ON THE COVER

Mott grantees in Africa stepped up during the COVID-19 pandemic to help provide emergency food assistance to people in vulnerable communities.

PHOTO: COURTESY OF SOCIAL CHANGE ASSISTANCE TRUST

Children’s savings accounts can promote a college-going culture, as well as educational and racial equity. With support from Mott, Prosperity Now and other grantees are spurring interest in CSAs in cities like Saint Paul, Minnesota, which launched CollegeBound Saint Paul for every child born on or after Jan. 1, 2020.

PHOTO: COURTESY OF PROSPERITY NOW

An AmeriCorps National Civilian Community Corps member helps to build homes in Flint. The Mott-supported Flint National Service Accelerator makes it easier for local community-based groups to secure and mobilize teams of people through national service organizations.

PHOTO: CRISTINA WRIGHT

Efforts by Mott grantees to ensure all residents of the Great Lakes region have access to safe, affordable water while also maintaining the financial health of water utilities may provide a valuable roadmap for the rest of the country.

PHOTO: HISPANOLISTIC / ISTOCK
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The pursuit of social equity, in which all people have fair access to available resources and opportunities, has long been a basic tenet of the Mott Foundation's grantmaking. It's such an integral part of our DNA that, for more than 25 years, it's been reflected in our mission to support efforts that promote a just, equitable and sustainable society.

While a focus on equity already was a priority for Mott and many others, in 2020 the COVID-19 pandemic brought the issue to the forefront of social consciousness and conversation. This wasn't a surprise, as the global health disaster hit marginalized communities the hardest, exacerbating longstanding inequities and sparking immediate needs.

For example, as schools moved to remote learning, some students lacked access to computers and wireless technology. That's why Mott's grantmaking to help address the pandemic* — a total of nearly $7.5 million in 2020 alone — included early support to provide

*For up-to-date information on the Mott Foundation’s grantmaking related to the COVID-19 pandemic, please visit mott.org/pandemic.
children in our home community of Flint, Michigan, with the technology they needed to keep connected to their education, each other and additional resources. Through a grant to the Council of Michigan Foundations, we also provided support for the development of the governor’s strategic plan for safely and equitably reopening Michigan’s K-12 schools.

The pandemic also highlighted the value of equity-related grantmaking that the Foundation had in place prior to the disaster. For example, in 2016 we launched a strategy to address issues of water equity in the Great Lakes region of the U.S. When the economic impacts of COVID-19 hit the nation, many cities and states around the country placed moratoriums on water shutoffs, which have long been a challenge for struggling families. But as society has reopened, some communities have resumed shutoffs. My hope is that our grantmaking will provide a roadmap to ensuring universal access to safe, affordable water, while also maintaining the financial health of water utilities.

Two years into the pandemic, it isn’t surprising that many people yearn to put the disaster behind them and “get back to normal.” That said, I believe the inequities that permeated the pre-pandemic status quo will require committed partners to work together across all sectors to create a new normal, one in which all people have the opportunity to participate, prosper and reach their full potential.

The Mott Foundation’s grantmaking will continue to support such efforts, and I look forward to sharing the results and lessons of that work in the months and years ahead. In the meantime, here are a few other highlights of Mott’s 2020 grantmaking across our four programs:

Flint Area

In addition to helping students in our home community stay connected to their education, we granted $1 million to support the Greater Flint Urgent Relief Fund. Led and administered by the Community Foundation of Greater Flint, the Fund is intended to help local nonprofit organizations respond to pandemic-related needs. We also provided funding for: 2 million disposable face masks that were distributed throughout the community; more than 9,000 meals for health care workers and volunteers staffing the frontlines at area hospitals and vaccination sites; and a coordinated effort to help Black-owned businesses reopen safely.

As part of our Focus on Flint initiative, first launched in 2019, the Foundation began awarding a total of $1 million in grants to help strengthen neighborhoods, which residents had identified as their top priority. We asked residents to submit and vote on ideas, and we subsequently provided funding to help reduce neighborhood blight, support the demolition of vacant and abandoned properties, and provide for home improvement and repair programs, including for area seniors.

Volunteers participate in a citywide cleanup in Flint. Through Mott’s Focus on Flint initiative, residents identified strengthening neighborhoods — including addressing blight — as a top priority.

PHOTO: COURTESY OF LATINX FLINT
On June 29, 2020, just over four years after we announced we would grant up to $100 million over a five-year period to help Flint recover and rise from its water crisis, the Foundation announced we had made more than $106 million in related grants. And we continued to provide related support throughout the five-year period, for a total of $116.7 million through May 11, 2021.

Civil Society

The pandemic's implications for civil society have been dramatic. For example, as communities grappled with lockdowns, global reliance on digital technology rose to dizzying new heights. Recognizing existing inequities in access to technology and, in some cases, its use as a weapon against underserved communities and people of color, we continued to make grants to help ensure that civic space, in both its physical and digital forms, is open, safe and accessible to all.

Our grantmaking also sought to help grassroots organizations address needs, inequities and injustices exacerbated by the pandemic, while also helping to ensure the financial stability of those organizations. To that end, we committed $10 million to help establish the Legal Empowerment Fund, which aims to raise $100 million over 10 years to provide financing for local justice services in communities around the world.

To help nonprofit organizations in the U.S. struggling with their own pandemic challenges while also trying to meet increased demand for their services, Mott grantees engaged in a successful advocacy effort to include the sector in the federal CARES Act. As a result, nonprofits have had access to loans, payroll tax credits and other forms of financial relief through the economic stimulus bill.

Our belief in the importance of community-based philanthropy was reflected in grants to help community foundations around the world address the pandemic at the local level and to expand the field in Africa and Latin America.

Reflecting our longstanding efforts to promote equity and justice, we made grants to strengthen related research and action in Puerto Rico, as well as to provide training and capacity building on those issues to community foundations throughout the U.S. We also continued our support for community-based legal services in Kenya, Malawi, Rwanda, Sierra Leone, South Africa and Ukraine, as well as for people emigrating from Mexico and Central America to the U.S.

People paint a community hammer mill in Namanongo, Zambia. The mill, which allows residents to process corn into flour, was built with support from locally driven philanthropy, which Mott is helping to expand in Africa and Latin America.

PHOTO: COURTESY ZAMBIAN GOVERNANCE FOUNDATION
Education

Throughout the pandemic, afterschool programs in the U.S. have played an essential role in meeting the needs of students who might otherwise have become disconnected from their education. Recognizing this, Mott provided support to help the field pivot to develop remote and hybrid learning approaches.

We had long planned to launch Mizzen by Mott, a free app that puts powerful learning content into the hands of afterschool professionals, in the spring of 2020. When the pandemic hit, the Mizzen team and their content partners swiftly adapted to include activities that could be offered virtually, in small group settings or at home. Now, as afterschool and summer programs are helping young people recover from learning loss, Mizzen offers a wide range of content to support students, help them reconnect with peers and mentors, and inspire their love of learning. Work in 2020 also included developing relationships with and acquiring new content from The Nature Conservancy, Pulitzer Center, PBS NewsHour Student Reporting Labs, Network for Teaching Entrepreneurship, California Academy of Sciences and kid-grit. The resulting content is being added to the app on an ongoing basis.

Moving from the virtual to the physical world, Mott also supported the development of reopening and recovery strategies for afterschool and summer programs that serve children, youth and families.

Our efforts to fuel the growth of children’s savings account programs, which help families fund their children’s future education, continued to yield promising results. I’m thrilled to report that, despite the pandemic, we continued to see growth of new CSA programs, and total enrollment in CSA programs across the U.S. increased by 21% in 2020 – from 764,300 to nearly 970,000 children. Mott grantees continue to gather and share best practices for promoting quality CSA programs and expanding their impact for our nation’s young people.

Environment

Our grantmaking in 2020 included funding to provide isolated communities in the Amazon forest with information, health protocols and other resources designed to minimize the risk of Indigenous peoples coming into contact with people from COVID-19 hot spots. And our continued support for rooftop solar power systems in those communities helped to improve and expand local refrigeration, making it possible for crucial vaccines to be safely stored and distributed.

Chief Kuiussi Kisedge receives a COVID-19 vaccine in the Xingu Indigenous Territory of the Brazilian Amazon forest.

PHOTO: KAMIKIA KISEDJE, COURTESY OF SOCIO-ENVIRONMENTAL INSTITUTE
We also provided funding to help ensure that the lending practices of the World Bank and other international lending institutions include protections for communities in developing countries and the ecosystems that support them.

In an era of shrinking newsrooms, we brought together four Michigan-based media outlets to enhance coverage of the Great Lakes and increase awareness of issues that affect access to safe, affordable drinking water. The nonprofit outlets – Bridge Michigan, Circle of Blue, Detroit Public Television and Michigan Radio – have formed the Great Lakes News Collaborative. Together, they published 75 related stories during the first year of the project, an increase of 29% over the prior year. They also increased social engagement with their coverage of those issues by roughly 45%. While Mott provides funding for the Collaborative, the news outlets operate independently with no editorial or operational influence by the Foundation.

I’ve highlighted here just a few examples of Mott grantmaking in 2020 that underscore what I believe to be among the greatest strengths of endowed philanthropy: the agility to respond in times of crisis while also maintaining a long-term focus on addressing society’s most complex and seemingly intractable challenges.

Reflecting our commitment to transparency in philanthropy, the pages that follow include lists of all the grants we made, a summary of our assets, statements of financial position and activities, and a list of our trustees and staff. I invite you to stay connected to the work of the Foundation and our grantees as it happens. Visit our website, sign up for our e-newsletters and follow us on social media.

Moving forward, we’ll continue to engage with the major issues affecting communities around the world. And we’ll do our best, through our grantmaking, communications and collaboration, to help support and inspire new efforts to promote a just, equitable and sustainable society.

Ridgway White
President and CEO
OUR FOUNDER

“It seems to me that every person, always, is in a kind of informal partnership with his community. His own success is dependent to a large degree on that community, and the community, after all, is the sum total of the individuals who make it up. The institutions of a community, in turn, are the means by which those individuals express their faith, their ideals and their concern for fellow men. …

“So broad and so deep are the objectives of the Mott Foundation that they touch almost every aspect of living, increasing the capacity for accomplishment, the appreciation of values and the understanding of the forces that make up the world we live in. In this sense, it may truly be called a Foundation for Living – with the ultimate aim of developing greater understanding among men.

“We recognize that our obligation to fellow men does not stop at the boundaries of the community. In an even larger sense, every man is in partnership with the rest of the human race in the eternal conquest which we call civilization.”

— CHARLES STEWART MOTT (1875–1973)

CHARLES STEWART MOTT, who established his Foundation in 1926, was deeply concerned from his earliest years in Flint, Michigan, with the welfare of his adopted community.

Soon after he had become one of the city’s leading industrialists, this General Motors pioneer found a practical and successful way to express his interest. He served three terms as mayor [in 1912, 1913 and 1918] during a period when the swiftly growing city was beset with problems, with 40,000 people sharing facilities adequate for only 10,000.

As a private citizen, he started a medical and dental clinic for children and helped establish the Whaley Children’s Center, as well as chapters of the YMCA and Boy Scouts, in Flint.

Nine years after the Foundation was incorporated for philanthropic, charitable and educational purposes, it became a major factor in the life of Flint through organized schoolground recreational activities, which developed into Mott’s nationwide community school/education program.

From this start, the Foundation’s major concern has been the well-being of the community, including the individual, the family, the neighborhood and the systems of government. This interest has continued to find expression in Flint and also has taken the Foundation far beyond our home city.
OUR VALUES

Charles Stewart Mott’s central belief in the partnership of humanity was the basis upon which the Foundation was established. While this remains the guiding principle of our grantmaking, the Foundation has refined and broadened our grantmaking over time to reflect changing national and world conditions.

Through our programs of Civil Society, Education, Environment and Flint Area, and their more specific program areas, the Foundation seeks to fulfill our mission of supporting efforts that promote a just, equitable and sustainable society.

Inherent in all of Mott’s grantmaking is the desire to enhance the capacity of individuals, families or institutions at the local level and beyond. We hope our collective work in any program area will lead toward systemic change.

FUNDAMENTAL TO ALL MOTT GRANTMAKING ARE CERTAIN VALUES:

- Nurturing strong, self-reliant individuals with expanded capacity for accomplishment.
- Learning how people can live together to create a sense of community, whether at the neighborhood level or as a global society.
- Building strong communities through collaboration to provide a basis for positive change.
- Encouraging responsible citizen participation to help foster social cohesion.
- Promoting the social, economic and political empowerment of all individuals and communities to preserve fundamental democratic principles and rights.
- Developing leadership to build upon the needs and values of people and to inspire the aspirations and potential of others.
- Respecting the diversity of life to maintain a sustainable human and physical environment.

OUR CODE OF ETHICS

- Respect for the communities we work with and serve.
- Integrity in our actions.
- Responsibility for our decisions and their consequences.

WE ARE COMMITTED TO:

- Acting honestly, truthfully and with integrity in all our transactions and dealings.
- Avoiding conflicts of interest.
- Appropriately handling actual or apparent conflicts of interest in our relationships.
- Treating our grantees fairly.
- Treating every individual with dignity and respect.
- Treating our employees with respect, fairness and good faith and providing conditions of employment that safeguard their rights and welfare.
- Being a good corporate citizen and complying with both the spirit and the letter of the law.
- Acting responsibly toward the communities in which we work and for the benefit of the communities that we serve.
- Being responsible, transparent and accountable for all of our actions.
- Improving the accountability, transparency, ethical conduct and effectiveness of the nonprofit field.
OUR WORK

OUR VISION: The Charles Stewart Mott Foundation affirms our founder’s vision of a world in which each of us is in partnership with the rest of the human race – where each individual’s quality of life is connected to the well-being of the community, both locally and globally. We pursue this vision through creative grantmaking, thoughtful communication and other activities that enhance community in its many forms. The same vision of shared learning shapes our internal culture as we strive to maintain an ethic of respect, integrity and responsibility. The Foundation seeks to strengthen, in people and their organizations, what Mr. Mott called “the capacity for accomplishment.”

OUR MISSION: To support efforts that promote a just, equitable and sustainable society.

OUR PROGRAMS: We pursue our vision and mission by making grants through four program teams, as well as by supporting exploratory and special projects. You’ll find more information about the specific objectives of each program area in the Programs & Grants section of this report.

CIVIL SOCIETY
PURPOSE: To help foster engaged, empowered and equitable communities throughout the world.

PROGRAM AREAS:
- Strengthening Civic Space.
- Enhancing Community Philanthropy.
- Increasing Access to Justice.
- Special Initiatives.

EDUCATION
PURPOSE: To expand opportunities for children and youth to succeed in school, work and, ultimately, life.

PROGRAM AREAS:
- Advancing Afterschool.
- Graduating High School College & Career Ready.
- Youth Engagement.
- Special Initiatives.

ENVIRONMENT
PURPOSE: To support programs around the world that protect communities and the ecosystems upon which they depend.

PROGRAM AREAS:
- Addressing the Freshwater Challenge.
- Transforming Development Finance.
- Advancing Climate Change Solutions.
- Special Initiatives.

FLINT AREA
PURPOSE: To help our hometown of Flint solve problems, create opportunities and build a vibrant future for the community and its residents.

PROGRAM AREAS:
- Revitalizing the Education Continuum.
- Enriching Lives Through Arts and Culture.
- Restoring Community Vitality.
- Meeting Evolving Community Needs.

EXPLORATORY AND SPECIAL PROJECTS
PURPOSE: To support unusual or unique opportunities addressing significant national and international problems. Proposals are by invitation only. Unsolicited proposals are discouraged.
PROGRAMS & GRANTS
CIVIL SOCIETY OVERVIEW

To help foster engaged, empowered and equitable communities throughout the world, we make grants in the following areas:

STRENGTHENING CIVIC SPACE
GOAL: Promote, protect and reinvigorate the space for civic engagement.
OBJECTIVES:
• STRENGTHENING THE POLICY ENVIRONMENT FOR CIVIL SOCIETY: We support effective advocacy to help strengthen the policy environment for civil society.
• ADVANCING CIVIL SOCIETY DEVELOPMENT: We support research, policy analysis and innovative practices that help advance civil society development.

ENHANCING COMMUNITY PHILANTHROPY
GOAL: Support the local development of community foundations that foster just, equitable and sustainable societies.
OBJECTIVES:
• EXPANDING THE COMMUNITY FOUNDATION FIELD: We are working to grow and strengthen community philanthropy in Africa, Europe and Latin America.
• HELPING COMMUNITY FOUNDATIONS ADVANCE THE SUSTAINABLE DEVELOPMENT GOALS: We are helping community foundations advance progress toward achieving the United Nations’ Sustainable Development Goals at the local level.

INCREASING ACCESS TO JUSTICE
GOAL: Promote social equity in communities through access to justice.
OBJECTIVES:
• EXPANDING COMMUNITY-BASED PARALEGAL ORGANIZATIONS: We strive to develop, expand and build the capacity of community-based paralegal organizations in selected countries.
• FOSTERING REGIONAL AND GLOBAL LEARNING: We work to foster regional and global learning, networking and collaboration within the legal empowerment community.

SPECIAL INITIATIVES
GOAL: Advance the Civil Society program mission by ensuring flexibility and responsiveness.
Strengthening Civic Space

STRENGTHENING THE POLICY ENVIRONMENT FOR CIVIL SOCIETY

Africa Philanthropy Network
Dar es Salaam, Tanzania
$150,000 – 24 mos.
General purposes

CIVICUS: World Alliance for Citizen Participation
Washington, DC
$65,000 – 30 mos.
General purposes

Council of Michigan Foundations
Grand Haven, MI
$287,000 – 36 mos.
General purposes

Council on Foundations
Washington, DC
$500,000 – 12 mos.
General purposes
$200,000 – 24 mos.
Global philanthropy program

Donors and Foundations Networks in Europe
Brussels, Belgium
$200,000 – 24 mos.
Synergy: Unlocking potential in the European philanthropy support ecosystem

East Africa Philanthropy Network
Nairobi, Kenya
$100,000 – 12 mos.
General purposes

European Foundation Centre
Brussels, Belgium
$45,000 – 24 mos.
General purposes

Foundation-Administered Project
$130,000
Office of Foundation Liaison

Independent Philanthropy Association of South Africa
Johannesburg, South Africa
$50,000 – 24 mos.
General purposes

National Council of Nonprofits
Washington, DC
$238,000 – 24 mos.
General purposes

Third Sector Foundation of Turkey
İstanbul, Turkey
$200,000 – 24 mos.
Philanthropy infrastructure development in Turkey

United Philanthropy Forum
Washington, DC
$200,000 – 24 mos.
General purposes

World Affairs Council of Northern California
San Francisco, CA
$30,000 – 12 mos.
Global Philanthropy Forum

Subtotal: $2,395,000
Strengthening the Policy Environment for Civil Society

Advancing Civic Society Development

Access Now
New York, NY
$300,000 – 24 mos.
General purposes

Candid
New York, NY
$1,000,000 – 36 mos.
Foundation Center and GuideStar integration

Carnegie Endowment for International Peace
Washington, DC
$400,000 – 24 mos.
Advancing the next generation of civil society assistance

Catalyst Foundation
Belgrade, Serbia
$200,000 – 24 mos.
General purposes

European Center for Not-for-Profit Law Stichting
The Hague, Netherlands
$200,000 – 24 mos.
Shaping civic space in the digital age

Fundacja TechSoup
Warsaw, Poland
$200,000 – 24 mos.
Scaling the digital activism hub

Giving USA Foundation
Chicago, IL
$100,000 – 12 mos.
Generosity Commission

Subtotal: $4,690,000
Advancing Civil Society Development

CIVIL SOCIETY 2020 GRANT ACTIVITY

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<thead>
<tr>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
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<tr>
<td>STRENGTHENING CIVIC SPACE</td>
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<tr>
<td>Strengthening the Policy Environment for Civil Society</td>
<td>$2,395</td>
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<tr>
<td>Advancing Civil Society Development</td>
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<tr>
<td>ENHANCING COMMUNITY PHILANTHROPY</td>
<td>$4,690</td>
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<tr>
<td>Expanding the Community Foundation Field</td>
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<tr>
<td>Helping Community Foundations Advance the SDGs</td>
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<td>INCREASING ACCESS TO JUSTICE</td>
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<td>Expanding Community-Based Paralegal Organizations</td>
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<td>Fostering Regional and Global Learning</td>
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<td>Refugee Integration</td>
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$7,295,000
33 GRANTS

$4,689,535
23 GRANTS

$2,638,000
14 GRANTS

$5,800,000
28 GRANTS

$20,422,535
98 GRANTS

TOTAL

2020 ANNUAL REPORT
Global Dialogue
London, England
$100,000 – 12 mos.
Funders’ Initiative for Civil Society

International Center for Not-for-Profit Law
Washington, DC
$200,000 – 24 mos.
General purposes

International Society for Third-Sector Research
Baltimore, MD
$50,000 – 24 mos.
General purposes

NEO Philanthropy
New York, NY
$175,000 – 24 mos.
Charity & Security Network

Network of European Foundations
Brussels, Belgium
$250,000 – 30 mos.
European AI Fund: Capacity building with European civil society
$300,000 – 24 mos.
Fund for Democracy and Solidarity in Europe

New Venture Fund
Washington, DC
$200,000 – 19 mos.
Social sector infrastructure mapping and assessment

Nonprofit Quarterly
Boston, MA
$125,000 – 24 mos.
Nonprofit policy and research project

People in Need
Prague, Czech Republic
$600,000 – 24 mos.
General purposes

Stanford University
Redwood City, CA
$200,000 – 24 mos.
Integrating advocacy: Building the policy capacity of digital civil society

University of the Witwatersrand
Johannesburg, South Africa
$200,000 – 24 mos.
Centre on African Philanthropy and Social Investment

Urban Institute
Washington, DC
$100,000 – 24 mos.
Regulation of nonprofits and philanthropy

Subtotal: $4,900,000
Advancing Civil Society Development

Program Area Total: $7,295,000
Strengthening Civic Space

Enhancing Community Philanthropy

Austrian National Foundations Association
Vienna, Austria
$300,000 – 24 mos.
Community foundation development in Austria

Bundesverband Deutscher Stiftungen
Berlin, Germany
$500,000 – 24 mos.
European Community Foundation Initiative

CFLeads
Accord, MA
$550,000 – 36 mos.
Building Broader Communities in the Americas

Evaluar Consultores
Bogota, Colombia
$300,000 – 24 mos.
Developing community foundations in Colombia

Foundation-Administered Project
$39,535
Technical assistance for community foundation development in Latin America

Global Fund for Community Foundations
Johannesburg, South Africa
$100,000 – 24 mos.
General purposes

Indiana University
Indianapolis, IN
$15,000 – 36 mos.
Community foundations and United Ways

Institute for the Development of Social Investment
São Paulo, Brazil
$500,000 – 24 mos.
Community philanthropy development in Brazil

Inter-American Foundation
Washington, DC
$100,000 – 57 mos.
Mexican community foundation development

Kenya Community Development Foundation
Nairobi, Kenya
$200,000 – 24 mos.
Community foundation development in Kenya

Mosaico Laboratorio Creativo
Lima, Peru
$100,000 – 12 mos.
Developing community foundations in Peru

Pure Trust Social Investors Foundation
Gumbihini, Ghana
$100,000 – 20 mos.
Community foundation development in Ghana

Spanish Association of Foundations
Madrid, Spain
$500,000 – 24 mos.
Community foundation development in Spain

University of the Witwatersrand
Johannesburg, South Africa
$100,000 – 24 mos.
Centre on African Philanthropy and Social Investment – community philanthropy literature

Zambia Governance Foundation
Lusaka, Zambia
$200,000 – 24 mos.
Community foundation development in Zambia

Subtotal: $3,689,535
Expanding the Community Foundation Field

HELPING COMMUNITY FOUNDATIONS ADVANCE THE SDGs

Association of Black Foundation Executives
New York, NY
$200,000 – 12 mos.
Community foundations addressing racial equity

Central Florida Foundation
Orlando, FL
$150,000 – 18 mos.
Thrive Central Florida

CFLeads
Accord, MA
$50,000 – 18 mos.
Community foundations, economic mobility and the sustainable development goals

Grand Valley State University
Allendale, MI
$100,000 – 24 mos.
The Foundation Review issue on community leadership and SDGs at community foundations

Kansas Association of Community Foundations
Inman, KS
$50,000 – 8 mos.
Raising awareness and educating U.S. community foundations on SDGs

Southwest Florida Community Foundation
Fort Myers, FL
$200,000 – 24 mos.
Adopting SDGs as a frame for organizational strategy

UK Community Foundations
London, England
$250,000 – 36 mos.
General purposes

Subtotal: $1,000,000
Helping Community Foundations Advance the SDGs

Program Area Total: $4,689,535
Enhancing Community Philanthropy

Increasing Access to Justice

Black Sash Trust
Cape Town, South Africa
$310,000 – 24 mos.
General purposes
Cape Peninsula University of Technology  
Cape Town, South Africa  
$200,000 – 24 mos.  
Bachelor of Paralegal Studies and Community-Based Paralegals  

Casual Workers Advice Office  
Johannesburg, South Africa  
$200,000 – 24 mos.  
General purposes  

Catholic Commission for Justice and Peace of the Archdiocese of Lilongwe  
Lilongwe, Malawi  
$100,000 – 24 mos.  
General purposes  

Centre for Human Rights Education Advice and Assistance  
Blantyre, Malawi  
$150,000 – 24 mos.  
Strengthen community justice in rural Malawi  

Gorenie  
Pavlograd, Ukraine  
$100,000 – 24 mos.  
General purposes  

International Commission of Jurists – Kenya Section  
Nairobi, Kenya  
$150,000 – 24 mos.  
Promotion of paralegalism  

Kituo Cha Sheria Legal Advice Centre  
Nairobi, Kenya  
$200,000 – 24 mos.  
General purposes  

Legal Resources Foundation Trust  
Nairobi, Kenya  
$250,000 – 24 mos.  
General purposes  

North-West University  
Potchefstroom, South Africa  
$150,000 – 24 mos.  
Accredited vocational paralegal training  

ProBono.Org  
Johannesburg, South Africa  
$160,000 – 24 mos.  
Community Advice Office Support Project  

Social Change Assistance Trust  
Woodstock, South Africa  
$200,000 – 44 mos.  
Dullah Omar School for Paralegalism  

Social Justice Initiative  
Johannesburg, South Africa  
$35,000 – 24 mos.  
General purposes  

Support Centre for Land Change  
George, South Africa  
$230,000 – 24 mos.  
Strengthening access to justice through the Community Advice Office Support Project  

Ukrainian Legal Aid Foundation  
Kyiv, Ukraine  
$100,000 – 24 mos.  
Strengthening community paralegals in Ukraine  

Ukrainian Legal Aid Foundation  
Kyiv, Ukraine  
$100,000 – 24 mos.  
Strengthening community paralegals in Ukraine  

Subtotal:  
$3,050,000  
Expanding Community-Based Paralegal Organizations  

FOSTERING REGIONAL AND GLOBAL LEARNING  

Fund for Global Human Rights  
Washington, DC  
$250,000 – 24 mos.  
COVID-19 Grassroots Justice Fund  

Hague Institute for Innovation of Law  
The Hague, Netherlands  
$150,000 – 18 mos.  
COVID-19 Justice Rescue Fund  

Namati  
Washington, DC  
$200,000 – 24 mos.  
Legal empowerment basket fund for land and environmental justice  

New York University  
New York, NY  
$250,000 – 24 mos.  
Legal empowerment learning agenda  

Open Government Partnership  
Washington, DC  
$300,000 – 24 mos.  
Opening justice  

Paralegal Advisory Service Institute  
Lilongwe, Malawi  
$200,000 – 24 mos.  
African Centre of Excellence for the Access to Justice project  

Southern Africa Resource Watch  
Johannesburg, South Africa  
$100,000 – 24 mos.  
Development finance for community environment and justice defenders in Southern Africa  

World Justice Project  
Washington, DC  
$300,000 – 24 mos.  
Data-driven progress for access to justice  

Subtotal:  
$2,750,000  
Fostering Regional and Global Learning  

Program Area Total:  
$5,800,000  
Increasing Access to Justice  

Special Initiatives  

EXPLORATORY  

Aspen Institute  
Washington, DC  
$75,000 – 36 mos.  
Program on Philanthropy and Social Innovation  

Subtotal:  
$925,000  
Legacy  

Program Area Total:  
$2,638,000  
Special Initiatives  

Program Total:  
$20,422,535  
Civil Society  

Michigan Nonprofit Association  
Lansing, MI  
$350,000 – 12 mos.  
Nonprofit census and mapping initiative  

Puerto Rico Community Foundation  
San Juan, PR  
$100,000 – 12 mos.  
Racial Equity Building Institute for the Americas  

Subtotal:  
$525,000  
Exploratory  

REFUGEE INTEGRATION  

Alianza Americas  
Chicago, IL  
$438,000 – 24 mos.  
General purposes  

American Gateways  
Austin, TX  
$100,000 – 24 mos.  
General purposes  

Asylum Seeker Advocacy Project  
New York, NY  
$150,000 – 24 mos.  
General purposes  

Hispanics in Philanthropy  
Oakland, CA  
$400,000 – 24 mos.  
Migration and Forced Displacement Program  

Justice in Motion  
Brooklyn, NY  
$100,000 – 24 mos.  
General purposes  

Subtotal:  
$1,188,000  
Refugee Integration  

LEGACY  

Association of Black Foundation Executives  
New York, NY  
$500,000 – 60 mos.  
50th anniversary capital campaign  

Community Organisation Resource Centre  
Cape Town, South Africa  
$200,000 – 24 mos.  
General purposes  

Tides Center  
San Francisco, CA  
$200,000 – 24 mos.  
Philanthropic Initiative for Racial Equity  

World Affairs Council of Northern California  
San Francisco, CA  
$25,000 – 12 mos.  
General purposes  

Subtotal:  
$925,000  
Legacy  

Program Area Total:  
$2,638,000  
Special Initiatives  

Program Total:  
$20,422,535  
Civil Society  

CIVIL SOCIETY GRANTS LISTING
EDUCATION OVERVIEW

To expand opportunities for children and youth to succeed in school, work and, ultimately, life, we make grants in the following areas:

ADVANCING AFTERSCHOOL

**GOAL:** Promote access to quality afterschool educational opportunities.

**OBJECTIVES:**
- **BUILDING AN AFTERSCHOOL INFRASTRUCTURE:** Our grants support a national infrastructure of organizations dedicated to increasing the quality of afterschool programs for children, youth and families.
- **FOSTERING AFTERSCHOOL POLICY:** Our funding supports the development of effective policies and partnerships to increase quality afterschool programs for children, youth and families.
- **IMPROVING AFTERSCHOOL QUALITY & INNOVATION:** Our grantmaking advances research and exemplary models that increase student engagement in learning and prepare students for college and career.

GRADUATING HIGH SCHOOL COLLEGE & CAREER READY

**GOAL:** Increase high school graduation and college and career readiness for youth.

**OBJECTIVES:**
- **EXPANDING QUALITY PROGRAMS:** Our funding supports efforts to expand quality college- and career-readiness programming through the afterschool infrastructure.
- **ADVANCING INNOVATIONS:** Our funding seeks to broaden the implementation of – and investment in – innovative college- and career-readiness strategies.

YOUTH ENGAGEMENT

**GOAL:** Advance strategies that lead to greater and more meaningful youth participation in schools, communities and the economy.

**OBJECTIVES:**
- **YOUTH ENTREPRENEURSHIP:** We seek to expand entrepreneurial education and experiences for youth in low- and moderate-income communities.
- **ENGAGING YOUTH THROUGH SERVICE:** We seek to increase youth engagement in the K-12 system through service.

SPECIAL INITIATIVES

**GOAL:** Maintain the Foundation’s flexibility to respond to new strategies, unique opportunities and changing social, economic and political contexts.

Niveah Glover joined forces with other afterschool participants at Florida’s Jacksonville Arts & Music School to produce a musical anthem for Lights On Afterschool 2020.

PHOTO: AYVIANA SINGH, COURTESY OF JACKSONVILLE ARTS & MUSIC SCHOOL
**Advancing Afterschool**

**BUILDING AN AFTERSCHOOL INFRASTRUCTURE**

Arkansas State University
Jonesboro, AR
$225,000 – 36 mos.
Arkansas statewide afterschool network

Children’s Forum
Tallahassee, FL
$225,000 – 36 mos.
Florida statewide afterschool network

Colorado Nonprofit Development Center
Denver, CO
$225,000 – 36 mos.
Colorado statewide afterschool network

**Foundation-Administered Project**

$180,000
Advancing afterschool technical assistance

$79,988
Afterschool Technical Assistance Collaborative and statewide afterschool networks

$219,921
Expanding quality afterschool

**FowlerHoffman**

Windsor, CA
$350,000 – 24 mos.
Supporting statewide afterschool networks

Jannus Inc.
Boise, ID
$225,000 – 36 mos.
Idaho statewide afterschool network

Marshfield Clinic
Marshfield, WI
$225,000 – 36 mos.
Wisconsin statewide afterschool network

Metropolitan Family Services
Chicago, IL
$225,000 – 36 mos.
Illinois statewide afterschool network

Michigan Association of United Ways
Lansing, MI
$225,000 – 18 mos.
Michigan statewide afterschool network

National Conference of State Legislatures
Denver, CO
$510,000 – 24 mos.
Informing state legislatures: statewide afterschool policy

National League of Cities Institute
Washington, DC
$350,000 – 24 mos.
City leaders engaged in afterschool reform

National Summer Learning Association
Baltimore, MD
$400,000 – 24 mos.
Building support for summer learning

$750,000 – 24 mos.
Statewide afterschool network support

Oregon Association for the Education of Young Children
Gladstone, OR
$225,000 – 36 mos.
Oregon statewide afterschool network

Public School Forum of North Carolina
Raleigh, NC
$225,000 – 36 mos.
North Carolina statewide afterschool network

School Services of Montana
Bozeman, MT
$225,000 – 36 mos.
Montana statewide afterschool network

South Carolina Afterschool Alliance
Columbia, SC
$225,000 – 36 mos.
South Carolina statewide afterschool network

Southeastern Regional Education Service Center Inc.
Bedford, NH
$225,000 – 36 mos.
New Hampshire statewide afterschool network

Texas Partnership for Out of School Time
Austin, TX
$225,000 – 36 mos.
Texas statewide afterschool network

United Way of Rhode Island
Providence, RI
$225,000 – 36 mos.
Rhode Island statewide afterschool network

United Ways of Tennessee
Murfreesboro, TN
$225,000 – 36 mos.
Tennessee statewide afterschool network

**EDUCATION 2020 GRANT ACTIVITY**

<table>
<thead>
<tr>
<th>Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADVANCING AFTERSCHOOL</strong></td>
<td>$16,132</td>
<td>40</td>
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<tr>
<td>Building an Afterschool Infrastructure</td>
<td>$7,230</td>
<td>24</td>
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<tr>
<td>Fostering Afterschool Policy</td>
<td>$3,150</td>
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<tr>
<td>Improving Afterschool Quality &amp; Innovation</td>
<td>$5,752</td>
<td>13</td>
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<tr>
<td><strong>GRADUATING HIGH SCHOOL COLLEGE &amp; CAREER READY</strong></td>
<td>$1,348</td>
<td>11</td>
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<tr>
<td>Expanding Quality Programs</td>
<td>$720</td>
<td>5</td>
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<tr>
<td>Advancing Innovations</td>
<td>$628</td>
<td>6</td>
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<tr>
<td><strong>YOUTH ENGAGEMENT</strong></td>
<td>$3,402</td>
<td>15</td>
</tr>
<tr>
<td>Youth Entrepreneurship</td>
<td>$2,402</td>
<td>11</td>
</tr>
<tr>
<td>Engaging Youth Through Service</td>
<td>$1,000</td>
<td>4</td>
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<tr>
<td><strong>SPECIAL INITIATIVES</strong></td>
<td>$1,444</td>
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<tr>
<td>Special Opportunities</td>
<td>$1,444</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td>$22,326</td>
<td>74</td>
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</table>

**EDUCATION GRANTS LISTING**

[$1,348,112](#) 11 GRANTS
[$1,444,253](#) 8 GRANTS
[$3,402,000](#) 15 GRANTS
[$16,131,629](#) 40 GRANTS

**TOTAL**

[$22,325,994](#) 74 GRANTS
<table>
<thead>
<tr>
<th>Institution</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Hawaii</td>
<td>Honolulu, HI</td>
<td>$240,000</td>
<td>36 mos.</td>
<td>Hawaii statewide afterschool network</td>
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<tr>
<td>University of Kansas Center for Research Inc.</td>
<td>Lawrence, KS</td>
<td>$225,000</td>
<td>36 mos.</td>
<td>Kansas statewide afterschool network</td>
</tr>
<tr>
<td>University of Missouri – Columbia</td>
<td>Columbia, MO</td>
<td>$225,000</td>
<td>36 mos.</td>
<td>Missouri statewide afterschool network</td>
</tr>
<tr>
<td>University of Southern Maine</td>
<td>Portland, ME</td>
<td>$225,000</td>
<td>36 mos.</td>
<td>Maine statewide afterschool network</td>
</tr>
<tr>
<td><strong>Subtotal:</strong></td>
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<td>$7,229,909</td>
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<td>Building an Afterschool Infrastructure</td>
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<tr>
<td><strong>FOSTERING AFTERSCHOOL INFRASTRUCTURE</strong></td>
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<td></td>
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</tr>
<tr>
<td>Afterschool Alliance</td>
<td>Washington, DC</td>
<td>$2,400,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Augenblick, Palaich and Associates Inc.</td>
<td>Denver, CO</td>
<td>$350,000</td>
<td>24 mos.</td>
<td>Financing afterschool program models</td>
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<tr>
<td>Collaborative Communications Group</td>
<td>Washington, DC</td>
<td>$400,000</td>
<td>12 mos.</td>
<td>Afterschool education and outreach project</td>
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<tr>
<td><strong>Subtotal:</strong></td>
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<td>$3,150,000</td>
<td></td>
<td>Fostering Afterschool Policy</td>
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<tr>
<td><strong>IMPROVING AFTERSCHOOL QUALITY &amp; INNOVATION</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>After-School All-Stars</td>
<td>Los Angeles, CA</td>
<td>$250,000</td>
<td>12 mos.</td>
<td>Mizznew innovation project</td>
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<tr>
<td>American Institutes for Research</td>
<td>Washington, DC</td>
<td>$375,000</td>
<td>24 mos.</td>
<td>Identifying promising practices</td>
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<tr>
<td>ArtsConnection</td>
<td>New York, NY</td>
<td>$120,000</td>
<td>20 mos.</td>
<td>Teen Reviewers and Critics program</td>
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<tr>
<td>Foundation for California Community Colleges</td>
<td>Sacramento, CA</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>BOOST conference</td>
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<tr>
<td>Foundation-Administered Project</td>
<td>$1,972,811</td>
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<td>Mott Afterschool App, LLC</td>
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<tr>
<td>Foundations Inc.</td>
<td>Mt. Laurel, NJ</td>
<td>$125,000</td>
<td>12 mos.</td>
<td>21st Century Community Learning Centers Institute</td>
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<tr>
<td><strong>Subtotal:</strong></td>
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<td>$720,000</td>
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<td>Expanding Quality Programs</td>
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<tr>
<td><strong>ADVANCING INNOVATIONS</strong></td>
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<tr>
<td>Civic Nation</td>
<td>Washington, DC</td>
<td>($275,000)</td>
<td></td>
<td>Adjustment to previous grant</td>
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<tr>
<td>Community Economic Development Association of Michigan</td>
<td>Lansing, MI</td>
<td>$75,000</td>
<td>12 mos.</td>
<td>Michigan Communities for Financial Empowerment Network</td>
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<tr>
<td>Foundation-Administered Project</td>
<td>$28,126</td>
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<td></td>
<td>Advancing children’s savings account program quality</td>
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<tr>
<td>Ideas42</td>
<td>New York, NY</td>
<td>$159,986</td>
<td>15 mos.</td>
<td>Increasing CSA engagement and equity through behavioral design</td>
</tr>
</tbody>
</table>

A student dives into her homework at Kama‘āina Kids afterschool program in Honolulu, Hawaii. Mott has supported efforts to increase access to high-quality afterschool and summer learning programs for more than 80 years.

PHOTO: JOURNEY FREE PHOTOGRAPHY, COURTESY OF KAMA‘ĀINA KIDS
Youth Engagement

YOUTH ENTREPRENEURSHIP

Central Susquehanna Intermediate Unit
Milton, PA
$120,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

Children’s Forum
Tallahassee, FL
$175,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

Healthcare Collaborative of Greater Columbus
Columbus, OH
$125,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

Lemonade Day
Houston, TX
$300,000 – 24 mos.
Expanding entrepreneurial education

Louisiana Tech University
Ruston, LA
$150,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

Nebraska Children and Families Foundation
Lincoln, NE
$100,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

Network for Teaching Entrepreneurship
New York, NY
$300,000 – 24 mos.
Gateway to Youth Entrepreneurship Program

Texas Partnership for Out of School Time
Austin, TX
$120,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

University School
Hunting Valley, OH
$60,000 – 24 mos.
Advancing entrepreneurship education

Wyoming Community Foundation
Laramie, WY
$112,000 – 24 mos.
Afterschool Youth Entrepreneurship Initiative

Youth Entrepreneurs Inc.
Wichita, KS
$300,000 – 24 mos.
Youth programming and educator training

Subtotal: $2,402,000
Youth Entrepreneurship

ENGAGING YOUTH THROUGH SERVICE

America’s Service Commissions
Washington, DC
$265,000 – 24 mos.
Engaging older youth in service

Service Year Alliance
Washington, DC
$300,000 – 15 mos.
Expanding national service and replication of the Flint National Service Accelerator Initiative

United Way of Genesee County
Flint, MI
$135,000 – 12 mos.
National service and volunteer center capacity building

Subtotal: $1,444,253
Special Opportunities

Youth Service America
Washington, DC
$300,000 – 12 mos.
Engaging youth in service

Subtotal: $1,000,000
Engaging Youth Through Service

Program Area Total: $3,402,000
Youth Engagement

Special Initiatives

SPECIAL OPPORTUNITIES

Alaska Children’s Trust
Anchorage, AK
$100,000 – 12 mos.
State priorities project

Center on Budget and Policy Priorities
Washington, DC
$400,000 – 24 mos.
State fiscal and low-income initiatives project

Clark Atlanta University
Atlanta, GA
$150,000 – 36 mos.
HBCU Executive Leadership Institute

Education Trust
Washington, DC
$150,000 – 12 mos.
Education Trust-Midwest: Michigan policy efforts

Focus: HOPE
Detroit, MI
$200,000 – 12 mos.
General purposes

Michigan State University
East Lansing, MI
$244,253 – 18 mos.
Fiscal solvency and service effectiveness project

New Venture Fund
Washington, DC
$100,000 – 12 mos.
Community resource hub for safety and accountability

YouthBuild USA
Roxbury, MA
$100,000 – 6 mos.
YouthBuild USA headquarters relocation

Subtotal: $1,444,253
Special Opportunities

Program Area Total: $1,444,253
Special Initiatives

Program Total: $22,325,994
Education
To support programs around the world that protect communities and the ecosystems upon which they depend, we make grants in the following areas:

**ADDRESSING THE FRESHWATER CHALLENGE**

**GOAL:** Secure sustainable levels of clean water for people and the environment, particularly in the Great Lakes basin.

**OBJECTIVES:**
- **STRENGTHENING THE ENVIRONMENTAL COMMUNITY:** We seek a strong, effective and sustainable community of nongovernmental organizations dedicated to the long-term conservation of freshwater ecosystems.
- **INFORMING SOUND PUBLIC POLICIES:** We seek well-designed and effectively implemented water-quality and -quantity policies that advance the conservation of freshwater ecosystems.

**TRANSFORMING DEVELOPMENT FINANCE**

**GOAL:** Shape international investment to support sustainable development and reduce environmental degradation.

**OBJECTIVES:**
- **SECURING INFRASTRUCTURE AND ENERGY FOR A SUSTAINABLE FUTURE:** We envision infrastructure and energy investments that contribute to environmental sustainability and offer local economic opportunity.
- **PROMOTING SUSTAINABLE REGIONAL DEVELOPMENT AND INTEGRATION:** We seek international and regional investments that contribute to local sustainable development, with a focus on South America.

**ADVANCING CLIMATE CHANGE SOLUTIONS**

**GOAL:** Advance the adoption of clean energy technologies at the community level in developing countries.

**OBJECTIVES:**
- **PROVIDING ACCESS TO CLEAN ENERGY IN DEVELOPING COUNTRIES:** We seek to increase the use of renewable energy systems in rural communities in Africa, Asia and South America.

**SPECIAL INITIATIVES**

**GOAL:** Respond to unique opportunities to advance environmental protection in the U.S. and internationally.

Beatrice Menase Kwe Jackson and other Native Americans have joined environmental groups to protest a controversial oil pipeline in the Great Lakes. A Mott-supported collaborative of media outlets has explored how Indigenous treaty rights could help determine the pipeline’s fate.

PHOTO: LESTER GRAHAM / MICHIGAN RADIO
Addressing the Freshwater Challenge

STRENGTHENING THE ENVIRONMENTAL COMMUNITY

Alliance for the Great Lakes
Chicago, IL
$50,000 – 24 mos.
General purposes

Canadian Environmental Law Association
Toronto, Canada
$200,000 – 24 mos.
Healthy Great Lakes program

Center for Michigan
Ann Arbor, MI
$100,000 – 12 mos.
Bridge Michigan: Michigan Environment Watch

Circle of Blue
 Traverse City, MI
$50,000 – 12 mos.
Uniting Great Lakes science, data and journalism

Clean Wisconsin
Madison, WI
$340,000 – 24 mos.
General purposes

Conservation Fund
Arlington, VA
$150,000 – 24 mos.
Saginaw Bay Watershed Initiative Network

Detroit Public Television
Wixom, MI
$150,000 – 12 mos.
Great Lakes Now

Freshwater Future
Petoskey, MI
$565,000 – 24 mos.
General purposes

$200,000 – 12 mos.
Technical assistance to boost Great Lakes communication

Grand Traverse Regional Land Conservancy
 Traverse City, MI
$100,000 – 12 mos.
General purposes

Great Lakes and St. Lawrence Cities Initiative
Chicago, IL
$250,000 – 24 mos.
General purposes

Great Lakes Environmental Law Center
Detroit, MI
$200,000 – 24 mos.
Great Lakes water resources project

Illinois Environmental Council
Springfield, IL
$150,000 – 24 mos.
Lake Michigan water program

Land Trust Alliance
Washington, DC
$150,000 – 12 mos.
Strengthening land trusts and promoting collaboration to conserve freshwater systems in the Great Lakes basin

Minnesota Environmental Partnership
St. Paul, MN
$250,000 – 24 mos.
General purposes

PennFuture
Harrisburg, PA
$150,000 – 24 mos.
General purposes

River Alliance of Wisconsin
Madison, WI
$200,000 – 24 mos.
General purposes

University of Michigan
Ann Arbor, MI
$50,000 – 12 mos.
Michigan Radio – The Environment Report

Water Foundation
Sacramento, CA
$650,000 – 18 mos.
Growing a national drinking water movement

Subtotal:
$3,955,000
Strengthening the Environmental Community

PUBLIC POLICIES

American Rivers
Washington, DC
$300,000 – 24 mos.
Innovating clean water financing and community engagement in the Great Lakes

ENVIRONMENT 2020 GRANT ACTIVITY

<table>
<thead>
<tr>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADDRESSING THE FRESHWATER CHALLENGE</td>
<td>$6.760</td>
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<tr>
<td>Strengthening the Environmental Community</td>
<td>$3.955</td>
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<tr>
<td>Public Policies</td>
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<tr>
<td>TRANSFORMING DEVELOPMENT FINANCE</td>
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<tr>
<td>Infrastructure and Energy for a Sustainable Future</td>
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<tr>
<td>Sustainable Regional Development and Integration</td>
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<tr>
<td>ADVANCING CLIMATE CHANGE SOLUTIONS</td>
<td>$4.195</td>
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<tr>
<td>Providing Access to Clean Energy in Developing Countries</td>
<td>$4.195</td>
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<tr>
<td>SPECIAL INITIATIVES</td>
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<td>Special Opportunities</td>
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<td>TOTALS</td>
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TOTAL $18,695,000
86 GRANTS

$785,000
5 GRANTS
$6,760,000
34 GRANTS
$4,195,000
15 GRANTS
$6,955,000
32 GRANTS

TOTAL $18,695,000
86 GRANTS
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<tr>
<th>Grant Recipient</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
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<tbody>
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<td><strong>Center for Neighborhood Technology</strong></td>
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<td>$175,000</td>
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<td><strong>Ecology Center</strong></td>
<td>Ann Arbor, MI</td>
<td>$125,000</td>
<td>12 mos.</td>
<td>PFAS Action Network</td>
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<td><strong>Elevate Energy</strong></td>
<td>Chicago, IL</td>
<td>$40,000</td>
<td>24 mos.</td>
<td>Advancing solutions to water affordability</td>
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<td><strong>Michigan Environmental Council</strong></td>
<td>Lansing, MI</td>
<td>$25,000</td>
<td>16 mos.</td>
<td>Identifying water infrastructure funding options</td>
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<td><strong>Michigan State University</strong></td>
<td>East Lansing, MI</td>
<td>$65,000</td>
<td>25 mos.</td>
<td>Economic analysis of lead service line replacement</td>
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<td><strong>Michigan United Conservation Clubs</strong></td>
<td>Lansing, MI</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>General purposes</td>
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<tr>
<td><strong>Midwest Environmental Advocates</strong></td>
<td>Madison, WI</td>
<td>$170,000</td>
<td>24 mos.</td>
<td>Action for clean drinking water</td>
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<td><strong>Minnesota Center for Environmental Advocacy</strong></td>
<td>St. Paul, MN</td>
<td>$250,000</td>
<td>24 mos.</td>
<td>General purposes</td>
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<tr>
<td><strong>National Wildlife Federation</strong></td>
<td>Reston, VA</td>
<td>$550,000</td>
<td>24 mos.</td>
<td>Collaborating to protect and restore the Great Lakes</td>
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<td><strong>Nature Conservancy</strong></td>
<td>Arlington, VA</td>
<td>$250,000</td>
<td>12 mos.</td>
<td>Michigan water financing</td>
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<td><strong>U.S. Water Alliance</strong></td>
<td>Washington, DC</td>
<td>$420,000</td>
<td>24 mos.</td>
<td>A sustainable, equitable water future in the Great Lakes</td>
</tr>
<tr>
<td><strong>University of Michigan</strong></td>
<td>Ann Arbor, MI</td>
<td>$185,000</td>
<td>18 mos.</td>
<td>Lead-free and affordable water in Michigan</td>
</tr>
<tr>
<td><strong>University of Wisconsin-Madison</strong></td>
<td>Madison, WI</td>
<td>$100,000</td>
<td>18 mos.</td>
<td>Mayors Innovation Project – affordable water</td>
</tr>
<tr>
<td><strong>Boston University</strong></td>
<td>Boston, MA</td>
<td>$1,000,000</td>
<td>24 mos.</td>
<td>Development banks and sustainable development</td>
</tr>
<tr>
<td><strong>Center for International Environmental Law</strong></td>
<td>Washington, DC</td>
<td>$400,000</td>
<td>36 mos.</td>
<td>Ensuring development and climate finance sustain the development</td>
</tr>
<tr>
<td><strong>Christian Aid</strong></td>
<td>London, England</td>
<td>$100,000</td>
<td>20 mos.</td>
<td>African Development Bank energy financing</td>
</tr>
<tr>
<td><strong>Eurodad</strong></td>
<td>Brussels, Belgium</td>
<td>$150,000</td>
<td>24 mos.</td>
<td>Addressing changes in international development finance</td>
</tr>
<tr>
<td><strong>NGO Forum on ADB</strong></td>
<td>Quezon City, Philippines</td>
<td>$325,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td><strong>Oil Change International</strong></td>
<td>Washington, DC</td>
<td>$350,000</td>
<td>24 mos.</td>
<td>International program</td>
</tr>
<tr>
<td><strong>Oxfam America</strong></td>
<td>Boston, MA</td>
<td>$20,000</td>
<td>27 mos.</td>
<td>Shifting the narrative: Addressing Africa’s energy poverty challenge</td>
</tr>
<tr>
<td><strong>Social and Environmental Entrepreneurs</strong></td>
<td>Calabasas, CA</td>
<td>$600,000</td>
<td>36 mos.</td>
<td>Coalition for Human Rights in Development – Community Resource Exchange</td>
</tr>
<tr>
<td><strong>Urgewald</strong></td>
<td>Sassenberg, Germany</td>
<td>$200,000</td>
<td>24 mos.</td>
<td>Promoting environmental and social standards in the financial sector</td>
</tr>
<tr>
<td><strong>Vasudha Foundation USA</strong></td>
<td>Sugar Land, TX</td>
<td>$15,000</td>
<td>28 mos.</td>
<td>Exploring best practice models and pathways for international clean energy finance</td>
</tr>
<tr>
<td><strong>World Resources Institute</strong></td>
<td>Washington, DC</td>
<td>$300,000</td>
<td>24 mos.</td>
<td>Sustainable Finance Center</td>
</tr>
<tr>
<td><strong>Bank Information Center</strong></td>
<td>Washington, DC</td>
<td>$350,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
</tbody>
</table>

**Transforming Development Finance**

**INFRASTRUCTURE AND ENERGY FOR A SUSTAINABLE FUTURE**

<table>
<thead>
<tr>
<th>Grant Recipient</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ActionAid</strong></td>
<td>London, England</td>
<td>$260,000</td>
<td>24 mos.</td>
<td>Bretton Woods Project</td>
</tr>
<tr>
<td><strong>Bank Information Center</strong></td>
<td>Washington, DC</td>
<td>$350,000</td>
<td>24 mos.</td>
<td>General purposes</td>
</tr>
</tbody>
</table>

**Public Policies**

**Program Area Total:** $6,760,000

**Subtotal:** $2,805,000

**Infrastructure and Energy for a Sustainable Future Subtotal:** $4,055,000

**SUSTAINABLE REGIONAL DEVELOPMENT AND INTEGRATION**

<table>
<thead>
<tr>
<th>Grant Recipient</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bank Information Center</strong></td>
<td>Washington, DC</td>
<td>$220,000</td>
<td>24 mos.</td>
<td>China-Latin America Sustainable Investments Initiative</td>
</tr>
</tbody>
</table>

Community activists in Lamu, Kenya, celebrate a court ruling that blocked construction of a China-financed power plant near the area, which is a UNESCO World Heritage Site.

PHOTO: DANIEL IRUNGU / SHUTTERSTOCK
### Development Bank operation lifecycle

- **Unlocking Brazilian National**
  - **Value:** $200,000 – 24 mos.
  - **Location:** Rio de Janeiro, Brazil
  - **Safeguards:**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Location</th>
<th>Value</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Bank</strong></td>
<td>Development Bank operation lifecycle</td>
<td>Rio de Janeiro, Brazil</td>
<td>$200,000</td>
<td>24 mos.</td>
</tr>
<tr>
<td><strong>SITAWI Finance for Good</strong></td>
<td>Unlocking Brazilian National Development Bank operation lifecycle</td>
<td>Rio de Janeiro, Brazil</td>
<td>$200,000</td>
<td>24 mos.</td>
</tr>
</tbody>
</table>

### Brazilian National Development Bank

- **Strengthening new development bank**
  - **Value:** $300,000 – 24 mos.
  - **Location:** Rio de Janeiro, Brazil
- **Rio de Janeiro**
  - **Value:** $100,000 – 30 mos.
  - **Detection and protection for environmental defenders**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Location</th>
<th>Value</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brazilian National Development Bank</strong></td>
<td>Strengthening new development bank</td>
<td>Rio de Janeiro, Brazil</td>
<td>$300,000</td>
<td>24 mos.</td>
</tr>
<tr>
<td><strong>Safeguards</strong></td>
<td>Detection and protection for environmental defenders</td>
<td>Rio de Janeiro, Brazil</td>
<td>$100,000</td>
<td>30 mos.</td>
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</table>

### Environmental and sustainability options

- **Impacts and alternatives to current investments and development patterns on environmental and sustainability options in Latin America**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Location</th>
<th>Value</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technical support to maximize</strong></td>
<td>Technical support to maximize</td>
<td>São Paulo, Brazil</td>
<td>$200,000</td>
<td>24 mos.</td>
</tr>
<tr>
<td><strong>Safeguards</strong></td>
<td>Technical support to maximize</td>
<td>São Paulo, Brazil</td>
<td>$100,000</td>
<td>24 mos.</td>
</tr>
</tbody>
</table>

### Advancing Climate Change Solutions

#### PROVIDING ACCESS TO CLEAN ENERGY IN DEVELOPING COUNTRIES

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Location</th>
<th>Value</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brazilian Institute for Consumer Defense</strong></td>
<td>Advancing renewable energy access in the Amazon</td>
<td>São Paulo, Brazil</td>
<td>$300,000</td>
<td>24 mos.</td>
</tr>
<tr>
<td><strong>CEFA International Cooperation</strong></td>
<td>Solar energy for Amazon River dwellers</td>
<td>Bologna, Italy</td>
<td>$95,000</td>
<td>33 mos.</td>
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</table>

### Special Initiatives

- **Special Opportunities**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
<th>Location</th>
<th>Value</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Biodiversity Funders Group</strong></td>
<td>General purposes</td>
<td>San Francisco, CA</td>
<td>$80,000</td>
<td>24 mos.</td>
</tr>
<tr>
<td><strong>Climate Leadership Council</strong></td>
<td>General purposes</td>
<td>Washington, DC</td>
<td>$250,000</td>
<td>12 mos.</td>
</tr>
<tr>
<td><strong>Environmental Grantmakers Association</strong></td>
<td>General purposes</td>
<td>New York, NY</td>
<td>$55,000</td>
<td>24 mos.</td>
</tr>
<tr>
<td><strong>Groundwork Center for Resilient Communities</strong></td>
<td>Take Action Campaign</td>
<td>Traverse City, MI</td>
<td>$100,000</td>
<td>60 mos.</td>
</tr>
</tbody>
</table>

### Solar electrician and entrepreneurship training

- **Solar Village: Vila Limeira**
  - **Value:** $175,000 – 36 mos.
  - **Location:** São Paulo, Brazil
- **Solar Village: Tamandua**
  - **Value:** $200,000 – 24 mos.
  - **Location:** Washington, DC

<table>
<thead>
<tr>
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<th>Value</th>
<th>Duration</th>
</tr>
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<tbody>
<tr>
<td><strong>World Wildlife Fund</strong></td>
<td>Renewable energy for extractive reserves in the Amazon</td>
<td>São Paulo, Brazil</td>
<td>$175,000</td>
<td>36 mos.</td>
</tr>
<tr>
<td><strong>World Resources Institute</strong></td>
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<td>$175,000</td>
<td>36 mos.</td>
</tr>
</tbody>
</table>

### Solar Village: Vila Limeira

- **Development Bank sustainability**
  - **Value:** $500,000 – 24 mos.
  - **Location:** São Paulo, Brazil

<table>
<thead>
<tr>
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<th>Description</th>
<th>Location</th>
<th>Value</th>
<th>Duration</th>
</tr>
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<tbody>
<tr>
<td><strong>Development Bank sustainability</strong></td>
<td>Development Bank sustainability</td>
<td>São Paulo, Brazil</td>
<td>$500,000</td>
<td>24 mos.</td>
</tr>
</tbody>
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### Solar Village: Tamandua

- **Development Bank sustainability**
  - **Value:** $500,000 – 24 mos.
  - **Location:** São Paulo, Brazil

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<tbody>
<tr>
<td><strong>Development Bank sustainability</strong></td>
<td>Development Bank sustainability</td>
<td>São Paulo, Brazil</td>
<td>$500,000</td>
<td>24 mos.</td>
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### Solar Village: Vila Limeira

- **Development Bank sustainability**
  - **Value:** $500,000 – 24 mos.
  - **Location:** São Paulo, Brazil

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<tr>
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<td>São Paulo, Brazil</td>
<td>$500,000</td>
<td>24 mos.</td>
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<td>São Paulo, Brazil</td>
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<tbody>
<tr>
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<td>Development Bank sustainability</td>
<td>São Paulo, Brazil</td>
<td>$500,000</td>
<td>24 mos.</td>
</tr>
</tbody>
</table>
FLINT AREA OVERVIEW

To help our hometown of Flint solve problems, create opportunities and build a vibrant future for the community and its residents, we make grants in the following areas:

REVITALIZING THE EDUCATION CONTINUUM

GOAL: Increase educational opportunities that will help Flint area children, youth and adults achieve success in the classroom and the workplace.

OBJECTIVES:
• EARLY CHILDHOOD EDUCATION: We seek to increase access to high-quality early childhood education in Flint.
• STRONG K-12 SYSTEMS: We strive for a strong, sustainable K-12 system that provides local families with high-quality educational choices.
• COMMUNITY EDUCATION: We support a reenvisioned approach to community education for Flint residents.
• COLLEGE AND CAREER: We aim for broad access among residents to multiple educational and career pathways.

ENRICHING LIVES THROUGH ARTS & CULTURE

GOAL: Support local arts and cultural organizations as critical forces for positive change in Flint.

OBJECTIVES:
• FLINT CULTURAL CENTER CAMPUS: We strive to ensure that the Flint Cultural Center is strong, sustainable and has the capacity it needs to provide area residents, especially youth, with diverse, quality programming.
• SMALLER ARTS ORGANIZATIONS: We seek to strengthen the overall arts community in Flint in ways that cultivate and connect local artists, patrons and residents, and that attract diverse audiences from throughout the area.

RESTORING COMMUNITY VITALITY

GOAL: Stimulate local job growth, revitalize the city center and spark new economic energy in the greater Flint area.

OBJECTIVES:
• A VIBRANT LOCAL AND REGIONAL ECONOMY: We seek the development of a robust and diverse regional economy that builds on the area’s strengths and assets.
• ATTRACT INVESTMENT TO DOWNTOWN FLINT: We envision a city center that attracts both public and private investment.
• AFFORDABLE HOUSING AND LIVABLE NEIGHBORHOODS: We seek to cultivate affordable housing opportunities and strong neighborhoods in and around the city.
• A CONNECTED ENTREPRENEURIAL COMMUNITY: We aim for a vibrant and connected community of local entrepreneurs and small businesses.

MEETING EVOLVING COMMUNITY NEEDS

GOAL: Strengthen the capacity of area programs and organizations to help children and families meet their needs, embrace opportunities and improve their lives.

OBJECTIVES:
• NONPROFIT/PHILANTHROPIC SECTOR: We envision a strong nonprofit and philanthropic sector that supports high quality of life in Flint.
• SPECIAL OPPORTUNITIES: We strive to maintain the flexibility to help leverage opportunities and resources for the Flint community, test new ideas, incubate local projects and meet specific, unforeseen needs as they arise.
FLINT AREA 2020 GRANT ACTIVITY

<table>
<thead>
<tr>
<th>REVITALIZING THE EDUCATION CONTINUUM</th>
<th>$38,256</th>
<th>38</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Childhood Education</td>
<td>$250</td>
<td>1</td>
</tr>
<tr>
<td>Strong K-12 Systems</td>
<td>$4,967</td>
<td>18</td>
</tr>
<tr>
<td>Community Education</td>
<td>$7,820</td>
<td>7</td>
</tr>
<tr>
<td>College and Career</td>
<td>$25,219</td>
<td>12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENRICHING LIVES THROUGH ARTS AND CULTURE</th>
<th>$7,074</th>
<th>14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flint Cultural Center Campus</td>
<td>$6,889</td>
<td>10</td>
</tr>
<tr>
<td>Smaller Arts Organizations</td>
<td>$185</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESTORING COMMUNITY VITALITY</th>
<th>$14,460</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Vibrant Local and Regional Economy</td>
<td>$2,613</td>
<td>7</td>
</tr>
<tr>
<td>Attract Investment to Downtown Flint</td>
<td>$4,264</td>
<td>8</td>
</tr>
<tr>
<td>Affordable Housing and Livable Neighborhoods</td>
<td>$6,427</td>
<td>26</td>
</tr>
<tr>
<td>A Connected Entrepreneurial Community</td>
<td>$1,156</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MEETING EVOLVING COMMUNITY NEEDS</th>
<th>$8,728</th>
<th>48</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonprofit and Philanthropic Sector</td>
<td>$5,131</td>
<td>23</td>
</tr>
<tr>
<td>Special Opportunities</td>
<td>$3,597</td>
<td>25</td>
</tr>
</tbody>
</table>

TOTAL $68,518,131
150 GRANTS

Michigan State University
East Lansing, MI
$500,000 – 12 mos.
Technical assistance for improved teaching and learning

Mott Community College
Flint, MI
$150,000 – 36 mos.
GAP5 transition program
$700,000 – 36 mos.
Mott Middle/Early College replication

School Finance Research Collaborative
East Lansing, MI
$25,000 – 12 mos.
School transportation study

Sylvester Broome Empowerment Village
Flint, MI
$268,000 – 24 mos.
Expanded learning for K-12 students

United Way of Genesee County
Flint, MI
$200,000 – 24 mos.
Berston Field House expanded learning for K-12 students

Subtotal: $4,966,563
Cranbrook Educational Community  
Bloomfield Hills, MI  
$500,000 – 12 mos.  
Flint Community Schools Young Scientists

Crim Fitness Foundation  
Flint, MI  
$3,300,000 – 12 mos.  
Community education initiative  
$140,000 – 12 mos.  
Community education innovation fund

Genesee Area Focus Fund  
Flint, MI  
($200,000)  
Adjustment to previous grant  
$3,700,000 – 12 mos.  
YouthQuest afterschool initiative

Genesee Intermediate School District  
Flint, MI  
$270,000 – 12 mos.  
Mobile student and family resource center

Michigan State University  
East Lansing, MI  
$35,000 – 15 mos.  
YouthQuest evaluation

St. Luke N.E.W. Life Center  
Flint, MI  
$120,227 – 12 mos.  
Employment preparation program

University of Michigan-Flint  
Flint, MI  
$10,000,000 – 60 mos.  
College of Innovation and Technology  
$750,000 – 19 mos.  
Helping people complete higher education

Subtotal:  
$25,219,447  
Program Area Total:  
$38,256,010  
Revitalizing the Education Continuum

Enriching Lives Through Arts and Culture

FLINT CULTURAL CENTER CAMPUS

Flint Cultural Center Corporation  
Flint, MI  
$900,000 – 12 mos.  
Operating support  
$50,000 – 12 mos.  
School and community programming  
$295,000 – 17 mos.  
Technical assistance

Flint Institute of Arts  
Flint, MI  
$1,000,000 – 12 mos.  
Operating support

Flint Institute of Music  
Flint, MI  
$25,000 – 12 mos.  
Music Around Town  
$359,400 – 19 mos.  
Technical assistance

Foundation for the Flint Cultural Center  
Flint, MI  
$4,000,000 – 120 mos.  
Flint Cultural Center organizations operating endowment

Subtotal:  
$6,889,400  
Flint Cultural Center Campus

Foundation-Administered Project  
$60,000  
Flint Cultural Center coordination activities

Sphinx Organization  
Detroit, MI  
$130,000 – 12 mos.  
Overture program and partnership with Flint Institute of Music

Tapology Inc.  
Flint, MI  
$70,000 – 12 mos.  
Tapology youth outreach

Subtotal:  
$2,612,500  
A Vibrant Local and Regional Economy

ATTRACT INVESTMENT TO DOWNTOWN FLINT

Flint Downtown Development Authority  
Flint, MI  
$185,000 – 12 mos.  
Economic and entrepreneurial outreach

Subtotal:  
$2,612,500  
A Vibrant Local and Regional Economy
Foundation for the Uptown Reinvestment Corporation
Flint, MI
$275,000 – 12 mos.
Downtown blight removal
$450,000 – 38 mos.
Downtown hotel
$500,000 – 12 mos.
Downtown security
$475,000 – 12 mos.
Operating support

Foundation-Administered Project
$124,325
Technical assistance for downtown Flint revitalization

Greater Flint Arts Council
Flint, MI
$140,000 – 12 mos.
What’s Up Downtown capacity building

University of Michigan-Flint
Flint, MI
$2,200,000 – 26 mos.
Construction – College of Innovation and Technology

Affordable Housing and Livable Neighborhoods

Center for Community Progress
Flint, MI
$175,000 – 12 mos.
General purposes

City of Flint
Flint, MI
$300,000 – 12 mos.
FEMA map update

 Communities First
Flint, MI
$100,000 – 12 mos.
Capacity building
$800,000 – 17 mos.
Georgia Manor

Foundation for the Uptown Reinvestment Corporation
Flint, MI
$550,000 – 12 mos.
Carriage Town/Durant-Tuurri-Mott neighborhood revitalization

Genesee County Habitat for Humanity
Flint, MI
$250,000 – 8 mos.
Capital improvements
$125,000 – 12 mos.
Flint BRAND program
$161,878 – 12 mos.
Focus on Flint – home ownership improvement loan/grant pool
$121,406 – 12 mos.
Focus on Flint – senior home repairs
$500,000 – 12 mos.
Home ownership improvement loan/grant pool
$100,000 – 12 mos.
Homeowner occupied repair program

Genesee County Land Bank Authority
Flint, MI
$200,000 – 12 mos.
Blight elimination and neighborhood stabilization
$900,000 – 12 mos.
Choice neighborhood blight elimination
$76,680 – 12 mos.
Focus on Flint – blight elimination task force
$448,029 – 12 mos.
Focus on Flint – residential demolition
$240,000 – 12 mos.
Neighborhood and community planning
$250,000 – 24 mos.
Neighborhood strategy coordinator

Latinx Technology & Community Center
Flint, MI
$60,000 – 12 mos.
Capacity building

Local Initiatives Support Corporation
New York, NY
$100,000 – 12 mos.
Neighborhood development capacity

Metro Community Development
Flint, MI
$135,000 – 12 mos.
Capacity building

Michigan Community Capital
Lansing, MI
$125,000 – 12 mos.
Capacity building
$557,000 – 12 mos.
Housing construction in Carriage Town neighborhood

Neighborhood Engagement Hub
Flint, MI
$82,147 – 12 mos.
Focus on Flint – dumpsters for community cleanup project

Nonprofit Network
Jackson, MI
$25,000 – 10 mos.
Flint-area nonprofit organizational assessment

Village Information Center
Flint, MI
$45,000 – 12 mos.
General purposes

Affordable Housing and Livable Neighborhoods Subtotal: $4,264,325

A Connected Entrepreneurial Community

Ferris Wheel Innovation Center
Flint, MI
$300,000 – 12 mos.
100K Ideas
$50,000 – 12 mos.
Launch Flint pitch competitions

Foundation for the Uptown Reinvestment Corporation
Flint, MI
$85,000 – 12 mos.
Flint Food Works commercial kitchen

Mott Community College
Flint, MI
$128,000 – 12 mos.
Entrepreneurship network
$72,000 – 7 mos.
Teen C.E.O. initiative

Red Ink Flint
Flint, MI
$120,000 – 12 mos.
Factory Two project

SIPi
Flint, MI
$91,174 – 12 mos.
Enterprise ecosystem engagement

University of Michigan-Flint
Flint, MI
$75,000 – 12 mos.
Zillion Solutions program expansion

XLRateHealth
Louisville, KY
$235,000 – 12 mos.
Flint-based healthcare startup accelerator

Subtotal: $1,156,174

A Connected Entrepreneurial Community Program Area Total: $14,460,139

Meeting Evolving Community Needs

NONPROFIT AND PHILANTHROPIC SECTOR

Carriage Town Ministries
Flint, MI
$66,000 – 12 mos.
Increasing food distribution

Catholic Charities of Shiawassee and Genesee Counties
Flint, MI
$432,000 – 12 mos.
Soup kitchens, warming center and medical transportation

Community Foundation of Greater Flint
Flint, MI
$432,000 – 12 mos.
Soup kitchens, warming center and medical transportation

Crim Fitness Foundation
Flint, MI
$75,000 – 12 mos.
General purposes

FLINT AREA GRANTS LISTING
Crossover Downtown Outreach Ministries
Flint, MI
$50,000 – 12 mos.
General purposes

Fair Food Network
Ann Arbor, MI
$150,000 – 12 mos.
Double Up Food Bucks project

Food Bank of Eastern Michigan
Flint, MI
$1,190,000 – 12 mos.
COVID-19 masks
$200,000 – 3 mos.
Emergency pandemic food distribution
$20,000 – 12 mos.
Flint Diaper Bank
$50,000 – 12 mos.
General purposes

Healthy Flint Research Coordinating Center Inc.
Flint, MI
$150,901 – 12 mos.
General purposes

United Way of Genesee County
Flint, MI
$109,884 – 12 mos.
Berston Field House capacity building
$650,000 – 12 mos.
Flint National Service Accelerator Fund
$65,000 – 12 mos.
Flint National Service Accelerator initiative
$250,000 – 12 mos.
General purposes
$175,000 – 12 mos.
Nonprofit capacity building

Whaley Children's Center
Flint, MI
$47,000 – 23 mos.
Facility upgrades

Subtotal: $5,130,785
Nonprofit and Philanthropic Sector

SPECIAL OPPORTUNITIES

Arab American Heritage Council
Flint, MI
$50,000 – 12 mos.
Immigration services

Boys & Girls Clubs of Greater Flint
Flint, MI
$188,000 – 8 mos.
Equipment upgrades

City of Flint
Flint, MI
$220,000 – 12 mos.
Anti-dumping initiative
$550,000 – 64 mos.
Financial recovery technical assistance
$250,000 – 24 mos.
Human Relations Commission
$336,200 – 12 mos.
Maintenance of city parks
$120,000 – 12 mos.
Police vehicle technology

Community Foundation of Greater Flint
Flint, MI
$200,000 – 24 mos.
Michigan Justice Fund
$50,000 – 12 mos.
Racial Equity Roundtable

Evergreen Community Development Initiative
Flint, MI
$70,000 – 12 mos.
Community water lab

Fair Food Network
Ann Arbor, MI
$50,000 – 15 mos.
Double Up Food Bucks application development

Flint Cultural Center Corporation
Flint, MI
$100,000 – 12 mos.
Sloan Museum dialogue to action in Flint

Formative Evaluation Research Associates
Ann Arbor, MI
$96,000 – 14 mos.
Youth recreation landscape scan and playground assessment

Foundation-Administered Project

Freedom Center
Fenton, MI
$100,000 – 3 mos.
Flint restaurant consortium for healthcare workers

Genesee Conservation District
Flint, MI
$208,579 – 12 mos.
Flint dangerous tree removal

Genesee County Free Medical Clinic
Flint, MI
$50,000 – 12 mos.
Telemedicine and remote services for the uninsured

Genesee Health System
Flint, MI
$100,000 – 12 mos.
Mobile Mental Health Unit project

Latinax Technology & Community Center
Flint, MI
$150,000 – 12 mos.
Tutoring and interpreter services

Michigan Nonprofit Association
Lansing, MI
$150,000 – 12 mos.
Michigan Nonprofits Count Campaign

Mott Community College
Flint, MI
$30,000 – 12 mos.
Flint and Genesee Literacy Network

Opportunity Resource Fund
Lansing, MI
$25,000 – 12 mos.
Paycheck Protection Program technical assistance

Shelter of Flint
Flint, MI
$300,000 – 12 mos.
HVAC system upgrades

University of Michigan-Flint
Flint, MI
$100,000 – 13 mos.
Medical professional housing during the pandemic

WOW Outreach
Flint, MI
$40,000 – 12 mos.
Youth Ambassadors program

Subtotal: $3,596,797
Special Opportunities

Program Area Total: $8,727,582
Meeting Evolving Community Needs

Program Total: $68,518,131
Flint Area
EXPLORATORY AND SPECIAL PROJECTS

PURPOSE: To support unusual or unique opportunities addressing significant national and international problems. Proposals are by invitation only. Unsolicited proposals are discouraged.

SPECIAL PROJECTS

<table>
<thead>
<tr>
<th>Organization</th>
<th>City, State</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Near East Refugee Aid</td>
<td>Washington, DC</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>Beirut humanitarian aid response</td>
</tr>
<tr>
<td>Center for Michigan</td>
<td>Ann Arbor, MI</td>
<td>$225,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>United Way of Midland County</td>
<td>Midland, MI</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>Midland flood response fund</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>Ann Arbor, MI</td>
<td>$24,960</td>
<td>12 mos.</td>
<td>Michigan news and information programs</td>
</tr>
<tr>
<td>University of Pennsylvania</td>
<td>Philadelphia, PA</td>
<td>$50,000</td>
<td>12 mos.</td>
<td>Written insights: Addressing educational inequities through community schools</td>
</tr>
</tbody>
</table>

Program Area Total: $499,960
Program Total: $499,960

Exploratory and Special Projects

EMPLOYEE AND TRUSTEE GRANTS

In addition to its regular grantmaking, the Foundation encourages charitable giving by its trustees and staff. The Foundation’s match to these contributions is included as part of our total grant budget.

EMPLOYEE/TRUSTEE MATCHING GRANTS

| Program Area Total:                          | $1,898,916 |
| Employee/Trustee Matching Grants             |            |

TRUSTEE-INITIATED GRANTS

| Program Area Total:                          | $1,339,400 |
| Trustee-Initiated Grants                     |            |
| Program Total:                               | $3,238,316 |
| Employee/Trustee Matching and Trustee-Initiated Grants | |

TOTAL $3,238,316

TOTAL MOTT GRANTMAKING IN 2020: $133,699,936
### 2011–2020 SELECTED FINANCIAL INFORMATION

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets – Fair Value</strong></td>
<td>$2,159.9</td>
<td>$2,301.1</td>
<td>$2,584.0</td>
<td>$2,794.6</td>
<td>$2,720.8</td>
<td>$2,788.2</td>
<td>$3,098.3</td>
<td>$3,005.3</td>
<td>$3,195.0</td>
<td>$3,940.5</td>
</tr>
<tr>
<td><strong>Total Assets – 2020 Dollars</strong></td>
<td>2,492.9</td>
<td>2,610.6</td>
<td>2,888.1</td>
<td>3,100.0</td>
<td>2,996.3</td>
<td>3,008.1</td>
<td>3,273.6</td>
<td>3,115.8</td>
<td>3,238.5</td>
<td>3,940.5</td>
</tr>
<tr>
<td><strong>12-Month Rolling Average Assets</strong></td>
<td>2,227.7</td>
<td>2,246.8</td>
<td>2,393.3</td>
<td>2,657.5</td>
<td>2,786.7</td>
<td>2,709.0</td>
<td>2,918.3</td>
<td>3,073.5</td>
<td>3,123.0</td>
<td>3,157.7</td>
</tr>
<tr>
<td><strong>Total Investment Income (Loss)</strong></td>
<td>62.8</td>
<td>252.7</td>
<td>401.4</td>
<td>313.9</td>
<td>81.8</td>
<td>209.4</td>
<td>454.4</td>
<td>65.3</td>
<td>346.4</td>
<td>910.8</td>
</tr>
<tr>
<td><strong>Total Investment Income (Loss) 2020 Dollars</strong></td>
<td>72.5</td>
<td>286.7</td>
<td>448.6</td>
<td>348.2</td>
<td>90.1</td>
<td>225.9</td>
<td>480.1</td>
<td>67.7</td>
<td>351.2</td>
<td>910.8</td>
</tr>
<tr>
<td><strong>Total Grants Awarded</strong></td>
<td>89.3</td>
<td>91.0</td>
<td>101.0</td>
<td>101.4</td>
<td>119.1</td>
<td>124.4</td>
<td>122.2</td>
<td>131.4</td>
<td>132.8</td>
<td>133.7</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong>*</td>
<td>130.0</td>
<td>110.9</td>
<td>137.1</td>
<td>95.9</td>
<td>154.7</td>
<td>143.6</td>
<td>150.6</td>
<td>159.0</td>
<td>160.4</td>
<td>164.4</td>
</tr>
</tbody>
</table>

**NOTE:** Private foundations are required to make qualifying distributions (grant payments and reasonable administrative expenses) equal to roughly 5% of their average assets each year. The basis of the 5% calculation is a rolling, or 12-month, average of the foundation’s investment assets.

*Total expenditures include grant payments, foundation-administered projects, administrative expenses, excise and income taxes, and investment expenses.
PROFILE: 2020 GRANTMAKING

GRANTMAKING ACTIVITIES

TOTAL 413 GRANTS

in millions
- Civil Society $20.4 / 15.3%
- Education $22.3 / 16.7%
- Environment $18.7 / 14.0%
- Flint Area $68.5 / 51.2%
- Exploratory and Special Projects $0.5 / 0.4%
- Employee and Trustee Grants $3.2 / 2.4%

Does not include Employee and Trustee Grants

2011–2020 GRANTS AWARDED BY PROGRAM in millions
REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

Board of Trustees
Charles Stewart Mott Foundation

We have audited the accompanying financial statements of Charles Stewart Mott Foundation, which comprise the statements of financial position as of December 31, 2020 and 2019, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management’s responsibility for the financial statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s responsibility
Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Charles Stewart Mott Foundation as of December 31, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Grant Thornton LLP
Chicago, Illinois
July 30, 2021
# Statements of Financial Position

## Assets

<table>
<thead>
<tr>
<th>Investments, at fair value:</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$69,335,527</td>
<td>$53,260,729</td>
</tr>
<tr>
<td>Public equities</td>
<td>437,574,811</td>
<td>471,594,615</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>355,943,461</td>
<td>345,070,890</td>
</tr>
<tr>
<td>Alternatives – limited partnerships</td>
<td>1,953,977,663</td>
<td>1,477,510,983</td>
</tr>
<tr>
<td>Alternatives – non partnerships</td>
<td>1,068,089,221</td>
<td>810,757,210</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>19,873,371</td>
<td>10,255,542</td>
</tr>
<tr>
<td></td>
<td>3,904,794,054</td>
<td>3,168,449,969</td>
</tr>
<tr>
<td>Cash</td>
<td>25,276,203</td>
<td>16,575,776</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>1,178,169</td>
<td>1,189,707</td>
</tr>
<tr>
<td>Land, building and improvements, net</td>
<td>3,523,376</td>
<td>3,122,305</td>
</tr>
<tr>
<td>Other assets</td>
<td>5,712,228</td>
<td>5,648,645</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$3,940,484,030</td>
<td>$3,194,986,402</td>
</tr>
</tbody>
</table>

## Liabilities & Net Assets Without Donor Restrictions

<table>
<thead>
<tr>
<th>Liabilities &amp; Net Assets Without Donor Restrictions</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment trades payable</td>
<td>$21,550</td>
<td>$952,473</td>
</tr>
<tr>
<td>Grants payable</td>
<td>27,851,595</td>
<td>29,941,947</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>52,707,200</td>
<td>43,871,505</td>
</tr>
<tr>
<td>Deferred excise tax</td>
<td>20,105,054</td>
<td>12,531,018</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>100,685,399</td>
<td>87,296,943</td>
</tr>
<tr>
<td><strong>Net Assets Without Donor Restrictions</strong></td>
<td>3,839,798,631</td>
<td>3,107,689,459</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets Without Donor Restrictions</strong></td>
<td>$3,940,484,030</td>
<td>$3,194,986,402</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
# Statements of Activities

**Years ended December 31,**

<table>
<thead>
<tr>
<th>Income:</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividends and interest</td>
<td>$23,484,775</td>
<td>$29,546,181</td>
</tr>
<tr>
<td>Limited partnership income (loss)</td>
<td>163,531,792</td>
<td>205,507,598</td>
</tr>
<tr>
<td>Net realized gain (loss) on investments</td>
<td>60,774,244</td>
<td>24,959,930</td>
</tr>
<tr>
<td>Net unrealized gain (loss) on investments</td>
<td>664,157,683</td>
<td>89,012,828</td>
</tr>
<tr>
<td>Other income (expense)</td>
<td>(1,137,774)</td>
<td>(2,581,270)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>910,810,720</strong></td>
<td><strong>346,445,267</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investment Expenses:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct investment expenses</td>
<td>8,034,916</td>
<td>8,405,911</td>
</tr>
<tr>
<td>Provision for taxes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current excise tax</td>
<td>3,589,585</td>
<td>3,228,935</td>
</tr>
<tr>
<td>Deferred excise tax expense (credit)</td>
<td>7,574,036</td>
<td>(3,782,293)</td>
</tr>
<tr>
<td>Unrelated business income tax (credit)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State income tax</td>
<td>53,378</td>
<td>258,429</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19,251,915</strong></td>
<td><strong>8,110,982</strong></td>
</tr>
</tbody>
</table>

**Net Investment Income**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>891,558,805</td>
<td>338,334,285</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grants and Operating Expenses:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants, net of refunds</td>
<td>130,043,711</td>
<td>129,410,362</td>
</tr>
<tr>
<td>Foundation-administered projects</td>
<td>3,013,474</td>
<td>2,968,098</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>17,454,309</td>
<td>18,701,229</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>150,511,494</td>
<td>151,079,689</td>
</tr>
</tbody>
</table>

**Net Operating Income (Loss)**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>741,047,311</td>
<td>187,254,596</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Changes in Net Assets without Donor Restrictions:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension changes other than net periodic benefit cost</td>
<td>(8,953,766)</td>
<td>4,455,622</td>
</tr>
<tr>
<td>Postretirement healthcare changes other than net periodic benefit cost</td>
<td>15,627</td>
<td>(1,437,860)</td>
</tr>
<tr>
<td>Increase (decrease) in net assets without donor restrictions</td>
<td>732,109,172</td>
<td>190,272,358</td>
</tr>
</tbody>
</table>

**Net Assets without Donor Restrictions:**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>3,107,689,459</td>
<td>2,917,417,101</td>
</tr>
<tr>
<td>End of year</td>
<td>$3,839,798,631</td>
<td>$3,107,689,459</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
## STATEMENTS OF CASH FLOWS

**Years ended December 31,**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (decrease) in net assets without donor restrictions</td>
<td>$732,109,172</td>
<td>$190,272,358</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets without donor restrictions to net cash used by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized (gain) loss on investments</td>
<td>(60,774,244)</td>
<td>(24,959,930)</td>
</tr>
<tr>
<td>(Income) loss on limited partnerships</td>
<td>(163,531,792)</td>
<td>(205,507,598)</td>
</tr>
<tr>
<td>(Increase) decrease in unrealized gains on investments</td>
<td>(664,157,683)</td>
<td>(89,012,828)</td>
</tr>
<tr>
<td>Excess value of donated securities included with grants</td>
<td>–</td>
<td>1,458,773</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>147,924</td>
<td>163,783</td>
</tr>
<tr>
<td>(Increase) decrease in accrued interest and dividends</td>
<td>11,538</td>
<td>(123,504)</td>
</tr>
<tr>
<td>(Increase) decrease in other assets</td>
<td>(63,583)</td>
<td>781,599</td>
</tr>
<tr>
<td>Increase (decrease) in grants payable</td>
<td>(2,090,352)</td>
<td>2,697,674</td>
</tr>
<tr>
<td>Increase (decrease) in other liabilities</td>
<td>8,835,695</td>
<td>(27,717)</td>
</tr>
<tr>
<td>Increase (decrease) in deferred excise tax liability</td>
<td>7,574,036</td>
<td>(3,782,293)</td>
</tr>
<tr>
<td><strong>Total adjustments</strong></td>
<td>(874,048,461)</td>
<td>(318,312,041)</td>
</tr>
<tr>
<td><strong>Net cash used by operating activities</strong></td>
<td>(141,939,289)</td>
<td>(128,039,683)</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sales or redemptions of investments</td>
<td>1,032,156,154</td>
<td>905,300,325</td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>(880,967,443)</td>
<td>(769,099,822)</td>
</tr>
<tr>
<td>Acquisition of building improvements</td>
<td>(548,995)</td>
<td>(430,637)</td>
</tr>
<tr>
<td><strong>Net cash provided by investing activities</strong></td>
<td>150,639,716</td>
<td>135,769,866</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash:</strong></td>
<td>8,700,427</td>
<td>7,730,183</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>16,575,776</td>
<td>8,845,593</td>
</tr>
<tr>
<td>Cash, end of year</td>
<td>$25,276,203</td>
<td>$16,575,776</td>
</tr>
<tr>
<td><strong>Supplemental disclosure of noncash investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment trades receivable (payable) at year end, net</td>
<td>$19,851,821</td>
<td>$9,303,069</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
NOTES TO FINANCIAL STATEMENTS

December 31, 2020 and 2019

A. Mission and Grant Programs
The Charles Stewart Mott Foundation (the “Foundation”) is a private grantmaking foundation established in 1926 in Flint, Michigan. The Foundation’s mission is “to support efforts that promote a just, equitable and sustainable society.” The Foundation’s grantmaking activity is organized into four major programs: Civil Society, Education, Environment, and Flint. Other grantmaking opportunities, which do not match the major programs, are investigated through the Foundation’s Exploratory and Special Projects program.

B. Accounting Policies
The following is a summary of significant accounting policies followed in the preparation of these financial statements.

Method of Accounting
The financial statements have been prepared on the accrual basis of accounting, which includes recognition of dividends, interest, and other income and expenses as earned or incurred. Trustee and Executive Committee grant actions are recognized as expense on the date of the action. Grants by the President or Executive Committee by specific authority conferred by the Trustees are recognized as expense on the date the authority is exercised. Grant expense is net of grant refunds.

Income Taxes
The Foundation follows the authoritative guidance on accounting for and disclosure of uncertainty in tax positions (Financial Accounting Standards Board (FASB) – Accounting Standards Codification 740) which requires the Foundation to determine whether a tax position is more likely than not to be sustained upon examination, including resolution of any related appeals or litigation processes, based on the technical merits of the position.

The Foundation has received a favorable determination letter from the Internal Revenue Service stating that it is exempt from Federal income taxes under Section 501(a) of the Internal Revenue Code (“Code”) as an organization described in Section 501(c)(3). However, unrelated business income is subject to taxation. The Foundation currently has net operating losses available to preclude a liability for unrelated business income taxes.

On December 22, 2017, the United States enacted tax reform legislation commonly known as the Tax Cuts and Jobs Act of 2017 (the “Act”), resulting in significant modifications to existing tax law. There were no material effects on the Foundation’s financial statements as a result of the Act. Foundation management continues to evaluate the ongoing impact of the Act on the organization.

Concentration of Credit Risk
The Foundation maintains certain cash accounts, the balances of which may, at times, exceed federally insured limits. The Foundation has not experienced any losses in such accounts. Management believes the Foundation is not exposed to any significant credit risk on cash.
B. Accounting Policies (continued)

Cash Equivalents
Cash equivalents with original maturities of three months or less are reflected at fair value and include short-term notes and commercial paper, which are included with investments.

Land, Building and Improvements
Land, building, and improvements are recorded at cost. Upon sale or retirement of land, building, and improvements, the cost and related accumulated depreciation are eliminated, and the resulting gain or loss is included in current income. Depreciation of building and improvements is provided over the estimated useful lives of the respective assets on a straight-line basis, ranging from 3-50 years. Depreciation expense for the years ended December 31, 2020 and 2019 was $147,924 and $163,783, respectively.

Costs of office furnishings and equipment are consistently charged to expense because the Foundation does not deem such amounts to be sufficiently material to warrant capitalization and depreciation.

A summary of land, building and improvement holdings at December 31 is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$397,852</td>
<td>$397,852</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>10,614,993</td>
<td>10,287,661</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(7,489,469)</td>
<td>(7,563,208)</td>
</tr>
<tr>
<td></td>
<td>$3,523,376</td>
<td>$3,122,305</td>
</tr>
</tbody>
</table>

Estimates
The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Investment Trades Receivable, Payable, and Deposits in Transit
Investment trades receivable represent investments that have been sold with a trade date in the current year but for which the funds have not been received until the subsequent year. The pending cash equivalent to be received from such trades is classified as an investment for statement of financial position purposes. Investment trades payable represent investments that have been purchased with a trade date in the current year but for which the funds have not been sent until the subsequent year. This commitment to settle the trade is classified as a liability for statement of financial position purposes. Deposits in transit represent monies sent in the current year for purposes of purchasing an investment whose trade date is in the subsequent year. Such in-transit amounts are classified as investments for statement of financial position purposes.

Other Assets
Included in other assets are land and buildings that were purchased by the Foundation for charitable purposes and are recorded at cost.

Investments
Equity investments with readily determinable fair values, and all debt securities, are recorded on the trade date and are stated at fair value based primarily on December 31 published quotations. Gains and losses from sales of securities are determined on an average cost basis.

Equity investments that do not have readily determinable fair values, representing amounts in venture capital and limited partnerships, are recorded on the trade date. These investments are stated at an estimate of fair value as determined in good faith by the general partner or fund managers. The Foundation believes the amounts recorded approximate fair value.
B. Accounting Policies (continued)

The Foundation’s investment in United States Sugar Corporation (‘USSC”), a non-publicly traded security with no readily determinable fair value, is priced based on an independent appraisal of the USSC stock on a non-marketable minority interest basis. The Foundation’s investment in USSC’s outstanding shares was 16.2% at December 31, 2020 and 2019.

The Foundation is party to certain limited partnership agreements, whereby the Foundation is committed to invest future funds into these partnerships. As of December 31, 2020 and 2019, the Foundation has $358.3 million and $282.6 million, respectively, in outstanding limited partnership commitments, including both domestic and international partnerships.

Temporary investments in partnerships that are publicly traded and where the Foundation has no committed capital are included with equity securities and not limited partnerships for financial statement presentation.

C. Investment Securities

The following is a summary of fair values and cost basis of the investment securities held at December 31, 2020:

<table>
<thead>
<tr>
<th>Fair Value</th>
<th>Cost Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$69,335,527</td>
</tr>
<tr>
<td>Public equities</td>
<td>437,574,811</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>355,943,461</td>
</tr>
<tr>
<td>Alternatives – limited partnerships</td>
<td>1,953,977,663</td>
</tr>
<tr>
<td>Alternatives – non partnerships</td>
<td>1,068,089,221</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>19,873,371</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,904,794,054</strong></td>
</tr>
</tbody>
</table>

The following is a summary of fair values and cost basis of the investment securities held at December 31, 2019:

<table>
<thead>
<tr>
<th>Fair Value</th>
<th>Cost Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$53,260,729</td>
</tr>
<tr>
<td>Public equities</td>
<td>471,594,615</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>345,070,890</td>
</tr>
<tr>
<td>Alternatives – limited partnerships</td>
<td>1,477,510,983</td>
</tr>
<tr>
<td>Alternatives – non partnerships</td>
<td>810,757,210</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>10,255,542</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,168,449,969</strong></td>
</tr>
</tbody>
</table>

Investments valued at Net Asset Value (‘‘NAV’’) as of December 31, 2020, consisted of the following:

<table>
<thead>
<tr>
<th>Fair Value</th>
<th>Unfunded Commitments</th>
<th>Redemption Frequency</th>
<th>Redemption Notice Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities (a)</td>
<td>$949,408,420</td>
<td>$</td>
<td>Quarterly to Annual if applicable</td>
</tr>
<tr>
<td>Limited partnerships (b)</td>
<td>1,953,977,663</td>
<td>358,285,182</td>
<td>Quarterly to Annual if applicable</td>
</tr>
<tr>
<td>Total investments at NAV</td>
<td>$2,903,386,083</td>
<td>$358,285,182</td>
<td></td>
</tr>
</tbody>
</table>
C. Investment Securities

Investments valued at NAV as of December 31, 2019, consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>Fair Value</th>
<th>Unfunded Commitments</th>
<th>Redemption Frequency</th>
<th>Redemption Notice Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities (a)</td>
<td>$707,260,499</td>
<td>$—</td>
<td>Quarterly to Annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Limited partnerships (b)</td>
<td>1,477,510,983</td>
<td>282,641,932</td>
<td>Quarterly to Annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Total investments at NAV</td>
<td>$2,184,771,482</td>
<td>$282,641,932</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(a) This category includes investments in hedge funds and public equities. The NAV of the hedge and equity funds is as provided by the fund using various observable and unobservable market valuation techniques as allowed by the FASB. The majority of the hedge funds offer quarterly to annual liquidity options that require advance notice from 5 business days to 4 months, with various ‘lock-up’ and ‘gate’ provisions.

(b) This category includes investments in private equity and credit funds, public equity and debt funds, hedge funds, real estate funds, and energy funds. The NAV of these funds are as provided by the general partner or fund manager using various observable and unobservable market valuation techniques as allowed by the FASB. The majority of the hedge funds offer quarterly to annual liquidity options that require advance notice from 5 business days to 4 months, with various ‘lock-up’ and ‘gate’ provisions, while the private equity, real estate, and energy funds do not offer redemption options. The public equity funds offer a monthly redemption frequency with 30 days-notice.

The Foundation has significant amounts of investment instruments. Investment securities, in general, are exposed to various risks, such as interest rate, credit, and overall market volatility. Due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the financial statements.

See footnote D for additional information regarding fair value measurements.

D. Fair Value Measurements

Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market in an orderly transaction between market participants on the measurement date. In accordance with the authoritative guidance on fair value measurements and disclosures under generally accepted accounting principles (“GAAP”), the Foundation adopted a framework for measuring fair value under GAAP that establishes a fair value hierarchy which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The standard describes three levels of inputs that may be used to measure fair value:

Level 1 – Quoted market prices in active markets for identical assets or liabilities.

Level 2 – Observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.

Level 3 – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities. Level 3 assets and liabilities include financial instruments for which fair value is determined using pricing models, discounted cash flow methodologies or similar techniques, as well as instruments for which the determination of fair value requires significant judgment or estimation.
D. Fair Value Measurements (continued)

As of December 31, 2020 and 2019, the Foundation’s Level 3 assets consist solely of its investment in USSC (see Footnote B). The valuation of the Series A common stock held by the Foundation was based on a combination of market and income valuation techniques including discounted cash flow analysis, land sale lease back analysis, and selected public company analysis. Such techniques are reliant upon assumptions and estimates made by USSC management about future cash flows, growth rates and market share.

Generally, assets held at the Foundation’s custodian, Comerica Bank, include cash equivalents, U.S. government obligations, corporate bonds, and equity securities which are publicly traded in active markets and are considered Level 1 assets. Equity securities purchased and held directly by the Foundation include private equities, hedge funds, real estate funds and energy funds.

The following discussion describes the valuation methodologies used for financial assets measured at fair value. The techniques utilized in estimating the fair values are affected by the assumptions used, including discount rates and estimates of the amount and timing of future cash flows. Care should be exercised in deriving conclusions about the Foundation’s financial position based on the fair value information of financial assets presented below.

The valuation of nonpublic or alternative investments requires significant judgment by the general partner or fund manager due to the absence of quoted market values, inherent lack of liquidity and the long-term nature of such assets. Private equity investments are valued initially based upon transaction price excluding expenses. Year-end valuations are as provided by the general partner or fund manager which are tied to capital statements and/or audited financial statements when available and are carried at NAV or its equivalent. These valuations include estimates, appraisals, assumptions and methods that are reviewed by the Foundation’s independent investment advisors and management.

A summary of investments classified by NAV and fair value hierarchy are as follows:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Investments Measured at NAV</th>
<th>Investments Classified in the Fair Value Hierarchy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Level 1</td>
<td>Level 2</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>$ -</td>
<td>$ 69,335,527</td>
</tr>
<tr>
<td>Public equities</td>
<td>-</td>
<td>437,574,811</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>-</td>
<td>355,943,461</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>1,953,977,663</td>
<td>-</td>
</tr>
<tr>
<td>Non-partnerships</td>
<td>949,408,420</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$ 2,903,386,083</td>
<td>$ 862,853,799</td>
</tr>
</tbody>
</table>

A summary of Level 3 activity for the year is as follows:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2019</td>
<td>$ 103,496,711</td>
</tr>
<tr>
<td>Sales/Grants</td>
<td>-</td>
</tr>
<tr>
<td>Realized gains</td>
<td>-</td>
</tr>
<tr>
<td>Unrealized gains (losses)</td>
<td>15,184,090</td>
</tr>
<tr>
<td>Balance, December 31, 2020</td>
<td>$ 118,680,801</td>
</tr>
</tbody>
</table>
D. Fair Value Measurements (continued)

Investments at fair value as of December 31, 2019:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Investments Measured at NAV</th>
<th>Investments Classified in the Fair Value Hierarchy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Level 1</td>
<td>Level 2</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>$ —</td>
<td>$ 53,260,729</td>
</tr>
<tr>
<td>Public equities</td>
<td>—</td>
<td>471,594,615</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>—</td>
<td>345,070,890</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>1,477,510,983</td>
<td>—</td>
</tr>
<tr>
<td>Non-partnerships</td>
<td>707,260,499</td>
<td>—</td>
</tr>
<tr>
<td>Total</td>
<td>$ 2,184,771,482</td>
<td>$ 869,926,234</td>
</tr>
</tbody>
</table>

A summary of Level 3 activity for the year is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2018</td>
<td>$ 97,313,070</td>
<td>$ 103,496,711</td>
</tr>
<tr>
<td>Sales/Grants</td>
<td>(1,471,342)</td>
<td></td>
</tr>
<tr>
<td>Realized gains</td>
<td>1,458,773</td>
<td></td>
</tr>
<tr>
<td>Unrealized gains (losses)</td>
<td>6,196,210</td>
<td></td>
</tr>
<tr>
<td>Balance, December 31, 2019</td>
<td>$ 103,496,711</td>
<td></td>
</tr>
</tbody>
</table>

E. Excise Tax and Distribution Requirements

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code (“IRC”) but is subject to a federal excise tax on net investment income, including realized gains, as defined in the IRC. For 2019, the Foundation was subject to a 2% excise tax rate [1% if certain criteria were met]. Effective for the tax year beginning January 1, 2020, the criteria for determining whether a 1% or 2% excise tax rate applies has been eliminated in favor of a flat excise tax rate of 1.39%. Accordingly, the current excise tax is provided at 1.39% and 1.00% for 2020 and 2019, respectively.

The deferred excise tax liability at December 31, 2020 and 2019 has been calculated using the 1.39% rate. The deferred tax provision is calculated based on the projected gains/losses for tax purposes that assume complete liquidation of all assets.

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excise tax payable (receivable)</td>
<td>$ —</td>
<td>$ —</td>
</tr>
<tr>
<td>Deferred excise tax liability</td>
<td>20,105,054</td>
<td>12,531,018</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20,105,054</strong></td>
<td><strong>12,531,018</strong></td>
</tr>
</tbody>
</table>

Excise tax payments of $3,570,938 and $3,228,935 were paid in 2020 and 2019, respectively.

IRC Section 4942 requires that a private foundation make annual minimum distributions based on the value of its non-charitable use assets or pay an excise tax for the failure to meet the minimum distribution requirements. For the year ended December 31, 2020, the Foundation made qualifying distributions in excess of the required minimum distribution by approximately $1.9 million. The Foundation has $6.8 million in prior year excess distributions, resulting in a net accumulated over-distribution of $8.7 million available to be carried forward to 2021.
F. Grants and Grants Payable

Grants payable at December 31, 2020, are expected to be paid as follows:

<table>
<thead>
<tr>
<th>Programs</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Society</td>
<td>$9,071,689</td>
<td>$1,403,333</td>
<td>$25,000</td>
<td>$10,500,022</td>
</tr>
<tr>
<td>Environment</td>
<td>6,375,500</td>
<td>595,061</td>
<td>–</td>
<td>6,970,561</td>
</tr>
<tr>
<td>Flint Area</td>
<td>3,009,000</td>
<td>300,000</td>
<td>–</td>
<td>3,309,000</td>
</tr>
<tr>
<td>Education</td>
<td>5,524,762</td>
<td>1,660,809</td>
<td>65,000</td>
<td>7,250,571</td>
</tr>
<tr>
<td>Other*</td>
<td>75,000</td>
<td>–</td>
<td>–</td>
<td>75,000</td>
</tr>
<tr>
<td>Grants payable</td>
<td>24,055,951</td>
<td>3,959,203</td>
<td>90,000</td>
<td>28,105,154</td>
</tr>
<tr>
<td>Less: Unamortized discount</td>
<td>–</td>
<td>245,325</td>
<td>8,234</td>
<td>253,559</td>
</tr>
<tr>
<td></td>
<td>$24,055,951</td>
<td>$3,713,878</td>
<td>$81,766</td>
<td>$27,851,595</td>
</tr>
</tbody>
</table>

In addition, the Foundation has also approved grants that require certain conditions to be met by the grantee. Conditional grants excluded from the Foundation’s financial statements totaled $9,075,000 and $8,239,184 as of December 31, 2020 and 2019, respectively.

Grant activity for the years ended December 31, 2020 and 2019, was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undiscounted grants payable, January 1</td>
<td>$30,499,365</td>
<td>$27,813,727</td>
</tr>
<tr>
<td>Grants approved</td>
<td>132,864,120</td>
<td>132,533,313</td>
</tr>
<tr>
<td></td>
<td>163,363,485</td>
<td>160,347,040</td>
</tr>
<tr>
<td>Less grants paid by program:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>19,689,013</td>
<td>15,641,319</td>
</tr>
<tr>
<td>Environment</td>
<td>18,704,165</td>
<td>14,968,568</td>
</tr>
<tr>
<td>Flint Area</td>
<td>65,894,333</td>
<td>74,414,855</td>
</tr>
<tr>
<td>Education</td>
<td>26,647,584</td>
<td>20,692,318</td>
</tr>
<tr>
<td>Other*</td>
<td>4,323,236</td>
<td>4,130,615</td>
</tr>
<tr>
<td></td>
<td>135,258,331</td>
<td>129,847,675</td>
</tr>
<tr>
<td>Undiscounted grants payable, December 31</td>
<td>$28,105,154</td>
<td>$30,499,365</td>
</tr>
</tbody>
</table>

*Includes Exploratory, Special Projects and Matching Gifts Program.
F. Grants and Grants Payable (continued)

Grantee Relationships
The Foundation makes grants on occasion to independent organizations with board members, who are also board members, key employees, or family members of the Foundation. It is the Foundation’s policy and practice to obtain any potential conflict of interest from its board members and employees on an annual basis. Board members with any potential conflict of interest are prohibited from voting on grants to such organizations. Financial benefit to any staff or board member of the Foundation resulting from our grantmaking is prohibited.

While the Foundation strives to ensure that board, staff and family members do not have undue influence or derive personal gain from their affiliations with our grantees, the Foundation encourages board and staff members to be involved with our charitable interests so as to enhance the impact of our grantmaking. In 2020 and 2019, such affiliations accounted for less than 20% of the Foundation’s annual grantmaking total.

G. Liquidity
Due to the various liquidity limitations on investments as discussed in footnote C, the Foundation maintains a significant portion of its investments in liquid assets to ensure that grantmaking, operating expenses, liability remediation and other cash outflow needs can be met into the foreseeable future (not less than one year). As of December 31, 2020 and 2019, approximately $1.473 billion and $1.342 billion of the investment portfolio is in liquid holdings, respectively, while current annual required and/or anticipated grantmaking and operating expenditure needs are approximately $150-$160 million for both 2020 and 2019.

Financial assets available to meet expenditures over the next twelve months as of December 31, 2020 and 2019:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$25,276,203</td>
<td>$16,575,776</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>69,335,527</td>
<td>53,260,729</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>1,178,169</td>
<td>1,189,707</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>19,873,371</td>
<td>10,255,542</td>
</tr>
<tr>
<td>Public equities</td>
<td>437,574,811</td>
<td>471,594,615</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>355,943,461</td>
<td>345,070,890</td>
</tr>
<tr>
<td>Public equity and debt funds included with alternatives</td>
<td>564,258,863</td>
<td>443,913,442</td>
</tr>
<tr>
<td>Total</td>
<td>$1,473,440,405</td>
<td>$1,341,860,701</td>
</tr>
</tbody>
</table>

The Foundation monitors liquidity on an on-going basis. This analysis includes consideration for redemptions from the alternative investment portfolio as well as additional cash needs for uncalled capital commitments.
H. Functional Allocation of Expenses

The costs of operating the Foundation have been allocated among program-related, communications and operations (all of which are included with administration expenses on the Statements of Activities). Program-related expenses pertain principally to the direct programmatic grant-making functions of the Foundation, such as reviewing proposals and awarding, monitoring, and evaluating grants, whereas communication’s expenses include activities directly related to the Foundation’s external communications efforts. Operation’s expenses include all other non-program and non-communications related administrative expenses of the Foundation.

A summary of 2020 and 2019 functional expenses by major category are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Program Department</th>
<th>Operations Department</th>
<th>Communications Department</th>
<th>Administration Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$4,258,940</td>
<td>$3,206,050</td>
<td>$1,355,016</td>
<td>$8,820,006</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>2,548,991</td>
<td>1,867,165</td>
<td>763,107</td>
<td>5,179,263</td>
</tr>
<tr>
<td>Operations</td>
<td>156,715</td>
<td>1,457,037</td>
<td>3,070</td>
<td>1,616,822</td>
</tr>
<tr>
<td>Professional fees</td>
<td>380,329</td>
<td>1,064,606</td>
<td>–</td>
<td>1,444,935</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>149,925</td>
<td>131,057</td>
<td>12,215</td>
<td>293,197</td>
</tr>
<tr>
<td>Publications &amp; contract services</td>
<td>–</td>
<td>–</td>
<td>100,086</td>
<td>100,086</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$7,494,900</td>
<td>$7,725,915</td>
<td>$2,233,494</td>
<td>$17,454,309</td>
</tr>
<tr>
<td>Grants, net of refunds and Foundation administered projects</td>
<td>$133,057,185</td>
<td>$2,203,424</td>
<td>$2,233,494</td>
<td>$151,079,689</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Program Department</th>
<th>Operations Department</th>
<th>Communications Department</th>
<th>Administration Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$4,192,560</td>
<td>$3,137,686</td>
<td>$1,202,547</td>
<td>$8,532,793</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>2,928,345</td>
<td>2,279,683</td>
<td>806,621</td>
<td>6,014,649</td>
</tr>
<tr>
<td>Operations</td>
<td>278,821</td>
<td>1,375,434</td>
<td>26,988</td>
<td>1,681,243</td>
</tr>
<tr>
<td>Professional fees</td>
<td>302,226</td>
<td>1,058,861</td>
<td>–</td>
<td>1,361,087</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>720,846</td>
<td>223,343</td>
<td>17,064</td>
<td>961,253</td>
</tr>
<tr>
<td>Publications &amp; contract services</td>
<td>–</td>
<td>–</td>
<td>150,204</td>
<td>150,204</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$8,422,798</td>
<td>$8,075,007</td>
<td>$2,203,424</td>
<td>$18,701,229</td>
</tr>
<tr>
<td>Grants, net of refunds and Foundation administered projects</td>
<td>$132,378,460</td>
<td>$2,203,424</td>
<td>$2,233,494</td>
<td>$132,378,460</td>
</tr>
<tr>
<td></td>
<td>$140,801,258</td>
<td>$8,075,007</td>
<td>$2,203,424</td>
<td>$151,079,689</td>
</tr>
</tbody>
</table>
I. Pension and Other Postretirement Benefits

The Foundation sponsors a qualified defined benefit pension plan covering substantially all employees along with an unfunded nonqualified plan for restoration of pension benefits lost due to statutory limitations imposed upon qualified plans. In addition, the Foundation sponsors an unfunded postretirement medical plan for all eligible employees. The qualified defined benefit pension plan is funded in accordance with the minimum funding requirements of the Employee Retirement Income Security Act.

Basic information is as follows:

<table>
<thead>
<tr>
<th>Amounts in ($000)</th>
<th>Pension Benefits</th>
<th>Postretirement Healthcare Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit obligation at December 31</td>
<td>$ (96,713)</td>
<td>$ (82,909)</td>
</tr>
<tr>
<td>Fair value of plan assets at December 31</td>
<td>75,786</td>
<td>69,542</td>
</tr>
<tr>
<td>Funded status at December 31</td>
<td>$ (20,927)</td>
<td>$ (13,367)</td>
</tr>
</tbody>
</table>

Amounts recognized in the statements of financial position:

- Prepaid benefit included with other assets: $ — $ — $ — $ —
- Accrued benefit liability included with accounts payable and other liabilities: $(20,927) $(13,367) $(24,291) $(22,976)

Net amount recognized: $ (20,927) $ (13,367) $ (24,291) $ (22,976)

Employer contributions: $ 3,466 $ 1,762 $ 465 $ 507
Benefit payments: $ (3,260) $ (3,675) $(465) $(507)

Components of net periodic benefit cost:

Service cost: $ 2,604 $ 2,181 $ 1,036 $ 725
Interest cost: 2,643 3,074 760 858
Expected return on assets: (4,385) (3,853) — —
Amortization of net loss: 1,210 1,799 — —

Net periodic benefit cost (income): $ 2,072 $ 3,201 $ 1,796 $ 1,583

Benefit Obligations

The accumulated benefit obligation of the nonqualified pension plan was $7,678,663 and $6,506,004 as of December 31, 2020 and 2019, respectively. The accumulated benefit obligation of the qualified plan was $74,598,060 and $65,457,780 as of December 31, 2020 and 2019, respectively.
I. Pension and Other Postretirement Benefits (continued)

The assumptions used in the measurement of the Foundation’s benefit obligations and net periodic benefit costs are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Pension Benefits</th>
<th>Postretirement Healthcare Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2020</td>
<td>2019</td>
</tr>
<tr>
<td></td>
<td>2020</td>
<td>2019</td>
</tr>
<tr>
<td>Discount rate (benefit obligation)</td>
<td>2.55%</td>
<td>3.25%</td>
</tr>
<tr>
<td>Discount rate (net periodic cost)</td>
<td>3.25%</td>
<td>4.15%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>6.50%</td>
<td>6.75%</td>
</tr>
<tr>
<td>Compensation increase (benefit obligation)</td>
<td>4.00%</td>
<td>4.00%</td>
</tr>
<tr>
<td>Compensation increase (net periodic cost)</td>
<td>4.00%</td>
<td>4.00%</td>
</tr>
<tr>
<td></td>
<td>2019</td>
<td>2019</td>
</tr>
<tr>
<td>Discount rate (benefit obligation)</td>
<td>2.70%</td>
<td>3.35%</td>
</tr>
<tr>
<td>Discount rate (net periodic cost)</td>
<td>3.35%</td>
<td>4.25%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Compensation increase (benefit obligation)</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Compensation increase (net periodic cost)</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

For measurement purposes, an initial annual rate of 7.0% for Pre-65 and 6.5% for Post-65 in the per capita cost of healthcare was used. These rates were assumed to decrease gradually each year to an ultimate rate of 4.5% by year 2031.

Asset Holdings

The investment strategy is to manage investment risk through prudent asset allocation that will produce a rate of return commensurate with the plan’s obligations. The Foundation’s expected longterm rate of return on plan assets is based upon historical and future expected returns of multiple asset classes as analyzed to develop a risk-free real rate of return for each asset class. The overall rate of return for each asset class was developed by combining a long-term inflation component, the risk-free real rate of return, and the associated risk premium.

A summary of asset holdings in the pension plan at year end is as follows:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Percent of Assets</th>
<th>Target Allocation</th>
<th>Percent of Assets</th>
<th>Target Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic stock</td>
<td>29.6%</td>
<td>29.3%</td>
<td>41.5%</td>
<td>40.3%</td>
</tr>
<tr>
<td>Debt securities</td>
<td>50.1%</td>
<td>50.0%</td>
<td>28.0%</td>
<td>30.0%</td>
</tr>
<tr>
<td>International stock</td>
<td>14.9%</td>
<td>14.7%</td>
<td>22.7%</td>
<td>21.7%</td>
</tr>
<tr>
<td>Real estate/asset</td>
<td>5.4%</td>
<td>6.0%</td>
<td>7.8%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
I. Pension and Other Postretirement Benefits (continued)

The following table presents the pension assets reported at NAV at year end:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>NAV 12/31/20</th>
<th>NAV 12/31/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$33,735,598</td>
<td>$44,650,512</td>
</tr>
<tr>
<td>Debt securities</td>
<td>37,977,328</td>
<td>19,439,160</td>
</tr>
<tr>
<td>Real estate/asset</td>
<td>4,072,922</td>
<td>5,452,020</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75,785,848</strong></td>
<td><strong>69,541,692</strong></td>
</tr>
</tbody>
</table>

**Expected Contributions**
The Foundation expects to contribute $2,463,440 to its pension plans and $550,000 to its postretirement medical plan in 2021. For the unfunded plans, contributions are deemed equal to expected benefit payments.

**Expected Benefit Payments**
The Foundation expects to pay the following amounts for pension benefits, which reflect future service as appropriate, and expected postretirement benefits:

<table>
<thead>
<tr>
<th>Year</th>
<th>Pension Plans</th>
<th>Postretirement Healthcare</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>$3,523,440</td>
<td>$550,000</td>
</tr>
<tr>
<td>2022</td>
<td>3,513,440</td>
<td>600,000</td>
</tr>
<tr>
<td>2023</td>
<td>3,603,440</td>
<td>600,000</td>
</tr>
<tr>
<td>2024</td>
<td>3,683,440</td>
<td>650,000</td>
</tr>
<tr>
<td>2025</td>
<td>3,773,440</td>
<td>700,000</td>
</tr>
<tr>
<td>2026-2030</td>
<td>22,687,200</td>
<td>4,430,000</td>
</tr>
</tbody>
</table>

**Defined Contribution 401(k) Plan**
In addition to the above, the Foundation maintains a 401(k) defined contribution retirement plan for all eligible employees. The Foundation matches employee contributions up to $3,000 per year. For the years ending December 31, 2020 and 2019, the Foundation contributed $217,800 and $228,115, respectively.

**J. Subsequent Events**
The Foundation evaluated its December 31, 2020 financial statements for subsequent events through July 30, 2021, the date the financial statements were available to be issued. The Foundation is not aware of any subsequent events that would require recognition or disclosure in the financial statements.
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Gilbert Medrano
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Patrick J. Turowicz
Facilities Engineer

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Ashley R. Johnson
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Office Assistant

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Aria K. Sanders
Human Resources Administrator

Information Technology
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Chief Technology Officer

Ellen Chien
Information Technology Manager

Joumana M. Klanseck
Database Administrator/BI Analyst

Ryan C. Madar
Systems Engineer

Kallie Bellaver
Technical Support Specialist

*The Members of the corporation are Frederick S. Kirkpatrick, Tiffany W. Lovett, Maryanne Mott, William H. Piper, Marise M.M. Stewart and Ridgway H. White.

+Serves as presiding/lead outside director.

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Jeffrey F. Alexander
Jessica M. Jones
Laurie Posner
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Duane M. Elling
Communications Officer – Special Projects
Macie D. Schriner
Communications Officer – Online Strategies
Glen A. Birdsell
Librarian
Craig Kelley Jr.
Cristina G. Wright
Communications Associates
Jon’Tise S. Lewis
Administrative Assistant

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Alicia T. Aguilar
Investment Operations Analyst
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Kelly A. Swoszowski
Administrative Assistants

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Gwynn Hughes
Senior Program Officer
Angelina Garner
Kari M. Pardoe
Program Officers
Arielle Milton
Associate Program Officer
Katie Curnow
User Acquisition and Engagement Lead
Sarah Mellon
Partnership and Content Specialist
Kyle Swank
Customer Support Specialist

Environment
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Program Director
Niruban Balachandran
Tim A. Eder
Traci R. Romine
Program Officers
Melanie L. Moore
Associate Program Officer
Kendre Chapman
Judy L. Wallace
Administrative Assistants
Flint Area
Kimberly S. Roberson
Program Director
Thomas Parker
Executive in Residence and Program Officer
Jennifer M. Acree
Program Officer
Joseph M. Martin
Program Officer/Projects Coordinator
Amy Hovey
Special Projects Coordinator
Christine L. Anderson
Jennifer K. Reid
Administrative Assistants

LOANED STAFF
Karen B. Aldridge-Eason
Foundation Liaison
Office of the Governor, State of Michigan

Lists are current as of July 31, 2021.
For up-to-date lists, please visit our website at mott.org.
IN MEMORIAM

It is with a heavy heart that the Mott Foundation mourns the passing in May 2021 of our friend and colleague Christopher J. Stallworth.

Chris was a dedicated member of both our Flint and Education program teams, and he crafted the Foundation’s entrepreneurship programs for young people in Flint and across the country.

His work embodied Mott’s practice of shoe-leather philanthropy. He found great joy in connecting with the people and communities we seek to serve and in working with both kids and adults.

Chris brought to his work the unique perspective and background of his early working years as a CNC machinist at Robert Bosch Corporation, as well as the experience of pursuing his education. He earned an associate degree from Grand Rapids Community College. Then, while working full time, he transferred to Grand Valley State University and completed a double major in political science and English language and literature. He kept going and ultimately earned a master’s degree in public administration from Grand Valley.

In 2011, Chris took a position as a program coordinator with the Council of Michigan Foundations. He joined the staff of the Mott Foundation in 2013.

His lived experience gave him keen insights into our grantmaking, and his personal understanding of hardships faced by many in our society showed up in his advocacy for and connections with many of our grantees. Though he was a native of Ohio, he referred to Flint and the Foundation as his adopted hometown and family.

Chris will be remembered at Mott for his ever-present smile and terrific desire to help. We will keep him in our hearts and minds as we continue to do the work that was so important to him.