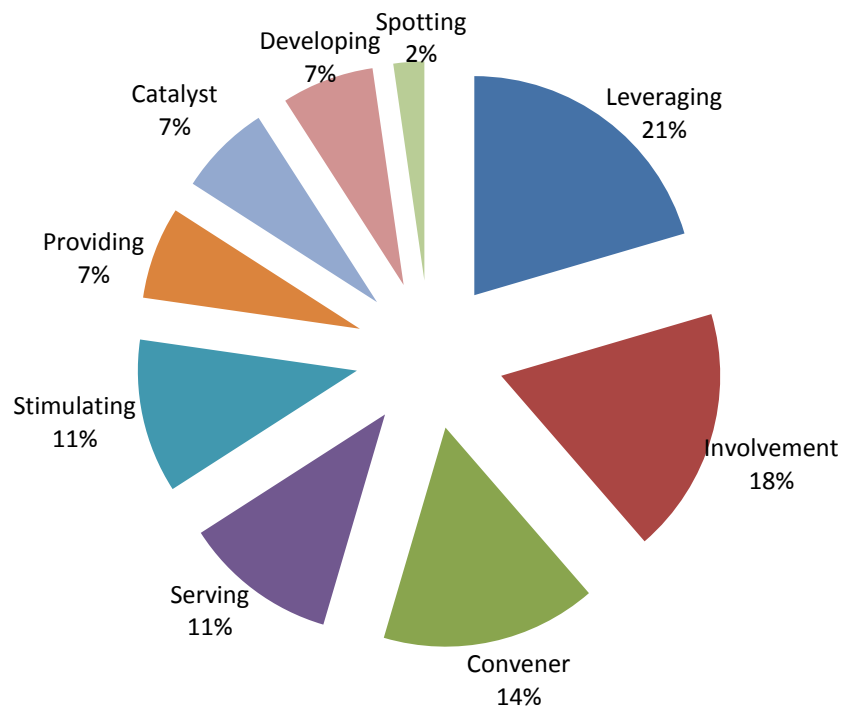
Section III

Community Leadership

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Community foundations often have impact on their communities that may or may not involve specific grants. Please choose one from the following list of leadership roles as the most important leadership role filled by your community foundation last year.

Leadership Roles	# of CFs
Leveraging or brokering funds to meet community needs.	9
Involvement in community planning for the future.	8
Convener for community discussions.	7
Serving as a neutral partner, bringing diverse groups together to solve common problems.	5
Stimulating public/private partnership.	5
Providing technical assistance to nonprofits.	3
Catalyst for needed change.	3
Developing community leaders.	3
Spotting or anticipating problems and acting to prevent them.	1



Albion Community Foundation	Catalyst for needed change - We are serving as the lead agency behind our local college access network.
Allegan County Community Foundation	Convener for community discussions - Our Foundation has led the following community endeavors over the past year: MCAN, Human Trafficking awareness, county wide food pantry collaborative, Keep your ArtsAlive! initiative
Ann Arbor Area Community Foundation	Stimulating public/private partnership - AAACF has teamed up with several public entities in Washtenaw County, Michigan, as well as the United Way of Washtenaw County, to closely coordinate distribution of funds supporting human services. AAACF has been a co-leader and investor in this Washtenaw Coordinated Funders collaborative. AAACF partnered with local government to make astute human service investments, enhance the impact of their combined partnersâ dollars, establish shared priorities for the needs in Washtenaw County, preserve public dollars for human service nonprofits, and encourage greater collaboration among human service agencies. All of the partners have adjusted their practices to make the collaboration work effectively and to better meet the needs of the funded agencies. The Office of Community & Economic Development (representing the City of Ann Arbor, Washtenaw County, and the Washtenaw Urban County) and the United Way of Washtenaw County are equal partners in key activities. These include joint investing and decision-making processes that provides \$4.7 million in annual program and capacity-building grants for human-service agencies in the county. In addition, more than \$300,000 has been distributed to six âplanning and coordinationâ groups that organize cross-agency collaboration in six priority areas: young children, school-age youth, aging, homelessness, safety-net health, and hunger relief.
Barry Community Foundation	Serving as a neutral partner, bringing diverse groups together to solve common problems - BCF purchased and renovated a church that was in jeopardy of being torn down. That building, the Barry Community Enrichment Center now houses 11 different non profits. BCF also staffs 4 pillars of our Hometown Partnership model, which brings many partners to the table to better Barry County.
Battle Creek Community Foundation	Catalyst for needed change - Our strategic focus areas allow us to help the residents of the greater battle creek area in education and health
Bay Area Community Foundation	Involvement in community planning for the future - Served as a convener with the Bay Area Chamber of Commerce to facilitate a collaborative planning process for Bay County.
Branch County Community Foundation	Leveraging or brokering funds to meet community needs - For the Kinder Learning Academy, we solicited funds from non-donors who had an interest in early childhood.
Cadillac Area Community Foundation	Convener for community discussions - Organized a group of community members interested in improving the trails and walkways in and around Lake Cadillac. As a result, a grant has been submitted to the DNR for \$240,000 for improvements and

Canton Community Foundation	Providing technical assistance to nonprofits - For the past two years, we have offered a quarterly nonprofit organization Lunch and Learn. This educational event provides education, networking, and sets our community foundation up as a philanthropic leader in the area. Topics have ranged from planned giving to using social media. More than 50 generally attend each session and NPO's look forward to the event for a time of collaboration, learning and a free lunch! Groups that didn't know each other before this now collaborate on community projects and grant applications.
Capital Region Community Foundation	Involvement in community planning for the future - The Foundation has continued to play a leading role in shepherding the Lansing College Access Network through its first year of operation, serving as the fiscal agent for hiring the program's paid director. We have also worked on plans for expanding the program into a wider area than just the Lansing School District.
Charlevoix County Community Foundation	Developing community leaders - Provided funding for "Leadership Charlevoix County" and played a major role in planning and developing the year-long program, including participation on the Steering Committee, and with staff serving in the Mentor Program.
Community Foundation for Muskegon County	Convener for community discussions
Community Foundation for Northeast Michigan	Leveraging or brokering funds to meet community needs - We helped to bring large grants from the Kellogg Foundation and the Great Lakes Fishery Trust to northeast Michigan.
Community Foundation for Southeast Michigan	Stimulating public/private partnership - The Community Foundation for Southeast Michigan serves as a convener, funder and participant in a wide range of community discussions. The CFSEM is a participant in funder and community collaboratives focused on community development, land use, early childhood, community safety, and youth leadership issues.
Community Foundation of Greater Flint	Leveraging or brokering funds to meet community needs - By applying for anr receiving a challenge grant, and subsequently raising the required match, we were able to leverage \$250,000 toward a critical community need.
Community Foundation of Monroe County	Serving as a neutral partner, bringing diverse groups together to solve common problems - Community wide calendar of events revolving around the commemoration of the war of 1812 @ the request of the mayor

<p>Community Foundation of St. Clair County</p>	<p>Stimulating public/private partnership - Just before Christmas, 2011, our Foundation was gifted ownership of almost one-mile of St. Clair River shoreline in Port Huron. This impressive gift came from our good friend and philanthropist, James C. Acheson. He was willing to make the gift to the Foundation providing that we would ensure public access in perpetuity and create a new plan to enhance access to the waterfront for recreation and tourism. The discussions and planning in preparation for this gift began in the 3rd quarter of 2010 and lasted for more than a year. Through the work of numerous consultants and other partnering organizations, our foundation facilitated public workshops and forums which led to the creation of a new community master plan for this stretch of shoreline. Project components include a multi-purpose pedestrian trail, fishing pier, restored railroad ferry dock, outdoor classroom and new plant and wildlife habitat along the entire shoreline. With the plan and partners in place, the Foundation began seeking public and private funding to cover the projected costs of \$3.6m+ needed to create the new Blue Water River Walk. The Foundation had planned on this project taking anywhere from 6 to 10 years to complete after we began in 2010. Incredibly, especially in this economy, the Foundation and our partners have secured funding and/or pledges of more than \$3 million already, and we now expect to complete the project in 2014.</p>
<p>Community Foundation of the Holland/Zeeland Area</p>	<p>Leveraging or brokering funds to meet community needs - CFHZ served as the grantee and fiscal sponsor and received close to \$400,000 from W.K. Kellogg Foundation to fund and grow the Ready for School Education initiative. We also leveraged local corporate and individual gifts dollars with foundation matches to launch Destination Education - a community catalytic effort with support from the National and Michigan College Access Network, CFM and the Kresge Foundation.</p>
<p>Community Foundation of the Upper Peninsula</p>	<p>Providing technical assistance to nonprofits - Our financial hub service provides back office support to small foundations throughout Michigan.</p>
<p>Four County Community Foundation</p>	<p>Stimulating public/private partnership - We granted funds for Double Up Food Bucks which doubles the purchases for locally grown fruits & vegetables at local Farmers Markets. Families who use the Bridge Card and local farmers both benefit from the partnership of public & private funding.</p>
<p>Fremont Area Community Foundation</p>	<p>Involvement in community planning for the future - We updated our strategic plan over the last year which includes community planning elements and we have been rolling out parts of the plan to our constituents. We have also been heavily involved in the formation of the local college access network. We have been involved in the revitalization of the Newaygo County Community Collaborative which is made up of representatives from various service agencies. The collaborative is concerned with the quality of life of the residents of Newaygo County. The coordinator for this collaborative is on the staff of FACF.</p>

<p>Grand Rapids Community Foundation</p>	<p>Involvement in community planning for the future - Participated as a member of the City of Grand Rapids Transformation Advisors. Transformation Advisors is a team of business, neighborhood and community leaders appointed to advise the City on structural fiscal challenges, service delivery models, and best management practices. The outcome was a five-year transformation plan leading to efficiency improvements, cost savings, and service model improvements. Over 8,700 shoppers used Double Up Food Bucks at local farmer markets in 2011</p>
<p>Grand Traverse Area Community Foundation</p>	<p>Leveraging or brokering funds to meet community needs - There are two specific examples of this leadership role that were particularly significant in the last year. One was in our role with the Campaign for a New Year for our communities. As a partner in that campaign, we were able to leverage major donor gifts that otherwise may not have been given, including a significant challenge gift that leveraged the final success of the campaign. Our partnership offered a trust and assurance that donors found valuable. In addition, we began grantmaking from our FOCUS Fund, our first, true, undesignated fund that engaged Board members in grantmaking. This Fund offers the opportunity for our Board to be more responsive to needs as they arise and also leverages additional community funds through matching grants.</p>
<p>Greenville Area Community Foundation</p>	<p>Leveraging or brokering funds to meet community needs - A partnership with the local Education Foundation in the educational grant process.</p>
<p>Hillsdale County Community Foundation</p>	<p>Convener for community discussions - Creating a College Ready Community through the development of a College Access Program.</p>
<p>Huron County Community Foundation</p>	<p>Developing community leaders - Our Youth Advisory Committee is a natural learning ground for our next generation of community leaders. Through grantmaking, fundraising, and philanthropic involvement and community awareness, today's youth are tomorrow's leaders.</p>
<p>Jackson Community Foundation</p>	<p>Convener for community discussions - We helped convene a group of community leaders, now numbering in the hundreds, to think creatively together to envision what our community can aspire to be in the year 2020. This movement is now one year old and called Jackson 2020. We are working on a unified vision and plan around the areas of education, health, community safety, community supports, economic & workforce development, arts, culture, recreation, government efficiencies and effectiveness.</p>
<p>Kalamazoo Community Foundation</p>	<p>Serving as a neutral partner, bringing diverse groups together to solve common problems - The Kalamazoo Community Foundation has served as Managing Partner and fiscal agent for The Learning Network of Greater Kalamazoo, a countywide effort to leverage our community's assets to prepare all children for school, post-secondary education, a career, and the world.</p>

Keweenaw Community Foundation	Serving as a neutral partner, bringing diverse groups together to solve common problems - Our Executive Director was a catalyst in our community in the areas of Alternative Education; which included University Level involvement mentorship programs to community youth who attend alternative education schools.
Lapeer County Community Foundation	Involvement in community planning for the future - A collaboration involving the Lapeer County Community Foundation and the Lapeer Development Corporation, the education, healthcare, education, and transportation committees of the Visioning Implementation Committee (VIC) recommend projects to the Foundation to fund that would benefit the future of those in Lapeer County.
Leelanau Township Community Foundation, Inc.	Convener for community discussions - The Foundation acted as convener to bring local government (Township & Village) business owners and interested community members together to develop a economic development plan.
Lenawee Community Foundation	Leveraging or brokering funds to meet community needs - We sponsor the volunteer center for our community. VOLUNTEER Lenawee! recruits, refers for placement, & recognizes volunteers for the impact they have on our community. As part of this program, we have a full-time AmeriCorps*VISTA volunteer who manages the program, produces a community resource directory, & more.
M & M Area Community Foundation	Serving as a neutral partner, bringing diverse groups together to solve common problems - It brought diverse groups together to address common community issues.
Midland Area Community Foundation	Involvement in community planning for the future - The foundation is always involved in community projects for future use.
Mt. Pleasant Area Community Foundation	Leveraging or brokering funds to meet community needs
Petoskey-Harbor Springs Area Community Foundation	Catalyst for needed change - We have been playing a catalyst role in our community's efforts around "local food" or "from farm to table" initiatives. We provided funding for local farmers to attend the Northern Michigan Small Farms Conference and we also supported a follow up debrief shortly after the conference. The follow up provided the space for the right people to come together and discuss our local food system. They have now created the "Local Food Alliance of Northern Michigan". This effort, with our support, has exciting implications for our local economy, health, and rural landscape preservation in our community.
Saginaw Community Foundation	Providing technical assistance to nonprofits - On a daily basis members of the SCF staff consult with various leaders from NPOs with either grantwriting, strategizing, development, sustainability, etc.
Sanilac County Community Foundation	Developing community leaders - The foundation fulfilled this role by their active support of our YAC. We have YAC members attend each Foundation Board meeting; we have a voting YAC member on the Foundation Board; and we have attendance by Foundation Board members at several of their events, such as Cardboard City.

Shiawassee Community Foundation	Involvement in community planning for the future - Collaborating with other community stakeholders to bring College Access Network to Shiawassee County.
Southfield Community Foundation	Spotting or anticipating problems and acting to prevent them - We worked with the Southfield Centers for Youth to identify a partner to continue youth development initiatives in the community.
Sturgis Area Community Foundation	Convener for community discussions - Helped bring important and varied community leaders in the county to the table for a series of discussions on the possibility of a new senior center-ongoing
Three Rivers Area Community Foundation	Involvement in community planning for the future - Our community foundation has played an important role in developing a local trail system for the Three Rivers area and its surrounding townships, through funding a master trail plan, collaborating with local officials to form a recreational authority, and establishing a trail fund.
Tuscola County Community Foundation	Leveraging or brokering funds to meet community needs - Several grants were challenge awards. The grant recipients were required to match the total grant award which in turn created greater positive results.

Section IV

Impact Grants

For good. For ever.®

Community Foundation	Grantee Organization	Grant Amount	Grants
Albion Community Foundation	Friends of the Bohm Theatre	\$25,000	We provided matching funds to support the planning stages of renovating the historic theatre. The results of the plans have already helped us leverage close to \$1 million dollars in grants and pledges.
Allegan County Community Foundation	Allegan county Legal Self Help	\$5,280	Start-up funds for a free legal clinic providing education/resources via volunteer legal professionals
Ann Arbor Area Community Foundation	Friends of Rutherford Pool	\$30,000	<p>Since 1971, the Rutherford Pool has enriched the quality of life in the Ypsilanti community and nurtures the health and well-being of its citizens, its environment, and its economy. Recreation, and in particular facilities like a public pool, are an integral part of Ypsilanti's image, character, and quality of life. However, in 2003, in the face of severe budget shortfalls, the City of Ypsilanti had to completely eliminate recreation funding. In response, a group of community members formed the Friends of Rutherford Pool to operate the pool and ensure it could stay open. With the City of Ypsilanti's endorsement, the Friends have applied and were awarded a \$300,000 matching grant from the Michigan Natural Resources Trust Fund. To qualify, the Friends needed to raise the remaining balance in private donations and commitments by September 30, 2011. To preserve this community resource, The Ann Arbor Area Community Foundation awarded two grants totaling \$30,000 to the Friends of Rutherford Pool. The new Rutherford Pool will include state of the art mechanical systems that will create significant operating efficiencies. Those savings and an endowed fund to support future maintenance and upkeep will help ensure Rutherford Pool's long-term sustainability.</p>
Barry Community Foundation	Economic Development Alliance of Barry County	\$19,707	Forty percent of BCF's grantmaking dollars, \$19,706.60, were used to fund the Economic Development Alliance of Barry County. This organization recently received a cut in funding from the County's budget and this money will help fund Economic Development in Barry County.

<p>Bay Area Community Foundation</p>	<p>Bay County Health Department</p>	<p>\$15,000</p>	<p>Bay County Health Department received funding from the Bay Area Community Foundation for a community health assessment. The goal of the community health assessment project is to determine the County's health status and assess the capacity of the public health infrastructure. Within each of these goals are specific aims and objectives that include indentifying all organizations that provide health services, document current status of health in community and services needed but not provided. The end product will include a baseline database for tracking community conditions and provide public access to it via the Internet.</p>
<p>Branch County Community Foundation</p>	<p>\$34,547 Coldwater Community Schools</p>	<p>\$4,375</p>	<p>The grant was for The Kinder Learning Academy: Preschool for Three year olds. The program provides preschool for young children that is open to all families regardless of income. The program is from Monday through Thursday for 3 hours each day. The curriculum used is specifically designed for three-year old children and is taught by an experienced teacher who has an early childhood endorsement with the State of Michigan. The class size is limited to 16 students, transportation and snacks are provided.</p>
<p>Cadillac Area Community Foundation</p>	<p>Baker College</p>	<p>\$5,000</p>	<p>Feasibility Study for an Alternative Energy and Ag Program for Baker College. The study proved positive and these new programs will give local students access to education in fields that have potential</p>
<p>Canton Community Foundation</p>	<p>Canton Community Foundation</p>	<p>\$15,000</p>	<p>The Canton Community Foundation provided a grant to support our second annual Veterans' Summit. This is a two-day event. Day one is designed for attorneys and veteran advocates to earn the necessary accreditation to represent the VA to veterans. No other group is offering this service in Michigan. We partner with the State Bar in Texas to offer this CLE's. To date more than 100 individuals have</p>

Capital Region Community Foundation	Allen Neighborhood Center	\$75,000	This was a lead grant supporting the Allen Neighborhood Center's conversion of a functionally obsolete warehouse into the Allen Street Food Hub. The Hub will: (1) enable the Center to expand its weekly farmers market from a summer market to a year-round indoor market; (2) hold an incubator kitchen that will be used by local food entrepreneurs and for nutrition education and food preparation skills training; and (3) provide food storage space for commercial and residential use. The Hub will promote nutritional health and food security, strengthen the local food system, and support job skill development and food entrepreneurialism. The Center leveraged this lead grant, and successfully obtained several additional large grants that made the project financially feasible.
Charlevoix County Community Foundation	City of Charlevoix	\$10,000	The grant provided seed funding to allow the local Chambers of Commerce and municipalities to develop and implement 'Leadership Charlevoix County,' a year-long leadership development program that will be repeated annually.
Community Foundation for Muskegon County	Downtown Musegon Development Co. Childrens Fountain	\$100,000	From a vacant lot to thriving splash pad. Alcoa Celebration Square was a love note from several different funds to our Community. The Foundatin encourages Muskegon to gather and play together on a hot summer day. You will see people from all different backgrounds splishing, splashing, snacking and smiling.
Community Foundation for Northeast Michigan	26th Circuit Court/Family Division	\$2,560	This grant helped establish the Alpena County Jevenile Drug Court Project, which provides coordinated services for adjudicated juveniles who have a history of abusing alcohol and/or other drugs. The grant was used to provide additional consulting. Since juvenile drug use is a problem in northeast Michigan, this program was critical to try to help young people most at need.
Community Foundation for Southeast Michigan	Wayne State University Research & Technology Park	\$60,000	The grant supported expansion of BOOM! The New Economy Collaborative. BOOM! provides training and mentoring to help people age 55+ launch "encore Careers" as entrepreneurs, and to identify many creative and fulfilling alternatives to traditional retirement.
Community Foundation of Greater Flint	Prima Civitas Foundation	\$26,537	Support of the operation of the Flint Area Reinvestment Office, which assists public, private & nonprofit organizations to successfully extract and utilize federal and state funding for the Flint area.

Community Foundation of Monroe County	Monroe Senior Citizens Center	\$6,339	replaces a 32 year old sound system @ the Monroe Center for Healthy Aging for the 2000+ seniors to hear the programs
Community Foundation of St. Clair County	City of St. Clair Downtown Development Authority	\$20,000	The Community Foundation of St. Clair County represents many local communities. In 2011, we awarded a grant to the City of St. Clair for expansion of a waterfront park and the addition of floating docks and a public fishing pier. This grant was extremely impactful and transformed a weed infested and underdeveloped river bank into a beautiful, well-used recreational site that is appreciated by residents and tourists alike. This grant had an immediate positive effect on local businesses, and in many ways it has also changed the community dialogue. There has been a renewed interest in building improvements and vacant properties in the area and an increased willingness for business owners and local leaders to work together to revitalize the downtown area.
Community Foundation of the Holland/ Zeeland Area	Community Aciton House	\$7,650	Community Navigator - A collaborative effort to provide in-home assessment and intensive services to individuals/families in order to help them successfully access community resources to meet various needs, including those aimed at preventing home eviction and foreclosure.
Four County Community Foundation	Almont, Armada, Capac, Dryden, Imlay City & Romeo Schools	\$25,348	We provided a pro-active grant of up to \$1,000 per public school building in our area. They submitted projects which were their priority but had no alternative source of funding. Project examples include: Distracted Driver Prevention; Robotics Summer Camp; Health Occupation Program supplies & a Gifted & Talented Program.
Fremont Area Community Foundation	Grant Public Schools	\$44,652	This grant was to integrate technology into all third grade classrooms using a set of for 40 ipads. An outside evaluator was hired to measure the effectiveness of student achievement using technology. Academic outcomes will be more concrete after the 2013 MEAP scores, however preliminary outcomes were very favorable. This grant excited the board of education, students and the community. The school district has approved the proposal for a technology bond to upgrade technology district wide. School district funds were also reallocated and 40 ipads have been purchased for the fourth grade class.

Grand Rapids Community Foundation	Fair Food Network	\$150,000	For the Double Up Food Bucks program to encourage healthy food choices and support the local economy by providing incentives for families utilizing the Supplemental Nutrition Assistance Program (SNAP) benefits to purchase fresh produce at local farmers markets.
Grand Traverse Regional Community Foundation	Grand Traverse Regional Land Conservancy	\$8,000	This grant supported development of an integrated action plan for trail, parks, and preserve infrastructure development and maintenance for the US-31 corridor area from East Bay to Elk Rapids. Project includes mapping existing assets, compiling and consolidating existing plans, interviews and surveys with citizens/constituent groups/users, etc. This grant was a catalyst for additional funding, for awareness and understanding of opportunities for communities along the corridor, and funded a plan that lays the groundwork for future activities along the corridor. In addition, this grant was representative of an ongoing and enhanced relationship between the Land Conservancy and the Community Foundation, strengthening ongoing opportunities for collaboration between the two organizations.
Greenville Area Community Foundation	Greenville Public Schools	\$180,000	3 additional all day every day kindergarten/preschool teachers to enhance early childhood programs leading to: reduced class size, development of a continuous progress kindergarten, no-cost preschool for at-risk students.
Hillsdale County Community Foundation	Hillsdale County Economic Development	\$5,000	Provided funding for the printing of a "Made in Hillsdale" publication which outlined items made in Hillsdale County

Jackson Community Foundation	Child Care Network	\$23,046	To increase access to post secondary education for 20 to 25 Jackson County parents. The purpose of the FIRST Family Support Program is to provide families with financial scholarships to quality child care settings for the children while parents are attending school. FIRST FSP has two goals: the first goal is that parents are able to enroll in college, pursue their GED or for teen parents to graduate high school and work toward economic self-sufficiency. The second goal is that their children participate in high quality early educational settings that encourage healthy social, emotional, cognitive and physical development. The outcome that Child Care Network strives for is that parents will graduate with the skills and knowledge necessary to become self-sufficient and that their young children will be better prepared for future success in school and life.
Kalamazoo Community Foundation	Kalamazoo Center for Youth and Community	\$259,870	This grant is the result of a nine-year effort to establish an initiative in a long-neglected neighborhood in the city's urban core with the potential to engage the young people and adults in the neighborhood in a long-term effort to re-build their community. The grant will support the second year of operations of this new non-profit working in partnership with residents and organizations in the Eastside neighborhood of Kalamazoo. In its first year, the organization established its presence in the neighborhood by building relationships with residents and organizations seeking partnerships toward a shared vision. This grant will now support implementation of the organization's framework, which has been generated from extensive work with residents and research about successful youth development practices. The grant represents the Community Foundation's willingness to both stay committed to the residents of a neighborhood and demonstrate flexibility to significantly invest in a new non-profit.
Keweenaw Community Foundation	Copper Country Intermediate School District-Health Occupations Students Of America (HOSA)	\$5,434	Support local high school juniors and seniors in the CTE Allied Health Programs in HOSA at regional, State, and national leadership conferences where they participate in competitive events.

Lapeer County Community Foundation	PIX Arts Council for Greater Lapeer	\$15,553	The grant was toward renovations and upgrades to the 1940s art deco movie house in downtown Lapeer. A local icon, it serves all ages throughout the county.
Leelanau Township Community Foundation, Inc.	Leelanau Children's Center	\$5,217	This grant funded scholarship for Township students to attend the Leelanau Children's Center early childhood program.
Lenawee Community Foundation	Boys & Girls Club of Lenawee	\$869	Capital project which renovated a portion of the Adrian Middle School 5-6 building to establish dedicated, safe space for our Boys & Girls Club. The alternative to build a new building would have been significantly more costly.
M & M Area Community Foundation	Maroon Makeover	\$12,500	At it's core, the program is a community based volunteer effort to ensure that a dwindling school budget does not prevent the much-needed painting landscaping, cleaning and minor repairs from taking place at the high school. Teachers, students, school board members, community members and businesses have all joined in to help make it happen.
Midland Area Community Foundation	City of Midland	\$20,000	MPD Drug Canine Enforcement Team
Mt. Pleasant Area Community Foundation	Central Michigan Community Hospital	\$10,000	The Central Michigan Community Hospital (now named McLaren Central Michigan) Free Clinic was established in 2011 to provide no-cost, primary care to the medically uninsured residents of Isabella County. Eligibility for service is based on household income at or below 225% of the federal poverty level. The clinic is fully staffed by both clinical and non-clinical volunteers. Primary care services are available at the clinic, as well as assistance with obtaining prescription medication. In its first year, the clinic is open one evening a week. The Mt. Pleasant Area Community Foundation awarded a grant of \$10,000 from unrestricted funds this past fall to purchase medical supplies to stock the clinic, and to provide prescription assistance to patients unable to secure necessary medications through other sources.
Otsego County Community Foundation	Otsego County Sportsplex	13,000	All fourth graders in the county received swim lessons.

Petoskey-Harbor Springs Area Community Foundation	St. Francis Xavier Child Development Center	\$4,000	When another area daycare closed the St Francis Xavier CDC saw an increased need - particularly for infant care - and had to create a waiting list for several families in need of infant and young toddler daycare. Our \$4,000 grant made it possible for St Francis Xavier CDC to expand their program services and clear the waiting list. This likely would not have been possible without our support and this project had a very tangible and important impact for families in our community.
Saginaw Community Foundation	Saginaw Habitat for Humanity	\$25,000	This was a collaborative effort between SCF, Habitat for Humanity and Dow Chemical to conduct a massive neighborhood revitalization project which encouraged the foundation to establish its own Community Improvement Initiative.
Sanilac County Community Foundation	Great Start Collaborative	\$3,850	Funding for pre-school scholarships for at-risk children
Shiawassee Community Foundation	Respite Volunteers of Shiawassee	\$5,000	Respite Volunteers of Shiawassee place trained volunteers with families who are providing care to family members with a persistent health impairments and/or to the elderly. Volunteers are trained by Respite and are matched with a specific patient who resides close to their own community and has similar interests. Volunteers provide one to four hours of much needed respite for the caregivers.
Three Rivers Area Community Foundation	Walther Farm Community Foundation	\$4,000	Seed money was granted for the Paw Packs program, a supplemental, weekend, food program for area elementary school aged children. Local potato grower, Walther Farms, saw a need among our young people and formed an organization that focuses primarily on providing food and assistance to those in need.
Tuscola County Community Foundation	Tuscola Great Start Imagination Library	\$4,000	Provided support to assist with the purchase of books to be mailed home to parents of pre-school children through Tuscola County. Approximately 1,500 pre-school school children were positively impacted by the literacy strengthening initiative.