



CONNECTING
CAPE COD



CONNECTING CAPE COD BUILDING RESOURCES. GRANTING OPPORTUNITIES.

A COMMUNITY FOUNDATION is many things to many people. We're Listeners. Reporters. Educators. Advisors. We're Conveners. Partners. Supporters. Funders. We're Builders and Innovators. Optimists and Opportunists. Why, we're even Disruptors. But, above all, we're Connectors.

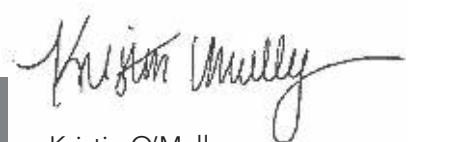
We work within our organization and across the community *for our community*. We connect people to people, people to resources, and people to opportunities. Our goal is to bring change-agents from all sectors of community life together to look at challenges holistically, problem-solve collectively, allocate resources strategically, and drive systemic change. **Our goal is to connect with and empower you.**

This new report has multiple take-aways: emerging trends, promising practices, and hard and anecdotal community data. It details the Foundation's strategies, our initiatives to build flexible resources, our partnerships and leadership role in the community, and our efforts to strengthen the nonprofit sector through grants and other valuable resources. It also gives our work context. As you

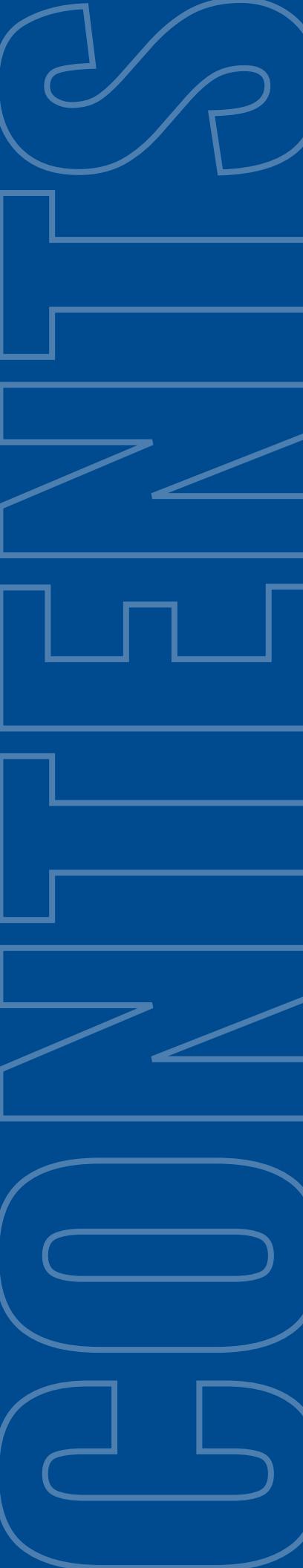
learn more about the needs and challenges facing our community and the nonprofit sector, you'll also learn how the Foundation has responded and where we're headed next.

It takes a community to change a community. We hope this report informs and strengthens your own philanthropic efforts and shows you how you can partner with us.

We look forward to deepening our connections with those we know and to meeting new change-agents who share our vision, our mission, to connect the community. For good.

A handwritten signature in black ink that reads "Kristin O'Malley".

Kristin O'Malley
President and CEO
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THE DISRUPTOR STRATEGY

Every year, CNBC releases a list of 50 private companies that are revolutionizing their industries, unseating corporate giants, and banking billions. These feisty, forward-thinking startups—like Clubhouse, Gopuff, Eat Just, Patreon, BlocPower, and others—have seriously shaken up every industry: financial services, health care, biotech, education, food, media, agriculture, and transportation.

They're called the Disruptors. By making waves, these companies are making a difference. By changing the rules, they're changing the way we think, the way we act, and the way we live. They're creating a new frenzy of followers across every single industry. Including ours.

Like their for-profit counterparts, the trailblazers in today's nonprofit sector have realized that to really drive social change, you need to buckle up, shift gears, and get into a totally different lane. The Foundation did. Over the past five years alone, we've shifted our grantmaking strategy dramatically; we've changed who we invest in, what we invest in, and how we invest. We've also redefined our leadership role in the community.

THE
DISRUPTORS



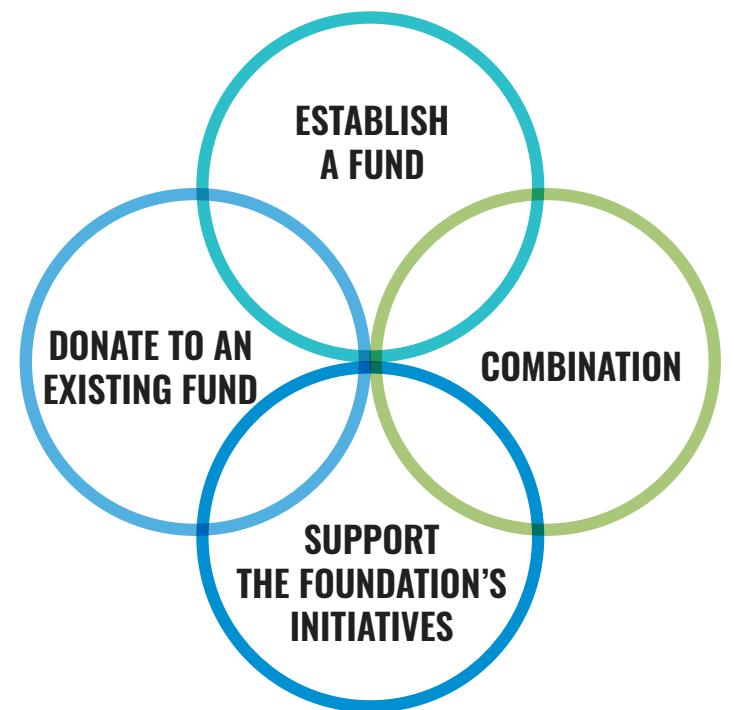
BECOME A DISRUPTOR: WAYS TO ENGAGE

There are four ways to engage with the Foundation: establish an individual fund to advance your personal philanthropic plan, contribute to an existing fund doing work in an area you'd like to strengthen, support the Foundation's Civic Leadership initiatives, or take a multi-pronged approach.

ESTABLISH A FUND: 300+ STRONG

The Foundation has more than 330 funds. No two are alike. Each one was created by people who wanted to positively impact the community in some way. Our role is to help you maximize your philanthropic impact through access to development and grantmaking experts, educational opportunities, and professional investment management. You'll also benefit from economies of scale.

Feel free to steal a play or two from our *Disruptor Playbook* and use the emerging trends, promising practices, and hard and anecdotal data outlined to inform and advance your philanthropic plan. The same information drives our decision-making as community leaders and funders.



THIRTY-THREE YEARS STRONG

Over the past 33 years, we've built an endowment for Cape Cod of \$91.8 million, and at the same time, invested \$95+ million back into the community—where it will do the most good.

**\$91.8 MILLION
IN ASSETS**

**\$95+ MILLION
DISTRIBUTED**

DONATE TO AN EXISTING FUND

Our funds are listed on our website: capecodfoundation.org. You can donate online there. If you would like to learn more about funds that support areas in which you're interested, please contact us.

SUPPORT THE FOUNDATION'S INITIATIVES

The Foundation team develops and implements our own strategy and uses our own discretionary resources to strengthen the nonprofit sector and communities across the region. The following pages detail our strategies, our initiatives to build flexible resources, our partnerships and leadership role in the community, and our efforts to strengthen the nonprofit community through grants and other valuable resources.

The Foundation is a nonprofit organization. Our work is supported by donations. By using our collective power and collective resources, we can fund broad-scale initiatives that lead to regional systemic change.

WE ARE A POWERFUL FORCE

As of November 30, 2022, we have grown to \$91.8 million in assets. Together, we have invested more than \$95 million back into the community. Together, we can make a difference. By partnering with and supporting The Cape Cod Foundation, you become part of the region's largest philanthropic think-tank, funder collaborative, and agent for change. You also become a Disruptor.

HOW TO...

CONNECT

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FOLLOW

Sign up for our newsletter:
capecodfoundation.org

DONATE

- Make an outright gift in any amount
- Make a recurring gift in any amount

Online: capecodfoundation.org

By check, payable to:

The Cape Cod Foundation
261 Whites Path, Unit 2
South Yarmouth, MA 02664

PLANNED GIVING

Join the Keel Society by leaving a gift to the Foundation in your estate.

VOLUNTEER

There are ongoing opportunities on our Scholarship & Grants Committees. Complete Volunteer Profile on our website.



THE DISRUPTOR PLAYBOOK: OUR INVESTMENT STRATEGY

WHAT WE INVEST IN: MAKING THE CONNECTION

The *Disruptor Playbook* is the dynamic guide to The Foundation's strategy. The following pages detail what we invest in and how we invest. Our time. Our energy. Our expertise. Our discretionary resources. You'll learn more about the Foundation's strategies, our initiatives to build flexible resources, our partnerships and leadership role in the community, and our efforts to strengthen the nonprofit community through grants and other valuable resources.

You'll also see patterns, connections. We're connecting funders with funders through our Funders' Network (page 10). We're connecting community resources to nonprofit initiatives through our work on the Regional American Rescue Plan Act Advisory Committee (page 13). And, we're helping nonprofit collaboratives, like the Lower/Outer Cape Leadership Forum, to expand impact (page 29).

THE DISRUPTOR PLAYBOOK

INVESTOR SNAPSHOT

The Foundation invests in initiatives that will have the most profound impact across the region. Our goal is to *move the needle* and *drive systemic change*. We also invest in under-supported areas of the community, where the needs are great, but the resources are not as strong as they could be, need to be. By working together, we can share information, leverage resources, create economies of scale, and expand impact throughout the community.

WHY WE INVEST To make this community the best place to live

WHERE WE INVEST Cape Cod

WHAT WE INVEST Discretionary Funds, Professional Staff Resources

WHO WE INVEST IN Effective Organizations and Collaboratives

HOW WE INVEST Fewer, Larger Grants
Multi-Year Grants

KEY INVESTMENTS Fill Gaps, Meet Unmet Needs
Replicate Successful Programs
Increase Access to Programs and Services
Build the Capacity of Nonprofit Organizations
Integrate Resources, Not Duplicate Them
Promote Collaboration

TRUST-BASED FUNDING

We strive to form relationships with our grantees that are built on trust. The leadership of the nonprofits in which we invest know how to scale for success; they also know when to pivot or stay the course. Our job is to support them on that journey and be flexible and responsive.

WE INVEST IN ALL AREAS OF COMMUNITY LIFE



WHAT WE INVEST IN

Building Flexible
Resources

Strategic Partnerships
with Broad Regional
Impact

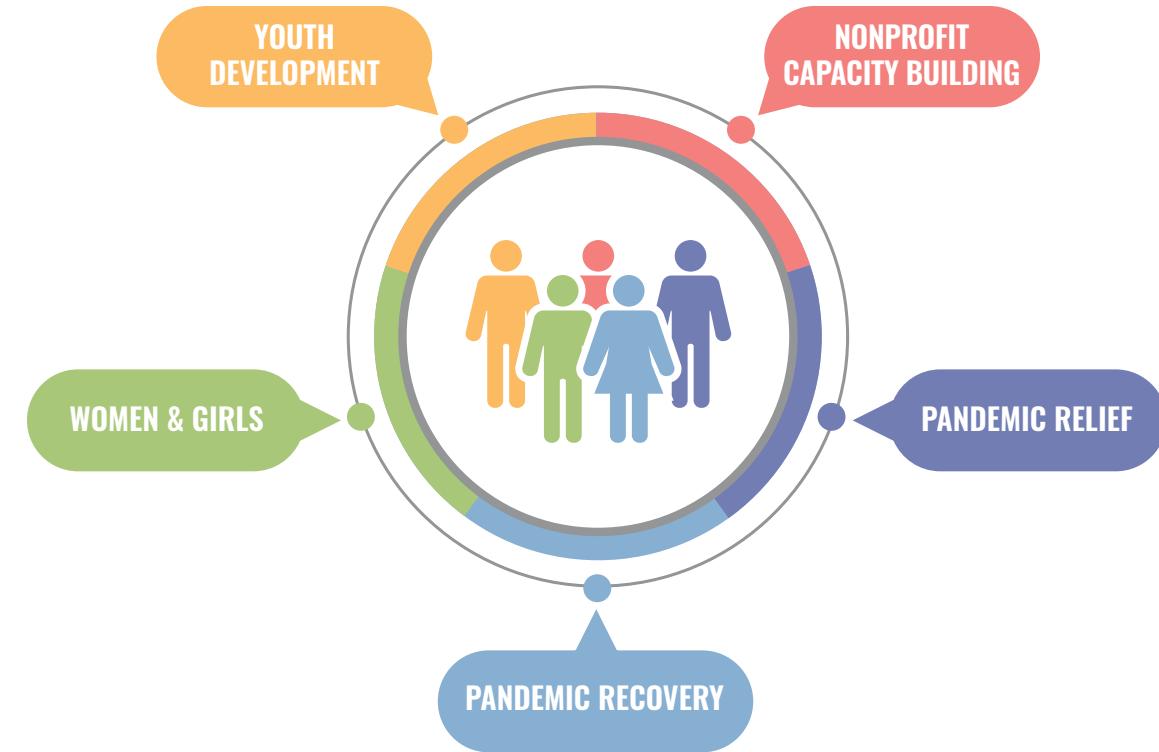
Nonprofit Leadership
Development
Opportunities

Shared Resources

A Seat at the Table

Nonprofit Programs

Nonprofit Capacity
Building Initiatives



WHAT WE INVEST IN: BUILDING FLEXIBLE RESOURCES

Gertrude Stein once said, "Money is always there, but the pockets change." We agree about the pockets. The Foundation has a variety of discretionary funds, pockets of resources, for annual grantmaking. But to ensure "money is always here," we are actively building additional pools of flexible resources to support unmet needs in the community. Vision 2020, The Strategic Emergency Response Fund, and The Women and Girls Fund of The Cape Cod Foundation (page 44) are recent, ongoing initiatives.



VISION 2020

The Foundation launched this initiative in 2017 to strategically impact two areas: Nonprofit Capacity Building and Youth Development. After careful research, we determined this is where the community needs were the greatest at the time, but the resources were not as strong as they could be—or needed to be. In 2018, we directed a substantial unrestricted endowment gift we received to this initiative and asked several community influencers to join a local collaborative to raise \$1 million by 2020. In the fall of 2020, we met that goal. These endowment funds are still active and have supported many of the programs and initiatives highlighted in this report:

Nonprofit Capacity-Building Grants. In the past two years alone, 25 local organizations received grants through our Targeted and Comprehensive Capacity-Building Grant Programs to support initiatives that will help them reach the next level of operational, programmatic, financial, or organizational maturity.

THE CAPE COD FOUNDATION STRATEGIC EMERGENCY RESPONSE FUND

At the onset of the pandemic in March 2020, we allocated \$100,000 in discretionary money to seed The Cape Cod Foundation Strategic Emergency Response Fund. Fundraising continued throughout the year in order to have resources for immediate and ongoing pandemic relief and recovery efforts in the years to come. As of December 31, 2022, we raised \$5.67 million and allocated \$4.23 million to more than 70 nonprofit organizations. Many of the initiatives we funded are outlined in this report.

This success is not ours alone. We applied for and received funding from state and federal entities that utilized community foundations throughout the Commonwealth to identify community needs and deploy resources quickly and strategically.

We also received generous support from private foundations, corporate partners, and individual donors. In November 2020, a generous gift from The Gitlin Family and support from the Massachusetts Executive Office of Housing and Economic Development inspired our "Respond, Rebuild & Reimagine" Community Challenge. We met our goal to raise an additional \$1.5 million for

YMCA Y Achievers Program. This program connects high school students with powerful mentors and the resources they need to succeed after high school and beyond (page 33).

Housing Advocacy and Training. (page 17).

Cape Cod Young Professionals (CCYP) and EforAll Partnership. The collaboration promotes regional training and educational opportunities for entrepreneurs (page 36).

Institute for Nonprofit Practice's Cape Cod and Islands Core Certificate Program (page 11).

Lower/Outer Cape Leadership Forum (page 29).

immediate relief and recovery by May 31, 2021. The pandemic exacerbated our community's ongoing challenges. Vulnerable populations became more vulnerable; many who had never required help before were now in need. The country's current economic inflation has created the perfect storm.

Our grantmaking has been strategic and proactive. Most funding has supported nonprofit organizations assisting residents with food, rental & mortgage payments, utility bills, transportation costs, medicine, child care, and other critical needs. We also supported organizations helping our most vulnerable populations: the elderly, people with disabilities or mental/behavioral health issues, victims of domestic violence, immigrants, and those who were homeless or at risk of becoming homeless.

The balance of grants supported nonprofit capacity-building initiatives across Cape Cod. In order to help reimagine and rebuild our community, we continue to strengthen the nonprofits providing critical programs and services.

WHAT WE INVEST IN: STRATEGIC PARTNERSHIPS WITH BROAD REGIONAL IMPACT

The Cape Cod Foundation supports strategic partnerships with broad regional impact. By working together, we can reduce duplication of efforts, leverage resources, create economies of scale, and expand impact throughout the community. We serve on several committees and boards (page 13) to inform our work, share information, shape strategies, and influence policy. We also invest in strategic nonprofit partnerships, such as The Lower/Outer Cape Leadership Forum (page 29) and have been instrumental in establishing new networks to drive systemic change. The Cape Cod and Islands Funders' Network is a recent and ongoing initiative.



THE CAPE COD AND ISLANDS FUNDERS' NETWORK

Several years ago, The Cape Cod Foundation formed an informal partnership with a variety of local funders to share information about community needs, initiatives, and resources; review proposals from the nonprofit sector; and discuss collaborative funding for greater community impact. The pandemic strengthened the network, which is now a more formalized, strategic partnership. In 2022, we enlisted Philanthropy Massachusetts, which serves a diverse membership of highly engaged philanthropic organizations and individuals with interests in Massachusetts, to serve as the network facilitator.

The Network is open to anyone who is funding or who is interested in funding nonprofit initiatives across Cape Cod and the Islands. Our goal

is two-fold: to inform each funder's individual grantmaking so we can fund unmet needs across the region without duplicating efforts; and to pool resources to fuel larger initiatives that lead to systemic change.

Cape Cod Foundation Support

To date, The Cape Cod Foundation and other funders have pooled over \$500,000 to support the Institute for Nonprofit Practice's Core Certificate Program on Cape Cod and the Islands (page 11). Recently, The Cape Cod Foundation, Cape Cod 5 Foundation, Inc., and The Cooperative Bank of Cape Cod also awarded a \$12,000 collaborative grant (\$4,000 each) to Duffy Health Center to support Phase II of its study to create a medical respite program on Cape Cod for those experiencing homelessness.



WHAT WE INVEST IN: NONPROFIT LEADERSHIP DEVELOPMENT

Our nonprofit leaders take on our community's biggest challenges and work for the greater good. While they are highly skilled, they need resources to develop those skills and a powerful network of support. In 2015, The Cape Cod Foundation led a comprehensive survey conducted by the Partnership for Nonprofit Advancement, a regional collaborative of more than 20 organizations that provides and/or supports educational opportunities for nonprofit teams. Among other initiatives implemented, the Foundation facilitated a partnership with the Institute for Nonprofit Practice to bring its award-winning Core Certificate Program to Cape Cod and the Islands. The Foundation was also instrumental in forming a local funder collaborative that has pooled over \$500,000 since the program started in 2016 to help offset tuition costs.

THE INSTITUTE FOR NONPROFIT PRACTICE: CORE CERTIFICATE PROGRAM

More than 100 local leaders have participated in this intensive, year-long program. Graduates receive a certificate in Social Impact Management and Leadership and emerge with the skills, knowledge, and networks they need to make strategic, mission-driven decisions that center on diversity, equity, inclusion,

and belonging (DEIB) and effect meaningful change in their organizations and beyond. In addition to individual development and group problem-solving, the program focuses on building a local peer network that will continue to support and strengthen leaders and encourage collaboration long after the program ends.



WHAT WE INVEST IN: SHARED RESOURCES

The Foundation supports initiatives that bring critical education, programming, and data to the nonprofit sector and the community at large. We have been a long-time supporter of Philanthropy Partners of the Cape and Islands (PPCI), founded in 1991. Its signature event, Philanthropy Day on Cape Cod, welcomes over 400 attendees for a day of learning, networking, and celebration. PPCI also offers other educational and networking events throughout the year. The virtual forums we launched in 2021 also exemplify our commitment to bring educational opportunities to the community.

CONNECTING CAPE COD: VIRTUAL COMMUNITY FORUMS

In 2021, the Foundation hosted four virtual community forums to share information about the region's current needs, resources, and opportunities for community engagement with a larger audience. Local experts from the following organizations convened to discuss food security and food access, housing and homelessness, mental and behavioral health, and supporting youth across Cape Cod: Calmer Choice; Cape Cod Children's Place; Cape Cod Hunger Network; Cape Kid Meals; Community Development Partnership; Community Health Center of Cape Cod; Duffy Health Center; Elder Services of Cape Cod and the Islands; Falmouth Volunteers In

Public Schools; Family Pantry of Cape Cod; Gosnold, Inc.; Housing Assistance Corporation; and YMCA Cape Cod.

Cape Associates, Inc., RogersGray, and Polhemus Savery DaSilva Architect Builders each sponsored a forum. About 250 people attended each session or watched the recording. The diverse audience included local funders, community leaders, nonprofit representatives, and community members seeking information and ways to engage. The forums are available, along with other resource material, at capecodfoundation.org. The Foundation will continue to use the community forum model to advance philanthropy on Cape Cod.

WHAT WE INVEST IN: A SEAT AT THE TABLE

Our resources are not just financial. We also invest in partnerships that inform our work and give us the opportunity to share our expertise and community knowledge with others to increase our individual and collective impact across Cape Cod.

BARNSTABLE COUNTY REGIONAL ARPA ADVISORY COMMITTEE

Foundation President and CEO Kristin O'Malley serves on the Regional ARPA (American Rescue Plan Act) Advisory Committee. Its mission is to advise the Barnstable County Commissioners and the Assembly of Delegates on regional funding priorities and to recommend criteria to identify projects of regional impact for the \$41.37 million in ARPA Funds allocated to Barnstable County.

MASSACHUSETTS COMMUNITY FOUNDATION PARTNERSHIP

The Cape Cod Foundation is part of this statewide coalition of 14 community foundations. It was established during the pandemic to help stabilize, strengthen, and advance the social sector in communities across the Commonwealth. Its work focuses on common challenges facing communities to increase the individual and collective impact of community foundations.

THE CAPE & ISLANDS REGIONAL NETWORK ON HOMELESSNESS

Dara Gannon, the Foundation's Director of Programs and Donor Services, serves on the Policy Board for this network, spearheaded by the Barnstable County Department of Human Services. It presents another

opportunity to learn about community challenges, promising initiatives, and opportunities for engagement.

BARNSTABLE COUNTY HEALTH AND HUMAN SERVICES ADVISORY COUNCIL

Caitlin Buckley, The Foundation's Capacity-Building and Strategic Partnerships Officer, serves on this council. In conjunction with the Department of Human Services, the Council provides advice about the human service needs of Barnstable County residents. Among key initiatives, the Council helped develop the *Barnstable County Human Service Plan January 2019 - December 2020* which identified and prioritized health and human service needs for action by County government.

FUNDER PARTNERSHIP FOCUSED ON IMMIGRANT AND REFUGEE COMMUNITIES

The Foundation's Program Officer, Helaine Goudreau, is part of this funders' partnership working to benefit organizations and initiatives serving immigrant and refugee communities across Massachusetts. The partners share information about key issues and challenges facing vulnerable communities, insights on funding opportunities, and strategies to amplify impact.



STRATEGIC GRANTMAKING

OUR GRANTMAKING PROGRAMS

The following section details grants the Foundation awarded to local nonprofits through one of its Annual Discretionary Grant Programs or through its Strategic Emergency Response Fund. The grants supported all aspects of community life and were awarded within the last three years. During the height of the pandemic, the funds helped some nonprofits keep critical programs and services operational and helped others to expand access through new delivery models and hybrid models. Funds fueled all types of programs and capacity-building initiatives to help nonprofits reach the next level of operational, programmatic, financial, or organizational maturity.

While we continue to support nonprofit programs, we prioritize capacity-building initiatives that help nonprofits reach the next level of operational, programmatic, financial, or organizational maturity.



OUR GRANTMAKING PROGRAMS

ANNUAL PROGRAM GRANTS

Grants support and strengthen new, existing, pilot, and one-time projects or programs that address the unique needs of our communities.

1-YEAR TARGETED CAPACITY-BUILDING GRANTS

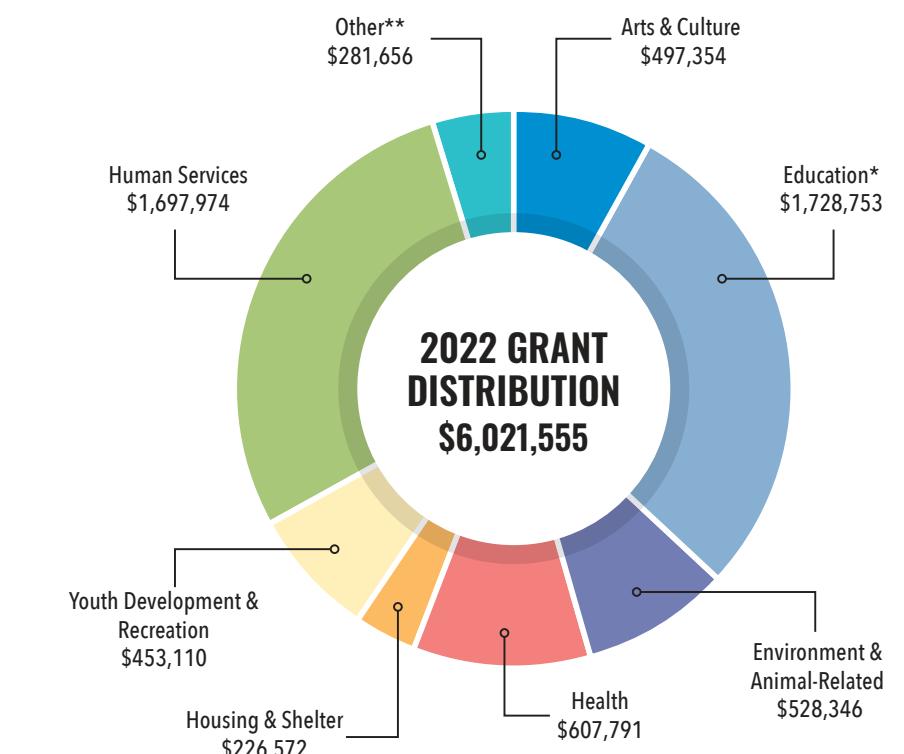
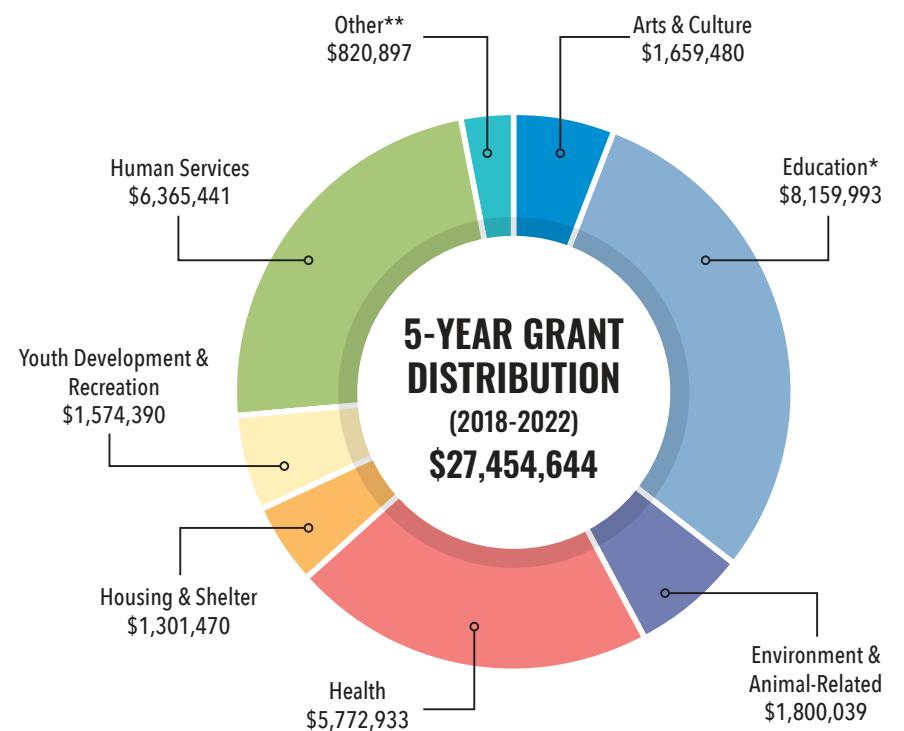
Grants support initiatives that help nonprofits reach the next level of operational, programmatic, financial, or organizational maturity. This includes a cohort-based, peer learning component to increase relationships, collaboration, and knowledge-sharing among organizations.

COMPREHENSIVE CAPACITY-BUILDING GRANTS

Grants support initiatives that help nonprofits reach the next level of operational, programmatic, financial, or organizational maturity. This two-year program includes a comprehensive capacity building assessment and technical assistance for program design and implementation. Grantees also participate in a cohort-based peer-learning program.

THE STRATEGIC EMERGENCY RESPONSE FUND

Grants support immediate, unmet needs and nonprofit capacity-building initiatives. The Foundation established this fund in 2020 with \$100,000 in discretionary resources. Through ongoing fundraising efforts, we received donations from business partners, private foundations, and individual donors. We also secured state and federal funding to strategically distribute to nonprofits across the community in accordance with stated requirements. As of December 31, 2022, we raised \$5.67 million and allocated \$4.23 million to more than 70 nonprofit organizations. (page 9)



*Includes scholarships for The Cape Cod Foundation and the Cape Cod Association
**Includes Community Development and Religion/Faith-Based



STRATEGIC GRANTMAKING: EXPANDING ACCESS TO SAFE, AFFORDABLE HOUSING

Not surprisingly, housing ranks high among our challenges. Many would contend it is our biggest challenge.

A healthy market has suitable options for people at various stages of their lives. Ours does not. This lack of diverse, affordable housing impacts every part of our community: our workforce to our senior population. Year-round rentals are scarce, and because of the Cape's seasonality, many full-time residents are priced out of rentals during the summer months. Those looking to downsize also have limited rental options. And, while there are town by town changes in progress, overly restrictive zoning regulations have limited homeowners' abilities to increase housing stock through accessory dwelling units.

Now, layer a global health crisis on top of the already challenging situation. It changed the housing landscape dramatically—perhaps in ways we didn't expect.

In 2020, Barnstable County was in the nation's fourth highest percentile for in-migration. Demand for housing far-outweighed the supply and drove prices well out-of-reach for many residents. The Cape Cod Commission's 2021 New Homeowner Survey (opposite page) suggests the reasons for the influx over the past few years.

Because of rising prices and reduced inventory, even those earning competitive wages are finding it difficult to buy a home. According to the Cape and Islands Association of Realtors, median home prices in Barnstable County grew from \$432,500 in 2019 to \$619,950 in 2021; average home prices grew from \$560,286 in 2019 to \$786,120 in 2021. Assuming that housing costs represent 30% of annual household income, The Cape Cod Commission notes that homeowners need to earn \$119,000 annually to buy a median single-family home on Cape Cod. The median household income in Barnstable County for 2020 was \$77,000.

There are many regional efforts to address the affordability gap so that we can attract and retain qualified employees and provide safe, affordable housing for our diverse community.

CAPE COD FOUNDATION SUPPORT

COMMUNITY ADVOCACY AND TRAINING

The Lower Cape Community Development Partnership (CDP) and Housing Assistance Corporation (HAC) are two key community partners raising awareness of the housing crisis and advocating for short-term and long-term solutions.

The Lower Cape Housing Institute, run by CDP, has trained 141 municipal officials on affordable housing issues and strategies. In addition, nearly 100 citizens have participated in their Advocacy Training Program. CDP also created a regional multi-media public relations campaign, *We Can't Afford to Lose the People Who Can't Afford to Live Here*, which addressed common misconceptions about the people who need housing on the Lower and Outer Cape. capecdp.org

HAC runs a Housing Institute focused on the Mid and Upper Cape regions. To date, over 200 municipal officials have participated. It also offers resident advocacy training and free resources for landlords through Rent365. In 2018, the nonprofit released a new report, *Housing on Cape Cod: The High Cost of Doing Nothing*. It details the impact the lack of housing has on our economy and sets forth recommendations to increase access to safe, affordable housing and build a stronger future. haconcapecod.org

Cape Cod Foundation Support: \$60,000

The Cape Cod Foundation was an early investor in these advocacy and training efforts. Over time, we have awarded \$60,000 in grants.



2021 NEW HOMEOWNER SURVEY

In 2021, The Cape Cod Commission worked with the UMass Donahue Institute and the Center for Public Opinion at UMass Lowell on a Cape Cod New Homeowner Survey. The survey was designed to better understand homeowners' decisions to purchase a home on the Cape during the pandemic and their near- and long-term plans for the home.

The survey was sent to a random sample of 5,850 homeowners who purchased a home on Cape Cod between April 2020 and May 2021. In total, 403 homeowners, approximately 7%, responded. Most new homeowners (66%) plan to live on Cape Cod year-round, are over the age of 55 (70%), and have relatively high incomes (over half reported incomes of over \$150,000 per year). Most purchased single-family homes (79%).

About one-third (35%) of the respondents said the pandemic influenced their decision to buy a home on Cape Cod because they had the ability to work remotely, wanted to have more living space, and desired to live in a less dense area near outdoor recreation opportunities. Read more at capecodcommission.org.

HOMELESS PREVENTION COUNCIL

Organization Snapshot

The Homeless Prevention Council (HPC) provides personalized case management solutions which promote stability to all members of our community. Since its founding in 1991, the organization has helped more than 42,000 residents. The core objective of HPC's programming is to help clients retain their homes and achieve financial independence. Its programs and services offer financial assistance, connection to other resources, and additional support for clients. hpccapecod.org

Cape Cod Foundation Grant: \$55,500

Within the first few months of the pandemic, The Foundation awarded \$25,000 to HPC through The Strategic Emergency Response Fund to help support its case management services. Requests for services doubled. Because of their strong connection to the local community and their clients, HPC also received funding totaling \$30,500 from The Cape Cod Foundation through the MA Executive Office of Housing and Economic Development to provide direct financial assistance to underserved communities that had been disproportionately impacted by the pandemic.

INDEPENDENCE HOUSE

Organization Snapshot

For over 40 years, Independence House has provided confidential, comprehensive, and community-based services and widespread programs to children, teens, and adults who are survivors of, or impacted by, domestic or sexual violence. In addition, they offer an inclusive and accessible residence for those in emergency situations because of violence. When the pandemic required residents to social distance, the organization adapted by housing those needing emergency shelter in hotels. independencehouse.org

Cape Cod Foundation Grant: \$50,000

The Foundation awarded Independence House a \$50,000 grant from The Strategic Emergency Response Fund to support this emergency shelter and to provide food and other basic needs to those residing there.



CAPE ABILITIES

Organization Snapshot

Cape Abilities serves individuals with disabilities on Cape Cod. They provide education, counseling, employment and residential opportunities, and other support to empower them to achieve meaningful and valued roles in the community. At the onset of the pandemic in March 2020, their residential program for adults with disabilities was immediately impacted. Day programs and services shut down for safety, forcing residents to remain at home. The organization needed to shift to a 24-hour staffing model and provide programming and care for residents who typically were out in the community during the day. This, along with increased cleaning, sanitation, and other efforts to mitigate the health crisis, put a significant strain on the organization. capeabilities.org

Cape Cod Foundation Grant: \$60,000

The Foundation awarded a \$60,000 grant from The Strategic Emergency Response Fund to provide additional operational and programmatic support during this time.

STRATEGIC GRANTMAKING: ENSURING FOOD SECURITY AND ACCESS

The United Nations' Committee on World Food Security defines food security as: all people at all times have physical, social, and emotional access to sufficient, safe, and nutritious food that meets their food preferences and dietary needs for an active and healthy life. In 2020, Feeding America's "Map the Meal Gap" data indicated that 8.6% of the overall population, or 18,410 people, in Barnstable County were food insecure. Almost four thousand children under 18 fell into that estimate.

The existing challenges to food security—high cost of living, low wages, unemployment, and transportation—were exacerbated by the pandemic. Food insecurity among residents in Barnstable County increased 50-70%, and local food pantries and food programs reported 100%-400% increases in demand for services. According to Project Bread, while the number of food insecure households decreased in 2021 due to the influx of state and federal funding, in 2022, the rising cost of food, housing, and other basic needs once again increased the number of households with children who are food insecure.

Throughout the pandemic, it also became clear that the availability of food was not the overriding issue. In some cases, people who needed

food couldn't access it or prepare it. In other cases, available food was not culturally appropriate. Many of our local partners expanded access through mobile delivery programs, coordinated deliveries of prepared meals in high-need areas, culturally-appropriate community gardens, and innovative partnerships that provided food to community members and revenue for struggling local businesses. Two years into the pandemic, local food serving organizations continue to report double-digit increases in demand.



CAPE COD FOUNDATION SUPPORT

THE FAMILY PANTRY OF CAPE COD

Organization Snapshot

The Family Pantry of Cape Cod, established in 1989, is the region's largest pantry. It is powered by a staff of six professionals and over 650 volunteers. The Pantry serves over 10,000 clients; in 2020, it distributed over 98,000 bags of groceries, over 2 million meals. The main pantry in Harwich is a "choice pantry." Food is not pre-bagged; clients can select the products they want. The organization's "Healthy Meals in Motion" mobile pantry serves the Lower Cape; a satellite pantry on the Cape Cod Community College Campus serves students, staff, faculty, and parents with children in the day care programs. Each year, their garden produces over 5,000 pounds of fresh produce. In addition, The Pantry has partnered with the Greater Boston Food Bank to serve as a cross dock facility for the 30 pantries/soup kitchens on Cape Cod and the Islands. Each month, the Pantry distributes four more tractor trailer loads of food to various pantries across the Cape. To help generate revenue to support its mission, the Pantry also operates a thrift shop and distributes over 33 tons of clothing annually. thefamilypantry.com

Cape Cod Foundation Grant: \$50,000

In the earliest days of the pandemic, the Pantry quickly pivoted to meet the rapidly increasing demand for food and connections to other community resources. They moved their entire operations to provide safe, socially distanced pick-up. The Foundation awarded a \$50,000 grant from The Strategic Emergency Response Fund to purchase food and to support the organization with its operational shift. Because of a 20% increase in distinct clients served, The Pantry has embarked on further re-organization and program expansion to maximize client outreach and access. The Foundation recently awarded the organization \$150,663 from the Community Development Block Grant Program to purchase equipment for pantry expansion, a truck, and other necessities for their mobile pantry.



CAPE AND ISLANDS VETERANS OUTREACH CENTER

Organization Snapshot

This organization, founded in 1983, provides comprehensive, life-sustaining services and programs to veterans and their families. capeveterans.com

Cape Cod Foundation Grants: \$50,000

The Foundation awarded multiple grants totaling \$50,000 to the Center to support food access. The Center's Food Pantry opened in 1993 and serves hundreds of families annually. Early in the pandemic, access to the pantry increased 60%, serving 1,043 veterans and 1,767 family members. The grant helped the Pantry increase hours of operation and expand distribution points across the region. Funding also supported a mobile delivery program to better serve homebound veterans.

CAPE KID MEALS

Organization Snapshot

In 2014, Grace Church of East Dennis learned that some children in the Ezra Baker and Wixon Innovation Schools faced "weekend hunger," poor access to food when not in school. During their research for a solution, they learned about a national organization called Blessings in a Backpack (BIB) which provides a weekend's worth of easy-to-prepare supplemental food to school-age children in need. With the cooperation of BIB and support from a few private donors, Grace Church established Cape Kid Meals. Every week, the organization provides pre-packaged bags of food which are discreetly placed in children's backpacks before weekend dismissal. The program now serves over 750 students weekly in 28 local schools. capekidmeals.org

Cape Cod Foundation Grant: \$75,000

The Cape Cod Foundation awarded Cape Kid Meals a \$75,000 grant from The Strategic Emergency Response Fund to support expanded services during the pandemic. Community need increased by more than 25%. The organization not only ensured bags were available at all school meal distribution sites, but also created and distributed family-sized bags to those who could not pick up on site. They also expanded services outside the school year, distributing an additional 30,000 pounds of food during the summer of 2020. The Foundation also distributed \$121,114 in funding from a Community Development Block Grant to support further capacity-building efforts to meet demand. The organization relocated operations to a site with expanded storage and packing capacity. They can now accept pallets of food at a reduced cost. Plans for a pilot program to serve older students, volunteer recruitment, and improved delivery methods are underway.



CULTURALLY-RESPONSIVE FOOD ACCESS

At the height of the pandemic, members of the Canaan Seventh-day Adventist Church worked to meet the basic needs of their members and the Cape's immigrant community who consider them a trusted resource. While the Church received a pallet of food from a local pantry every week, about half of the products were not familiar to those accessing the pantry. The Cape Cod Foundation provided a \$10,000 grant to support the purchase of equipment and supplies for a new culturally-responsive food pantry. In addition, through a grant from the Massachusetts Department of Agriculture, the church established an ethnic community garden. The Cape Cod Cooperative Extension helped build raised garden beds so they could grow crops native to Haiti, Jamaica, and Brazil.

STRATEGIC GRANTMAKING: PROMOTING HEALTHY LIVING

Like any community, Cape Cod has distinct health needs. As our demographics shift, and our population continues to age, we need to understand and respond to the specific health needs of diverse populations and expand access and services. The lack of both health insurance and transportation continue to be barriers to accessing care. In addition, the challenges of hiring and retaining workers are significantly impacting the scope and capacity of local healthcare providers and local healthcare options for residents. Throughout the pandemic, our healthcare system and healthcare workers were tested like never before.

Physical health is linked to many other aspects of our lives. Since 2018, the World Health Organization (WHO) has promoted the use of a "social determinants of health" model for addressing health and health inequities. These correlate to the conditions in which people are born, grow, live, work, and age. WHO offers a blueprint, the Sustainable Development Goals, to support communities working across sectors to address health needs. Collaboration and partnerships are essential to ensure maximum impact and efficiency.



CAPE COD FOUNDATION SUPPORT

COMMUNITY HEALTH CENTERS

Four federally qualified community health centers serve Cape Cod residents regardless of their ability to pay: Outer Cape Health Services, Duffy Health Center, Harbor Health, and the Community Health Center. Because patients can receive a variety of health-related services in one location, Centers provide ease of access and, ideally, improved care. Over the last twenty years, The Cape Cod Foundation has invested nearly \$1.7 million in our Community Health Centers. Their leadership during the pandemic was critical. They became regional leaders for COVID-19 testing and vaccination. At the same time, they quickly expanded remote services and created new and enhanced programs to deal with the heightened impacts on general and mental and behavioral health.

HEALTH MINISTRY, INC.

Organization Snapshot

The Hyannis-based organization provides free, health-related programs and services to more than 500 members of the Cape's Brazilian community. Most of the people it serves do not speak English and do not have transportation. These barriers make it difficult for them to know what resources are available and, in turn, to access them. The Health Ministry works to bridge that gap. As an emerging, volunteer-led, grassroots organization, the Ministry supports its programs through private donations and fundraisers. healthministryusa.org

Cape Cod Foundation Grants: \$40,000

The Ministry has helped members of the Brazilian community navigate the impacts of the pandemic by keeping them informed, advising them on health protocols, and promoting vaccine education and outreach. While the pandemic decreased the organization's revenue dramatically, the need for their services increased significantly. In 2021, the Foundation awarded the organization a \$15,000 grant to help them expand their current work and build a new operating model to move forward. In 2022, we also awarded them a \$25,000 Targeted Capacity-Building Grant for Volunteer Coordination and Strategic Development.



THE BREAST CANCER RECONSTRUCTIVE SURGERY FUND: A GIFT IN PERPETUITY

In 2014, The Cape Cod Foundation received a \$1.5 million bequest to establish an endowment fund to support women in Barnstable County impacted by breast cancer. This gift is particularly meaningful. Breast cancer is one of the leading causes of death in Barnstable County; the rates of invasive breast cancer are higher here than the state average. Grants from the Breast Cancer Reconstructive Surgery Fund support women who need reconstructive surgery due to a breast cancer diagnosis or those who choose to undergo a prophylactic removal. They cover costs associated with the surgery not covered by health insurance. To maximize awareness of the funding and to identify prospective grantees, the Foundation partnered with Cape Cod Healthcare. The provider cares for many women on Cape Cod, understands the need for surgery related to breast cancer, and has a network and financial need process in place. Since our first grant in 2015, the Foundation has provided over \$500,000 in funding to Cape Cod Healthcare for eligible patients. capecodhealth.org

ALZHEIMERS FAMILY SUPPORT CENTER

Organization Snapshot

There are about 10,000 people identified with dementia-related diseases on Cape Cod. There are at least that many people navigating the disease on their own. On average, each person has three unpaid caregivers who also require support and respite. Within two weeks of the shut-down in 2020, the organization pivoted to fully remote services. A year later, nearly 50 support groups, bi-monthly social/cultural programs, educational offerings, and all other services were available remotely. While the plan called for in-person services to resume when safe, the hybrid model has actually helped AFSC increase the number of people it serves and remove barriers to access, such as transportation. alzfamilysupport.org

Cape Cod Foundation Grant: \$20,000

Delivering remote services to senior members of the AD/dementia community has many challenges; above all, education. The Cape Cod Foundation awarded a \$20,000 grant from The Strategic Emergency Response Fund to AFSC to support a dedicated staff consultant who teaches participants how to use the required technology to access AFSC services. This knowledge can also open other worlds for participants, such as remote visits with family members and appointments with healthcare professionals.

HEALTH IMPERATIVES

Organization Snapshot

The mission of Health Imperatives is to improve the health and well-being of low-income or vulnerable families and individuals in Southeastern Massachusetts. They offer a variety of local programs through their office in Hyannis which serves approximately 6,000 clients annually, nearly 40% of whom are immigrants. The Healthy



Families program provides home visits, parent coaching, parenting education, and other resources to young people up to age 21. WIC nutrition services are available to women who are pregnant or postpartum and families who have a child or children under age five. There are also services related to sexual and reproductive health. healthimperatives.org

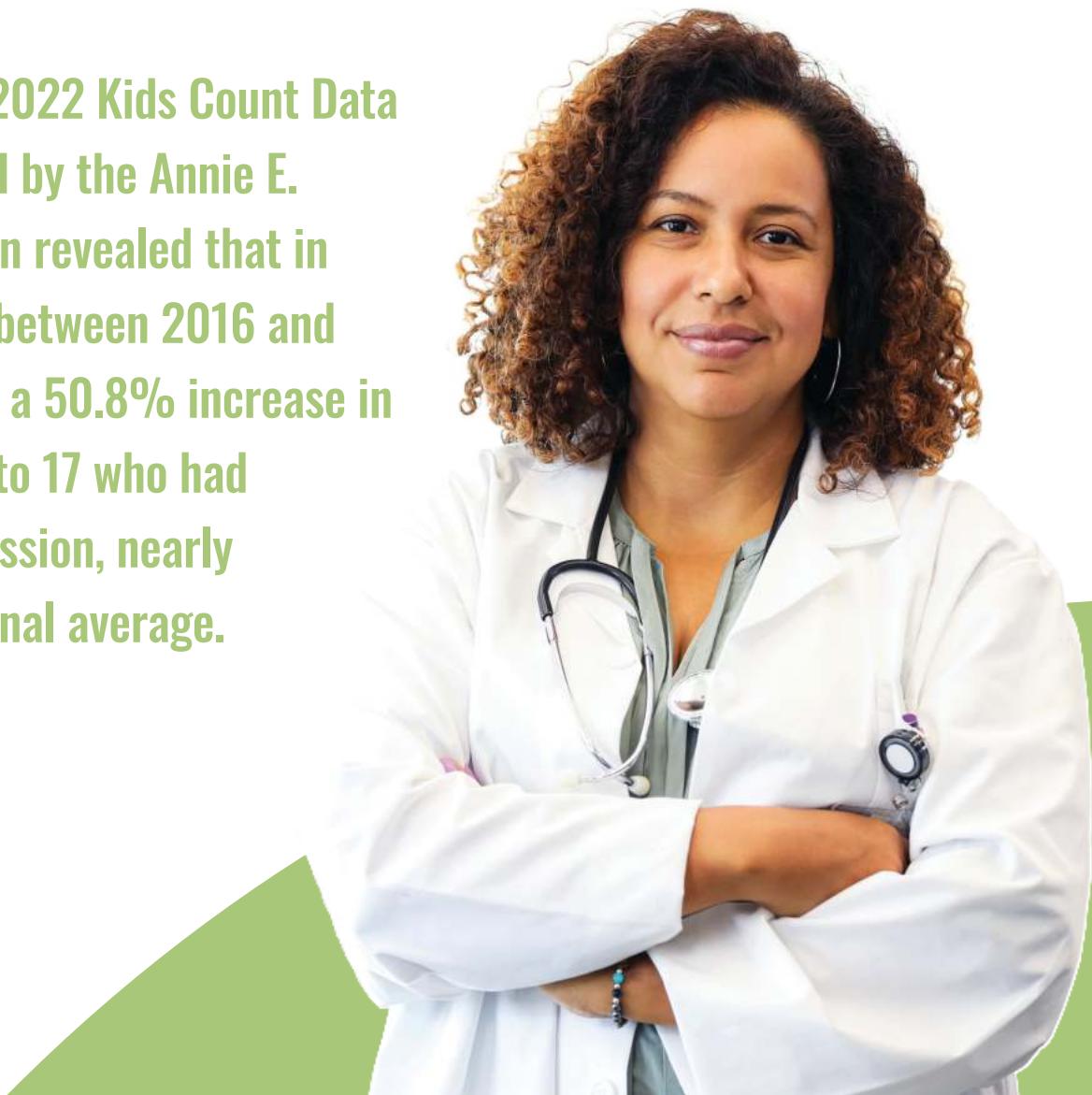
Cape Cod Foundation Grant: \$25,000

In 2022, we awarded \$25,000 to Health Imperatives from our Targeted Capacity-Building Grant Program for a culturally responsive Immigrant Specialist staff position at the organization. The Specialist will conduct needs assessments with immigrant clients, expand services within Health Imperatives, and strengthen connections and networks with other providers across the region to give clients increased access to trusted resources.

STRATEGIC GRANTMAKING: EXPANDING ACCESS TO MENTAL & BEHAVIORAL HEALTH PROGRAMS

Every region of our nation is impacted by the ongoing drug and alcohol epidemic. Cape Cod is no exception. Members of our community also struggle with other mental and behavioral health challenges, such as depression, anxiety, and suicidal tendencies. During the pandemic, unemployment, underemployment, feelings of isolation, stress, illness, grief, substance use, depression, and anxiety increased across all age groups, creating an even greater demand for mental and behavioral health programs. At the same time, healthcare workers became overwhelmed responding to the crisis, and staffing shortages threatened the existence of services in already underserved areas.

Data from the “2022 Kids Count Data Book” developed by the Annie E. Casey Foundation revealed that in Massachusetts, between 2016 and 2020, there was a 50.8% increase in children ages 3 to 17 who had anxiety or depression, nearly double the national average.



CAPE COD FOUNDATION SUPPORT

THE SAMARITANS ON CAPE COD AND THE ISLANDS

Organization Snapshot

This non-sectarian organization is dedicated to ending suicide by combating suicide risk conditions and easing the impacts of suicidal activity by fostering caring, connection, resilience, and public understanding. The organization encourages community members to talk openly about suicide to best help and provide hope to those in need. Samaritan volunteers provide non-judgmental, active listening support to callers on their crisis lines, adults in their Senior Outreach program, participants in their Safe Place support groups who have lost someone to suicide, and suicide attempt survivors in their A Second Chance support program. capesamaritans.org

Cape Cod Foundation Grant: \$40,000

The Samaritans is one of the inaugural recipients in our Comprehensive Capacity-Building Grant Program. In addition to responding to the increased need for their services during the pandemic, the organization started new programs, joined the National Suicide Prevention Lifeline, and became an accredited helpline center. This growth has required the organization to strategically scale-up its operations to meet community demand. The grant included \$10,000 for immediate general operating support, a comprehensive organizational needs assessment, and \$30,000 to support implementation and administration of one or more activities arising from the needs assessment.

THE CAPE AND ISLANDS SUICIDE PREVENTION COALITION

The Cape Cod Foundation serves as the fiscal sponsor for this multi-agency coalition which provides gatekeeper training and suicide awareness/prevention educational materials and programs to the community. suicideispreventable.net

THE NATIONAL ALLIANCE ON MENTAL ILLNESS (NAMI) CAPE COD & THE ISLANDS

Organization Snapshot

Since 1982, NAMI has provided free educational and support programs and services for individuals with mental illnesses and their families and friends. These include Family to Family educational classes, family member and peer support groups, recovery education classes, speaker events, legislative advocacy, community outreach, member meetings, and an e-news bulletin, among others. The organization also coordinates the Community Crisis Intervention Team, which brings together representatives from Cape Cod Healthcare's Emergency and Behavioral Health Departments and police departments across the region, and other community resources to facilitate and coordinate an interdisciplinary response to the mental health crisis. namicapecod.org

Cape Cod Foundation Grants: \$25,000

At the onset of the pandemic, the calls to NAMI for access to services and connections to additional resources nearly tripled. Requests from parents of young people ages 16-26 were exceptionally high. We awarded grants totaling \$25,000 from The Strategic Emergency Response Fund to help NAMI expand its organizational capacity during this heightened time of need.

WELLSTRONG

Organization Snapshot

WellStrong's mission is to create safe, supportive communities of people in recovery from substance use disorder through fitness, wellness, and meditation. Professionals and individuals who have had life experience in recovery lead classes and programs, creating an environment of healing, strength, and empowerment. Research illustrates that providing people tools to live a healthy lifestyle and the support of a caring community help prevent relapse. wellstrong.org

Cape Cod Foundation Grant: \$25,000

We awarded Wellstrong \$25,000 through our Targeted Capacity-Building Grant Program, launched in 2021. The funds supported critical staff expansion to meet increased



RESOURCE SPOTLIGHT

THE REGIONAL SUBSTANCE ADDICTION COALITION

The Barnstable County Department of Human Services organized The Regional Substance Addiction Coalition (RSAC) in 2014. It's comprised of town coalitions, elected officials from the local, state, and federal levels, members of the Sheriff and District Attorney's offices, police, first responders, probation officers, drug court representatives, school nurses, school superintendents, and drug treatment, recovery, and healthcare providers. Its mission is to connect professionals from all disciplines and parts of the region to identify and address gaps and disparities in the service system, heighten inter-agency collaboration, and maximize funding and resource opportunities.

bchumanservices.net

STRATEGIC GRANTMAKING: EXPANDING ACCESS TO SERVICES & RESOURCES FOR FAMILIES

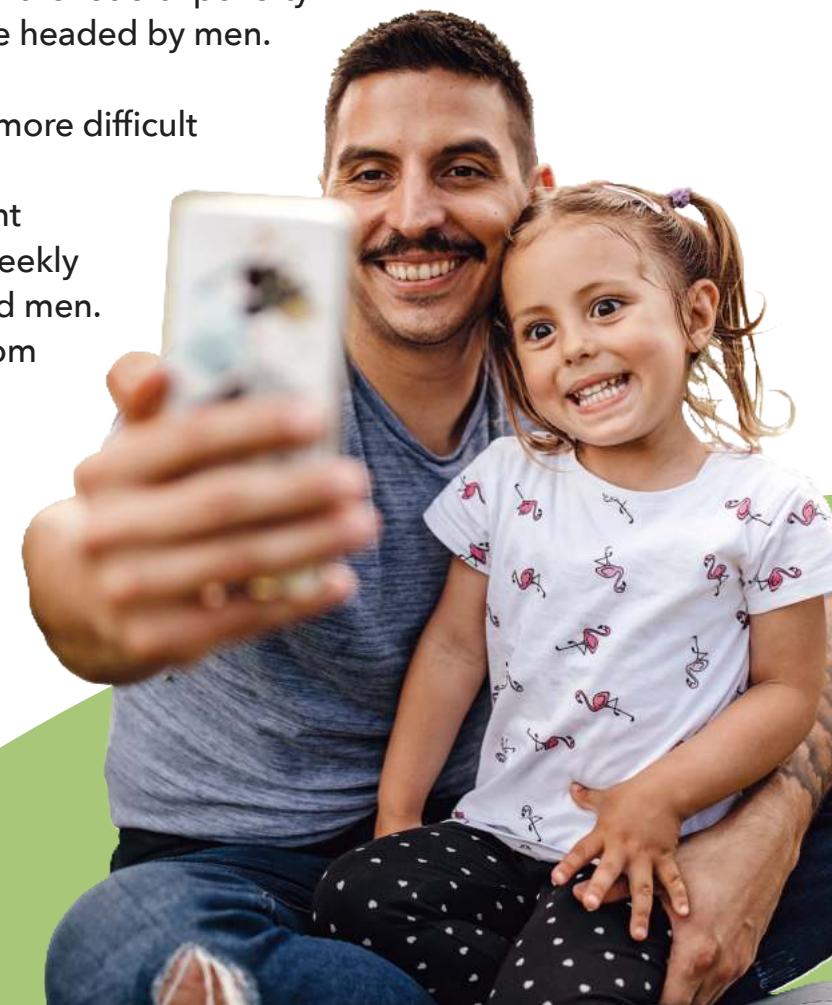
The high cost of living, lack of affordable housing, and limited options for accessible, affordable child care add to the complexities of raising a family on Cape Cod.

The definition of family is also shifting, so we need to be aware of, and responsive to, these shifts. The number of grandparents raising grandchildren continues to rise; relatives other than parents are also raising family members.

The data for female-led households alone presents a compelling case for additional support. In Barnstable County, 82% of households without a spouse/partner are supported by women. In female-led households with children, women earn about \$29,732 each year, while men in the same situation earn about \$60,000. In addition, 27.9% of households in Barnstable County that are headed by women are below the federal poverty level, compared to 9% of households that are headed by men.

During the pandemic, women found it even more difficult to juggle family care with employment. The Massachusetts Department of Unemployment Assistance reported that, from 2019-2021, weekly unemployment claims from women outpaced men. In May 2020 alone, unemployment claims from women were 20% higher than men.

While public transportation has improved, it is still difficult or impractical for many families to access programs and services across the Cape. Moving forward, we need to meet families where they are, offer multiple services in one location, and provide resources that respond to the changing demographics of our community.



CAPE COD FOUNDATION SUPPORT

THE LOWER/OUTER CAPE LEADERSHIP FORUM

Organization Snapshot

The Lower/Outer Cape Leadership Forum is a strategic alliance of seven nonprofit organizations working together to better serve the region's low-to-moderate income residents. Participants are: Cape Cod Children's Place, The Community Development Partnership, The Family Pantry of Cape Cod, Helping Our Women, Homeless Prevention Council, Lower Cape Outreach Council, and WE CAN.

The Forum's goals are to enhance collaboration and communication among and between organizations; reduce and eliminate duplication of services; identify and problem-solve unmet community needs, barriers, and issues; identify, strategize and lobby for resources jointly; remove barriers and increase access to services; and create economies of scale through shared resources and shared and cross-organizational training.

Cape Cod Foundation Grants: \$20,000

To maximize our investment, we invest in strategic partnerships that leverage resources, create economies of scale, and expand impact. The Lower/Outer Cape Leadership Forum is among them. In 2020, we made an early investment of \$10,000 in the collaborative to support the infrastructure needed to move forward. After creating a formalized MOU, the organizations met regularly to share information, problem-solve, and support each other. This support became critical during the pandemic as each organization struggled to continue services and develop new delivery methods.

The pandemic also underscored the disproportionate impact on vulnerable populations and fueled a new initiative. In 2021, we awarded the Forum an additional \$10,000 grant to support DEI collaborative training and consultation and capacity-building work among the participating organizations. They engaged The Impact Seat, a consulting organization that supports nonprofit organizations across sectors in understanding, embracing, and implementing a science-based, social justice and strategic perspective of diversity, equity, and inclusion (DEI).

CAPE COD CHILDREN'S PLACE

Organization Snapshot

Cape Cod Children's Place (CCCP) has been serving the community since 1995. It began providing full-day, year-round early education and care for children of preschool age, but quickly expanded to serve infants and toddlers. CCCP programs were the first and only full-year programs for this population on the Outer Cape. The organization now offers free parent education programs and playgroups promoting early literacy and community connections for isolated families from the Mid Cape to the Outer Cape. As community needs have evolved, CCCP has continued to develop responding services, including programs for families affected by substance use disorder and support groups for grandparents raising grandchildren. capecodchildrensplace.com

Cape Cod Foundation Grants: \$96,500

Over the course of two years, The Cape Cod Foundation awarded Cape Cod Children's Place discretionary grants totaling \$96,500. At the beginning of the pandemic, CCCP received two grants totaling \$13,500 from The Strategic Emergency Response Fund to support its expansive network of families and outreach to new families in need. They pivoted quickly to provide food cards and other essentials, such as diapers and wipes, to families from the Mid to Outer Cape. And, while their child-care centers were closed in the early days of the pandemic, their staff served as a resource and support system for overwhelmed and isolated parents and families.

In addition, the Foundation supported the organization's "Sensational Kids" initiative with a \$20,000 grant. This series of programs and services helps children deal with the impacts of the pandemic by building behavioral, emotional, and physical regulations. As a follow-up to that grant, the Foundation awarded CCCP an \$18,000 grant from its Targeted Capacity-Building Program for "Creating a Culture of Resilience." This regional, multisector, multiyear educational initiative is designed to improve the mental health and wellness of children who have been impacted by trauma.

The Foundation also awarded CCCP \$45,000 through a grant from the Commonwealth of Massachusetts Executive Office of Housing and Economic Development. These funds from the State have been earmarked for low-income Cape Cod households who are experiencing severe economic hardship due to the pandemic.



COMMON START INITIATIVE

While we were fortunate to have financial resources to help support emergency child care during the pandemic, the band-aid approach to addressing the systemic issues involving child care on Cape Cod, and in Massachusetts, will not sustain our community for the long-term. The Common Start Coalition is a statewide partnership of organizations, providers, parents, early educators, and advocates working together to make high-quality early education and child care affordable and accessible to all Massachusetts families. Learn more about the Common Start Coalition Bill and/or get connected to the Cape and Islands Common Start Initiative at commonstartma.org.

MASSACHUSETTS RANKS HIGHEST IN CHILD-CARE COSTS

The Massachusetts Taxpayers Foundation reports that the Bay State has the highest child-care costs in the country. It estimates that the state's economy is losing \$2.7 billion per year because families can't find or afford child care. The challenges, already acute on Cape Cod, increased during the pandemic.

STRATEGIC GRANTMAKING: CLOSING THE OPPORTUNITY GAP

For years, The Search Institute has researched the developmental assets young people need to succeed. These include support, empowerment, boundaries and expectations, constructive use of time, commitment to learning, positive values, social competencies, and positive identity. The more assets young people have, the better equipped they are for the future.

Opportunities also help young people reach their potential. But, when circumstances out of their control determine the opportunities they receive, it creates a gap, a disparity, we need to close to give every child the best possible chance to lead a productive, happy life.

The early days of the pandemic deprived young people of opportunities. The rapid switch to remote learning proved challenging for students of all ages and ability levels, particularly those with learning differences. The capacity for any "extras"—as much as they were needed—was severely limited.

We have started to see the significant impacts on learning, mental and behavioral health, and social and emotional development for young people during the pandemic. There is still much to learn. It is more important now than ever to invest in identifying and closing the opportunity gaps for our next generation.





CAPE COD FOUNDATION SUPPORT

CALMER CHOICE

Organization Snapshot

Calmer Choice started in 2009 after the tragic deaths of several local young people. It was fueled by one parent's need to respond to the emotional devastation in the community. Today, the grassroots organization, in partnership with schools and community groups across Cape Cod, serves over 32,000 students and adults and over 1,000 teachers. Calmer Choice's evidence-based prevention program gives children a suite of skills to increase inner resilience, reduce the impact of stress, manage emotional responses, learn self-control, and build a sense of well-being. Its goal is to provide skills that diminish the risk of violence, substance abuse, and other self-destructive behaviors. In 2017, Calmer Choice partnered with researchers from Tufts, Yale, MIT, and Harvard to study the impact of its program with over 2,000 students. In comparison to matched control groups, Calmer Choice participants decreased anxiety and improved emotional regulation and executive function significantly—and maintained these improvements over the school year.

Because this program relies heavily on its partnerships with schools, the pandemic initially halted programs for students. While schools pivoted to remote learning, Calmer Choice created programs to meet the needs of frontline workers, clinicians, parents, and other community members. calmerchoice.org

Cape Cod Foundation Grants: \$60,000+

Since Calmer Choice's inception, many funds of The Cape Cod Foundation have invested over \$300,000 to advance program implementation and organizational growth. During the pandemic, the Foundation awarded a \$20,000 grant to support the organization's shift to remote programming. The programs they've piloted using the new delivery method have broken down barriers to access and increased their impact in the community.

Calmer Choice is also one of the inaugural recipients in our Comprehensive Capacity-Building Grant Program. The grant included \$10,000 for immediate general operating support, a comprehensive organizational needs assessment, and \$30,000 to support implementation and administration of one or more activities arising from the needs assessment.

SCHOLARSHIPS: SUPPORTING DIVERSE EDUCATIONAL PATHWAYS

Each year, The Cape Cod Foundation and its partner, the Cape Cod Association, award more than \$1 million in scholarships to nearly 500 local students. The Foundation offers more than 95 different scholarship funds for seniors graduating from high school, current college students, and adults planning to pursue degrees, complete certificate programs, or take professional development courses.

The Cape Cod Association, established in 1851, offers heritage-based scholarships to students attending two- and four-year colleges and universities, technical schools, and community colleges in the United States. Applicants who were born and currently reside on Cape Cod, Martha's Vineyard, or Nantucket are eligible to apply. Academic merit, extracurricular activities, and financial need are also considered. capecodassoc.org

YMCA CAPE COD Y ACHIEVERS PROGRAM

Organization Snapshot

There are many successful programs on Cape Cod that bring positive and caring mentors into children's lives to help them prepare for college or the workforce, grow through civic engagement opportunities, and find alternatives to at-risk behavior. The Y Achievers program, which began at Barnstable High School, is one of them. It helps young people, ages 12-18, explore careers and prepare for post-secondary education. It also provides follow-up support for its graduates attending college. Y Achievers meet weekly with caring, responsible, adult role models to learn about different careers, enhance their skills, gain confidence, and develop goals and a plan for life beyond high school. The program incorporates five pillars: Academics, College Knowledge, Positive Relationships, Life Skills, and Positive Identity. Most participants are the first in their families to go on to post-secondary education. ymcacapecod.org

Cape Cod Foundation Grant: \$150,000

In 2018, the Foundation made a three-year investment totaling \$150,000 in the Y Achievers program. It was our first, and largest, multi-year discretionary grant. The grant helped to expand the successful program to Dennis-Yarmouth Regional High School and expand conversations with three other schools. It also helped deepen the level of one-to-one outreach and support for graduates of the program so that they navigated the college experience successfully. During the pandemic, Y Achievers pivoted to virtual programming, adding new elements, and recruiting program alumni to tutor participants. Currently, they are rebuilding and strengthening the program to adapt to post-pandemic life.



PUBLIC-PRIVATE PARTNERSHIP

As schools reopened after the lockdown, Barnstable Public Schools' administration and staff recognized the need to support students' social and emotional needs. The Cape Cod Foundation Strategic Emergency Response Fund awarded a \$26,500 grant to expand the district's social-emotional learning (SEL) assessment for the 1,500 students in grades 9-12. School data from the assessments are used as part of classroom placement for the next school year and for staff professional development. It has also been used to help with transitions of students to the next school. Student data has been used to identify those who need additional assessments, SEL interventions, and growth in SEL competencies after interventions. The grant also supported delivery of an SEL curriculum for all 900 preK-12 teachers and staff.

STRATEGIC GRANTMAKING: CREATING JOBS, DEVELOPING LEADERS

Employers have always found it difficult to attract and retain skilled employees, especially younger workers, because of the seasonal nature of our economy. The pandemic shook up the workforce more. At its height, Cape Cod had the highest unemployment rate in the Commonwealth. In the first part of 2020, we lost the shoulder season, and, although people returned to work in the summer of 2020, capacity decreased. Because of this, those who rely on the summer months to earn a significant portion of their annual revenue—often working multiple jobs to do so—were significantly impacted. In addition, because opportunities for outside care were limited, many people had to take time off or leave their jobs to care for children and other family members. Those on the “front-lines” suffered from burn-out.

Two years later, although employers are working to develop new financial and operational models to move forward, there are not enough candidates to fill the many open positions. Cape Cod’s housing crisis, lack of child care, and high cost of living are compounding the hiring landscape further. These issues are closely intertwined and need to be addressed to sustain the vibrancy of our community.

As a community, we must identify ways to ensure a diverse continuum of educational and training opportunities to expand the pipeline of local workers. In addition, we must promote the development of sectors that offer innovative opportunities for higher-paying, year-round employment to sustain and build a stronger workforce and economy.



CAPE COD FOUNDATION SUPPORT

AMPLIFY PEOPLE OF COLOR CAPE COD (POC)

Organization Snapshot

Amplify POC is committed to eliminating the racial wealth gap by removing barriers created by systemic racism. They promote racial equity by providing accessible resources and education that enhance visibility and increase sustainable ownership opportunities for communities of color. One of the organization’s first endeavors was to create a list of local, POC-owned businesses. amplifypoccapecod.com

Cape Cod Foundation Grant: \$30,000

It is difficult to obtain operating support for any nonprofit organization, especially a newer, grassroots organization. In 2021, The Cape Cod Foundation awarded a \$5,000 grant to Amplify POC to help with early operational costs. In 2022, we awarded the organization \$25,000 through our second Targeted Capacity-Building Grant Program for staff expansion to build and implement sustainability initiatives and program infrastructure. Our partnership continues. Amplify POC facilitated focus groups with local female business owners of color to support and advance the Foundation’s newest initiative, The Women and Girls Fund (page 45).

LOVE LIVE LOCAL

Organization Snapshot

This organization is dedicated to community advocacy, education, and connection. They promote the importance of supporting small businesses to strengthen the economic vitality of the region and the overall sustainability of Cape Cod. They also actively collaborate with local businesses and community organizations, produce community events, publish magazines focused on the Cape’s locally made, grown, and crafted goods, and represent local brands and makers in their retail store. lovelivelocal.com

Cape Cod Foundation Grant: \$25,000

In 2021, we awarded Love Live Local \$25,000 through our Targeted Capacity-Building Grant Program to foster strategic growth through staff modification/expansion and revenue development planning to better meet the changing demands of the organization.



NURSING SCHOLARSHIPS: FILLING THE GAPS

In response to workforce shortages in healthcare, Cape Cod Healthcare and the Edward Bangs Kelley and Elza Kelley Foundation have each established funds with The Cape Cod Foundation.

The Kelley Foundation Scholars Program supports nursing students who are pursuing their degrees with a \$10,000 scholarship. To date, it has awarded \$100,000 in scholarships.

The Cape Cod Healthcare Nurse Continuing Education Fund offers \$10,000 over three years to students who have earned their Associate in Science in Nursing (ASN) from Cape Cod Community College, completed their Bachelor of Science in Nursing (RN-BS) at University of Massachusetts Boston, and worked at least one year for a nonprofit healthcare provider in Barnstable County. To date, it has awarded \$210,000 in grants to nurses.

CAPE COD FOUNDATION SUPPORT

ENTREPRENEURSHIP FOR ALL CAPE COD (EforAll)

Organization Snapshot

EforAll is a national organization committed to accelerating economic and social impact through inclusive entrepreneurship. EforAll Cape Cod launched in 2018. This chapter, led by and for local residents, currently offers two programs.

The Business Accelerator provides aspiring entrepreneurs with immersive business training, mentorship, and access to an extended professional network. To date, the program has launched 90 local businesses and nonprofits. About 75% of the Accelerator entrepreneurs identify as female; 18% identify as immigrants; and/or 26% identify as people of color.

In addition, 108 early-stage entrepreneurs have participated in the Pitch Contests, fast-paced, fun community events that give them valuable exposure and feedback on a business idea at no cost. eforall.org

Cape Cod Foundation Grant: \$10,000

In 2021, The Foundation awarded a \$10,000 grant to support a cohort of 15 local entrepreneurs in the Business Accelerator program.

WOMEN'S EMPOWERMENT THROUGH CAPE AREA NETWORKING (WE CAN)

Organization Snapshot

WE CAN was founded in 2001 to empower women by providing unique services that inspire hope and bring increased stability, self-sufficiency, and opportunity



to their lives. Each year, they serve more than 2,400 women across Cape Cod, providing free and confidential legal services; employment and business support; and financial empowerment, mentoring, and personal development programs. More than 70% of participants access more than one service. One of their signature programs, GROW (Get Results from Other's Wisdom), is a facilitated peer mentoring program that gives women the support and tools they need to successfully grow their businesses. wecancenter.org

Cape Cod Foundation Grant: \$24,860

Over the years, the Foundation has provided numerous grants to WE CAN to support programming and capacity-building initiatives. In 2021, we awarded the organization \$24,860 through our Targeted Capacity-Building Grant Program to build a strong, accessible, and scalable hybrid program delivery system that would allow them to expand and enhance their programming during, and in the wake of, the pandemic.

STRATEGIC GRANTMAKING: ENRICHING OUR COMMUNITY

Since Provincetown is home to America's oldest active art colony, it's no wonder arts and culture are woven into the very fabric of Cape Cod. Artistic experiences help build strong communities, promote curiosity and creativity, enhance social bonds and connections, improve cognitive abilities, and offer other health benefits. They also help drive our economy.

Prior to the pandemic, arts and cultural organizations accounted for 12% of the region's nonprofit organizations. Our community has pushed strongly to give local artists resources to create, learn, and share their work with others. Yet, with many competing demands for resources to address housing, hunger, education, and other issues, this essential piece of our community puzzle tends to get overlooked. This was never more true than during the pandemic.

In early 2020, a report from the Massachusetts Cultural Council revealed that the Southeast Region of Massachusetts, including Cape Cod, realized \$141 million in cultural revenue losses, the second highest in Massachusetts after Greater Boston. Immediately following the pandemic, local art and cultural organizations had limited ability to welcome visitors to their spaces and performances. And, when they were able to open, heavy restrictions and capacity limits inhibited revenue, increased expenses, and impacted operational sustainability. Individual artists were similarly affected by their inability to showcase their work.

Yet, despite the challenges, many cultural organizations found a silver lining. Shifting to remote programming helped them reach existing and new audiences around the world.



CAPE COD FOUNDATION SUPPORT

THE FUND FOR VISUAL ARTS

In 2020, The Cape Cod Foundation received a \$6.4 million bequest—the largest single gift in our history to date. An anonymous donor with strong ties to Cape Cod entrusted us to create a permanent endowment fund to support the visual arts and other aspects of community life for years to come. This generous gift enabled us to increase our investments in the local creative arts community significantly. In 2021, our first year of grantmaking, we awarded more than \$200,000 in grants to the following organizations: Arts Foundation of Cape Cod; Cape Cod Art Center; Cape Cod Museum of Art; Cahoon Museum of American Art; Cape Cod Theatre Company; Cotuit Center for the Arts; Cultural Center of Cape Cod; Fine Arts Work Center; Highfield Hall & Gardens; Provincetown Film Society; Truro Center for the Arts at Castle Hill; Twenty Summers; and Wellfleet Preservation Hall. The grants supported a diverse range of programs, some detailed below.

ARTS FOUNDATION OF CAPE COD

Organization Snapshot

The mission of the Arts Foundation of Cape Cod (AFCC) is to support, promote, and celebrate the arts and culture of Cape Cod to sustain a vibrant, diverse, and strong arts community. It serves individual artists, cultural centers, fine and performing arts groups and businesses, art educators, and cultural and historical establishments, such as museums and historical societies. The Cape Cod Foundation and AFCC have been strong partners over many years, sharing potential funding ideas and co-granting to leverage impact. artsfoundation.org

Cape Cod Foundation Grant: \$50,000

In 2022, The Foundation invested \$50,000 in AFCC's Creative Exchange program, which provides professional development and networking opportunities to local artists and creative workers. Our grant leveraged American Rescue Plan Recovery (ARPA) funds, a three-year grant of \$400,000. The Creative Exchange program started as a one-day professional development conference for local creatives in 2016. It has grown to



include: a capacity-building grant program; professional one-on-one coaching; a fellowship program for artists in the visual, written, and performing arts; in-person and virtual workshops; AFCC's Creative Exchange Podcast series, which highlights artists and cultural leaders on the Cape; and promotion of artists and art events through ArtsCapeCod.org. The Cape Cod Foundation's investment in this comprehensive program expands the capacity of AFCC and individual artists, both of which are vital to the vibrancy of our community.

TWENTY SUMMERS

Organization Snapshot

Twenty Summers, a nonprofit organization in Provincetown, was founded to foster public engagement with art and artists and to honor the legacy of art in Provincetown by providing resources, residencies, and a platform for original projects and innovative ideas. Its efforts led to a full restoration of the historic Hawthorne Barn built by Charles Webster Hawthorne in 1907. Central to the organization's mission is ensuring diversity in all aspects of their programming. The organization reaches 4,000 audience members annually. 20summers.org

Cape Cod Foundation Grant: \$25,000

We awarded Twenty Summers a grant of \$25,000 through our Targeted Capacity-Building Grant Program to support

the organization's strategic revenue development and board expansion efforts. Nearly one year after receiving the grant, the organization has: increased their revenue by 300%, allowing them to significantly increase their support to artists; hosted eight resident fellows; expanded their Board of Directors; and enhanced offerings by adding more online and in-person programming.

COTUIT CENTER FOR THE ARTS

Organization Snapshot

Cotuit Center for the Arts, founded in 1993, is a dynamic, award-winning arts and cultural hub serving Cape Cod, Southeastern Massachusetts, and beyond. The organization hosts more than 35,000 visitors yearly and offers a variety of free and paid programming, including art exhibits, live theater, concerts, classes, workshops, film screenings, and special events across its campus. In 2016, Cape Cod Collaborative Arts Network (CapeCodCAN) became an independently run program under the Center's nonprofit umbrella, providing opportunities for Cape artists living with disabilities. In addition, since

2012, The Center's Community Outreach Fund has helped provide free or low-cost arts experiences for 1,600 community members, including underserved, low-income, and at-risk youth. As evidence of its continued growth, in 2018, the Center launched a four-stage, \$28 million capital campaign to expand its facilities to enhance programming and meet increasing demand. The pandemic halted these plans. And, like many other cultural organizations, the Center was not able to offer programming at full capacity during the health crisis. artsonthecape.org

Cape Cod Foundation Grant: \$40,000

The Cotuit Center for the Arts is one of the inaugural recipients in our Comprehensive Capacity-Building Grant Program. The grant included \$10,000 for immediate general operating support, a comprehensive organizational needs assessment, and \$30,000 to support implementation and administration of one or more activities arising from the needs assessment. It allowed the Center to explore opportunities for continued growth and sustainability and reignited conversations about the capital campaign.

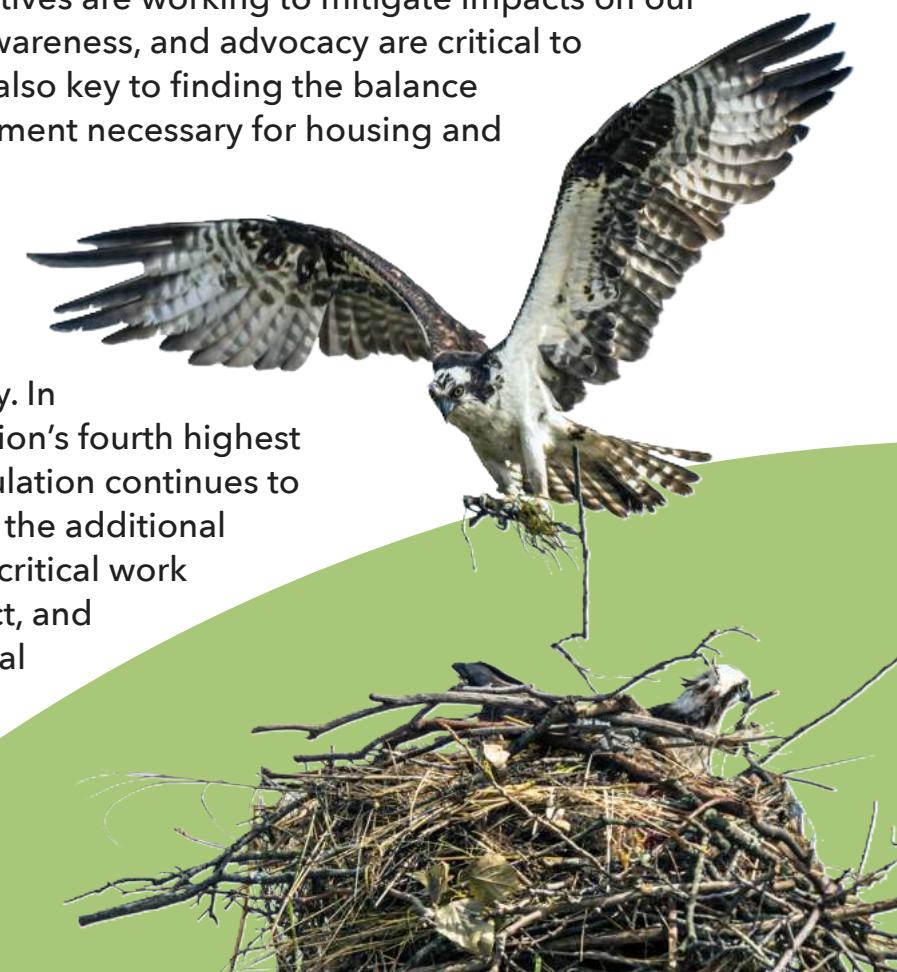
STRATEGIC GRANTMAKING: PRESERVING, CONSERVING, AND RESTORING OUR ENVIRONMENT

Thousands of people long to escape to this beautiful place if only for a short time every year. We are fortunate to live here. While our natural environment has long been our most valuable asset, it has also become one of our most vulnerable.

Frequent, severe storms, flooding, and coastal erosion continue to plague our region. We have also seen changes to our fisheries and ecosystems. And, over the years, excess nitrogen has deteriorated the quality of groundwater, ponds, and coastal waters. According to the Association to Preserve Cape Cod, roughly 80% of this nitrogen comes from on-site septic systems. This has prompted a diverse group of stakeholders to call for the design and implementation of wastewater treatment systems to remove excess nitrogen. As we build infrastructure to combat future issues, we must also continue to restore bodies of water that have already deteriorated.

Many local organizations and collaboratives are working to mitigate impacts on our environment. Community education, awareness, and advocacy are critical to conservation and restoration. They are also key to finding the balance between preservation and the development necessary for housing and economic growth.

During the pandemic, many people left more urban environments to work remotely from second homes on Cape Cod or to move here permanently. In 2020, Barnstable County was in the nation's fourth highest percentile for in-migration. As our population continues to increase, we need to remain mindful of the additional strain on our natural resources and the critical work necessary to preserve, conserve, protect, and restore them to keep Cape Cod a special place for all.



CAPE COD FOUNDATION SUPPORT

CAPE COD CLIMATE CHANGE COLLABORATIVE

Collaborative Snapshot

In 2016, thirteen Cape Cod and Islands environmental and business organizations joined forces to create the Cape Cod Climate Change Collaborative. Since then, it has evolved into a consortium of individuals and organizations committed to uniting available resources, organizations, and intelligence to foster innovative, feasible solutions to the climate crisis. The collaborative's mission is to mitigate the impacts of regional climate change, reduce greenhouse gas emissions, and achieve "net zero"-based goals for the region. Board members include community leaders from the Association to Preserve Cape Cod, Cape Air, Cape Light Compact, Center for Coastal Studies, Friends of Pleasant Bay, Outer Cape Energize, and Woods Hole Research Center, along with leaders from other faith-based, educational, nonprofit, and business entities. capecodclimate.org

Cape Cod Foundation Grant: \$10,000

The Foundation awarded the Cape Cod Climate Change Collaborative \$10,000 to further advance its goals. They recently hired an Executive Director who will provide critical guidance and support to strengthen partnerships, develop strategic alliances, and deepen the collaborative's effectiveness in addressing the climate crisis in this region.

CAPE COD COMMERCIAL FISHERMEN'S ALLIANCE

Organization Snapshot

The fishing industry is an essential part of our history, economy, and daily lives. Since 1991, the Cape Cod Commercial Fishermen's Alliance has advocated for improved marine policies, protected the ocean ecosystem, and helped ensure the viability and future of Cape Cod's fisheries. Their advocacy work at the local, state, and federal level has helped ensure representation of the distinct needs of our small boat fishermen and region. The Cape Cod Fisheries Trust, which they manage in collaboration with the Community Development Partnership, offers a variety of economic development tools and resources for local fishermen.

capecodfishermen.org

Cape Cod Foundation Grant: \$25,000

The Foundation awarded the Alliance \$25,000 from The Strategic Emergency Response Fund to respond to the impacts of the pandemic on our fishing community. The funding specifically supported: the chowder program, which helped keep independent fishermen employed during the pandemic; fuel subsidies for local fishermen; connection to other financial assistance and resources; and help with licensing so independent fishermen could sell directly to consumers dockside when restaurants, a primary revenue source for many fishermen, were closed during the pandemic.



GROW SMART CAPE COD

In 2022, the Association to Preserve Cape Cod (APCC), one of the region's leading environmental organizations, and Housing Assistance Corporation, a regional housing leader, launched "Grow Smart Cape Cod." This mapping project uses the best available existing data and GIS technology to identify priority areas for either natural resource protection or affordable moderate-density housing development. While housing and environmental advocates frequently work in opposition, the two organizations hope that by agreeing on the data and criteria employed, they can streamline town-level land use planning and help local leaders focus on areas that will positively impact housing needs and regional environmental challenges. growsmartcapecod.org



COLLABORATING FOR CONSERVATION

Many organizations on Cape Cod are doing critical work to protect our environment. The Compact of Cape Cod Conservation Trusts encourages and helps communities leverage resources and build capacity to acquire and manage important natural areas. Through their partnership with 31 local and regional land trusts, the Compact provides technical expertise to preserve critical lands that protect the public water supply and wildlife habitats, offer scenic views, and provide walking trails which draw countless visitors who drive our regional economy. thecompack.net

ENVIRONMENTAL EDUCATION AND ENGAGEMENT

Community education and opportunities for engagement and involvement are essential to protecting our environment. The Cape Cod Foundation manages several funds that promote both. Recent grants include:

- Association to Preserve Cape Cod water quality program, \$10,000. apcc.org
- Center for Coastal Studies "Cape Cod Water's Next Generation Stewards Program," \$10,000. coastalstudies.org
- Buzzards Bay Coalition "Baywatchers" water quality monitoring program, \$10,000. savebuzzardsbay.org
- Massachusetts Audubon-Long Pasture Wildlife Sanctuary's Nature Preschool, \$10,000. massaudubon.org



STRATEGIC GRANTMAKING: WILDLIFE—AND NOT-SO-WILD LIFE

Theodore Roosevelt once said, "The wildlife and its habitat cannot speak, so we must and we will." While many efforts across the region focus on environmental conservation, preservation, and restoration, The Cape Cod Foundation also stewards two funds dedicated to wildlife—and not-so-wild life. The combined principal on both funds is nearly \$4 million. To date, they have distributed \$1.1 million to support domestic animals, wildlife, and marine life.

THE THOMAS C. MCGOWAN FUND FOR ANIMALS

Distributed Since 2009: \$500,000

Thomas McGowan had a passion for animals and wanted to ensure there would be funding to support their welfare on Cape Cod and the Islands long after his death. In 2009, the Foundation received a significant bequest from Mr. McGowan's estate to establish a fund focused on animal protection and welfare with a preference for funding medical treatment and spaying/neutering services for domestic animals and programs focused on the prevention of cruelty to animals and educating the public on issues affecting animals and their welfare. Since inception, the McGowan Fund has distributed nearly \$500,000 to local organizations.

THE ROBERT D. AND SHIRLEE G. BURD ANIMAL WELFARE FUND

Distributed Since 2016: \$600,000

The Fund was established in 2016 as part of the estate of Robert and Shirlee Burd to support the welfare of animals, wildlife, and marine animals on Cape Cod. While they designated specific organizations to receive funds from their estate annually, they also incorporated a discretionary component to their strategy, allowing the Foundation to earmark funds to meet current needs. Since inception, the Burd Fund has distributed nearly \$600,000 back into the community.



STRATEGIC GRANTMAKING: PROMOTING THE TOWN FUND MODEL

The Falmouth Fund, The Chatham Fund, The Fund for Sandwich, and The Harwich Fund are Town Funds of The Cape Cod Foundation. Each one started as a grassroots movement. Each time, a few, caring people came together to support the nonprofit organizations in their town. Some residents provided vision and leadership; others donated generously. Together they created a permanent endowment fund with The Cape Cod Foundation to build resources to invest back into their communities every year—and in the years to come.

The Town Fund model is a hyper-local way for residents to support their community. It's also highly effective because it combines the Advisory Committee's intimate knowledge of their town with the Foundation's expertise in grantmaking, administration, marketing, and financial management. This partnership gives the Town Funds immediate and long-term visibility, credibility, functionality, and continuity.

THE FALMOUTH FUND

Est: 2009

Total Distribution: \$1,010,663

THE CHATHAM FUND

Est: 2011

Total Distribution: \$393,845

THE FUND FOR SANDWICH

Est: 2015

Total Distribution: \$64,607

THE HARWICH FUND

Est: 2019

Total Distribution: \$36,085

LOOKING FORWARD: NEW FOUNDATION INITIATIVES

The work outlined in our *Disruptor Playbook* continues. It also evolves. In 2022, we incorporated two new, ongoing initiatives: a comprehensive collaborative to meet the needs of women and girls in our community and a new philanthropic model to inform, engage, and amplify the charitable work of local groups.

THE WOMEN AND GIRLS FUND OF THE CAPE COD FOUNDATION

Currently, our community needs more resources and a convening agent to support women and girls across Cape Cod. To date, we have created an Advisory and Grants Committee of community leaders, conducted research and 10 focus groups, identified four key findings, and made initial recommendations and priorities for our first grants. We seed-funded grantmaking with \$10,000 in discretionary funds and are raising \$40,000 from other funders and individual donors to distribute \$50,000 in grants in our first year. Our long-term goal is to raise \$1 million over the next five years to build an endowment fund that will support annual grantmaking in perpetuity. For more information or to donate to this initiative, visit capecodfoundation.org.

REPLICABLE PHILANTHROPIC MODEL FOR NEW PARTNERSHIPS

In 2022, we partnered with Southworth Development, owners of Willowbend Country Club, on a member-driven philanthropic initiative designed to connect its members to the community. This successful partnership and philanthropic model can be adopted and adapted by other groups who want to learn more about community needs and resources and increase impact through collective giving. The Foundation provided the framework for *Willowbend Gives*, which included an overview of community needs, challenges, resources, and current work across the nonprofit sector, along with presentations by community experts and nonprofit organizations. Members selected and awarded a total of \$78,500 in grants from their pooled donations to the following local organizations: Association to Preserve Cape Cod; Cape Kid Meals, Cape Wellness Collaborative; and the Boys and Girls Club of Cape Cod.



LOOKING
FORWARD



Building Resources. Granting Opportunity.

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