

Lever	How does this apply to me?	Use in Real Life – K&C Client Cases & Shared Best Practises
Research & Development	The basis of a funder’s giving portfolio The first <b>assumption</b> towards articulating the problem	Silver Gummy Foundation connected work being done at UofC with front-line charity to design a program that is now integrated in the CBE
Transfer knowledge of other industries/sectors to design new solutions & Scaling UP	Looking beyond the inner circle to find how other organizations address problems.	Calgary Counselling uses a mental health calculator to determine the economic impacts of loss productivity due to mental health leave. This calculator came from the idea of a mortgage calculator that you would find on a bank’s website. This type of solution is now used by several mental health organizations to support their corporate sponsors and partners in reducing loss of productivity costs related to mental health.
Integrating existing solutions into the collective (not focusing on scaling up or designing new)	Looking for solutions that similar agencies or collectives have employed to solve a problem.	Schools are adopting meditation and yoga into their school day as they see how this activity helps children focus more effectively and improve classroom dynamics.
Advocacy	Tapping into the “Ties” of the players – the broader network.	SheEO has a goal of a \$1Billion global women’s investment fund. Started in 2015 – 3000 investors, supporting 32 Women-led ventures globally; Ventures growing at 300%/annum; 70% raising follow-on capital; 100% loan payback. Just partnered with the Ontario gov’t to develop a women’s investor and entrepreneurship program in the High School system.
Encourage Cooperation	Identifying how parties will mutually benefit from a solution	Umbrella agencies can play an integral role in convening and facilitating these discussions. They

	and encouraging joint ventures between those organizations, even if your organization is not part of the solution.	are most effective when the convener has a vested interest in seeing these different parties come together. It is also important that the convener doesn't put caveats around the engagement.
Capacity Building	Pay yourself first – ensure that organizations you support pay their staff a <b>living wage</b> and that program budgets are reflective of “true costs.”	McConnell Foundation and other private foundations encourage their fundees to provide True Cost Accounting in their program budgets, ensuring that overhead is considered as part of the overall project management budget.
Youth Engagement	Student internships; Youth Employment Grants etc.	Youth Inc. and the Mayor's Youth Council are two groups that attract and grow youth potential in Calgary
Supporting Social Entrepreneurs & Businesses	Social change doesn't just happen within the philanthropy space. When funders consider generating social impact through a portfolio, how assets are invested that generate a return to support philanthropic initiatives is just as important.	In Canada there are two main platforms and several firms who specialize in for-profit impact investing – OpenImpact.ca, SVX, Renewal Funds, Active Impact Investments.
Supporting Grassroots Organizations	Funding organizations who tend to be smaller, are more nimble and are less than a single-degree separated from the issue.	Skipping Stones providing trans-youth & their families with access to HRT counselling and gender re-assignment counselling – 2 staff; 2 Psychologists; 100's of clients; 4 strategic partnerships