

# Investing In Our Community

## KIDD OPERATIONS COMMUNITY PARTNERSHIP PROGRAM

Through Kidd Operations' Community Partnership Program, we invest in long-term, sustainable community development. The program reflects our corporate belief that communities should benefit from our operations, both in the short- and long-term.

The aim of our Community Partnership Program goes beyond traditional philanthropic corporate donations and strives towards creating meaningful and lasting positive impact within the community.

### TO OUR COMMUNITY

Kidd Operations contribute significantly to the development and well-being of our community by supporting local businesses and suppliers wherever possible and encouraging our employees to be active in community life.

We also make sure that our social investments support the type of projects that will have the broadest, long-term impact.

We do this by consulting with stakeholders. The information gathered through consultations, sector reports, community profiles, assessments, and other data, guides our social investment strategy.



Our corporate donation program has evolved from traditional charity to social investment, with more funding allocated to long-term projects that align with both our business goals and community priorities, that contribute to the development of skills and resources needed for building local capacity, and that deliver measurable and concrete outcomes for the community.

*"Sustainability: Development that meets the needs of the present without compromising the ability of future generations to meet their needs."*



# KIDD

OPERATIONS

A GLENCORE COMPANY

Supporting our community through strategic social investment.



**OUR GOAL** To contribute to sustainable community vibrancy and well-being beyond our Operations' closure through strategic social investment.

### GENERAL AREAS OF INVESTMENT

We support projects and initiatives that meet local needs, gaps, issues and challenges within one or more of the social investment categories below:

- Arts/Culture
- Community and Social Development
- Education
- Enterprise/Job Creation
- Environment
- Health

### CORPORATE SOCIAL INVESTMENT PLANS

We develop multi-year corporate social investment plans based on stakeholder consultations and information gathered from sector reports/data, community profiles, assessments, and the City of Timmins' 2020 Strategic Plan and sub-plans (e.g. Housing Strategy, Culture/Recreation/Tourism Strategy, etc.). Our Corporate Social Investment plan guides our decision-making when evaluating funding applications.

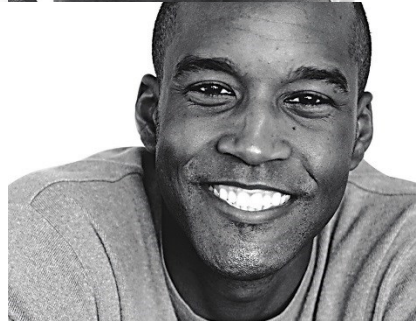
We welcome projects and initiatives that can deliver measurable results in meeting an identified community need, addressing an issue or closing a gap in a sustainable way.

### 2016 – 2021 CORPORATE SOCIAL INVESTMENT LEGACY PLAN HIGHLIGHTS

For the next five years, Kidd Operations will focus social investments on the following priorities:

- Skills development and training for the non-profit sector particularly Board Governance and social enterprise
- Job creation/entrepreneurship training initiatives particularly within indigenous, unemployed/under-employed stakeholder groups
- Economic diversification initiatives that support the City of Timmins' strategic objective to solidify itself as a regional services hub
- Biodiversity conservation, ecological and "green" initiatives that build capacity in environmental sustainability

**IMPORTANT:** *We welcome applications for initiatives that not only relate to the targeted social investment areas above, but that also do so in a sustainable way (i.e. that will not require or create long-term financial dependence on funders). Project applications with budgets of \$20,000 or more will require detailed business plans and completion of a Social Return on Investment Measurement*



### APPLYING

Three levels of funding with corresponding application forms are available:

Donation requests up to \$2,500

Donation requests from \$2,500 to \$10,000

\*Donation requests for more than \$10,000

Deadline for applying for funding in the following budget year is May 31 (i.e. May 31, 2016 for consideration in the 2017 CSI budget).

Eligible applications for amounts under \$5,000 may be accepted year-round; however, they are subject to review and budget availability.

### EVALUATION

\*Applications for \$10,000 or more must be accompanied by a detailed business case. These applications are reviewed only once a year in the fall by Kidd's Community Partnership Committee. Committee recommendations are reviewed by Glencore senior management in Switzerland and decisions may take up to 6 months.

*It is highly recommended that applicants requesting amounts of more than \$5,000 first discuss their project with Kidd's Community Relations Coordinator.*



# Community Partnership Program Criteria

*Multi-year projects, initiatives that leverage other funding and that establish partnerships among organizations are strongly encouraged.*

## WHAT WE WILL FUND

We will accept applications for programs, projects or initiatives that:

- Are submitted by a registered, local non-profit organization located within 100km of our operations. Generally, an organization must be registered with Canada Revenue Agency and be able to provide official tax receipts. Some exceptions may be made for registered non-profit organizations that are well-established and that can provide evidence of solid governance and administrative capabilities. These are reviewed on an individual basis. (Note: Evaluation of applications for large amounts includes a review of the organization's status on the Canada Revenue Agency website.)
- Address an identified community need, issue or existing gap in one or more of the social investment priority areas and that are aligned with Kidd Operations' Social Investment Plan.
- Have demonstrable benefits to the broader community and that make a net positive contribution to sustainable community development.

- Set out clear objectives including key performance indicators and targets that are specific, measurable, realistic, time bound, and administered by a registered, non-profit organization. *Organizations that receive substantial funding are required to sign a funding agreement outlining the terms and conditions of the funding, including the agreed-upon deliverables and reporting requirements.*
- Do not replace or duplicate existing programs or services.
- Are or can become sustainable (i.e. not financially dependent on Kidd Operations as a long-term source of funding).
- Leverage partnerships with other local organizations as much as possible.
- Help strengthen and/or enhance Kidd Operations' corporate citizenship, social performance and community visibility.

See further for examples of funded projects.



## ABOUT FUNDRAISERS

A very small percentage of the Community Partnership Program is set aside for *ad hoc* requests such as fundraisers (where monies raised go towards an organization's general or non-specific fund, such as "Research") and one-off or annual fundraising events like dances and galas.

*Our preferred approach to these types of events is through company matching. For example, Kidd will match up to a predetermined maximum, the donations employees collect as part of a team registered in an official fundraiser. Not only does this assist the organization but also encourages employee engagement in the community.*

*Requests for general fundraisers must be made no later than May 31 for consideration in the following year's Community Partnership Program ad hoc budget. On occasion, requests will be accepted past the deadline; however, donation requests with less than two month's notice will not be considered.*



# Community Partnership Program Criteria

*Organizations that have already received funding from Kidd Operations during the calendar year are not eligible for a second donation within the same year.*

## WHAT WE WILL NOT FUND

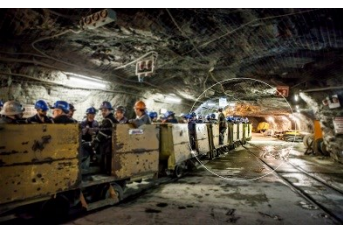
We will not fund any organization, program or project that conflicts with our Code of Conduct or our regulatory, licensing or any other statutory commitment.

(Visit [www.glencore.com](http://www.glencore.com) for Code of Conduct and Corporate Values).

In addition, we cannot fund the following:

- Political donations, associations or activities
- Lobbying donations, associations or activities
- Religious donations, groups, associations, organizations, or activities
- Private groups, clubs, associations or organizations where membership is limited to a certain segment of the population or group
- Professional associations or memberships in organizations or associations
- Commercial requests including funding for private or public companies
- Requests from individuals including those seeking support or sponsorship for athletic, pageant, academic, training, cultural, travel, religious, medical, fundraising activities and endeavours
- Sponsorships for sports/athletic teams
- Registration fees, conference fees, costs related to travel, accommodation, meal, transportation, etc. for individuals, teams, groups, clubs, organization staff members, etc.
- General fundraising appeals and events such as walks/runs, telethons, etc. (Exceptions may be allowed for fundraisers where 100% of proceeds are allocated to local programs and services that will benefit the broader community or where employees are engaged in the fundraiser. See previous page for note on Fundraisers.)
- Indirect fundraising activities such as charity golf tournaments, dinners, dances, etc. (Exceptions may be allowed for fundraisers where 100% of proceeds are allocated to local programs and services that will benefit the broader community)
- Projects or activities that require ongoing operating funds or that create financial dependence on Kidd Operations
- Core operating costs and expenses such as rent, utilities, improvements to rented infrastructure, salaries, etc.
- Programs, projects and initiatives that do not meet identified and prioritized community needs and that do not benefit the broader community
- Programs, projects and initiatives that duplicate or replace existing similar programs and services
- Organizations and/or projects that have already received substantial financial support from Kidd Operations within the current fiscal year.

See further for examples of declined funding requests.



# Examples of Projects



## Examples of Applications that Have Been Approved

Spruce Hill Lodge – Expansion (6-room wing)	Approved because project addressed social/affordable housing need among an increasingly aging population; assisted organization move towards long-term self-sustainability; created new jobs within facility.
North Eastern Ontario Family and Children Services (refurbishment of playground for Autism Spectrum Disorder program clients)	Approved because project addressed an identified mental health/social development need for expanding program with over 100 clients; provided accessibility to other community groups; assisted with integration of clients into the community.
Wintergreen Fund for Conservation - Mattagami River Sturgeon Restoration Project	Approved because project addressed priority area of environment/biodiversity; is only project of its kind in Ontario; supported restoration of a local species and contributed to biodiversity/sustainability; leveraged multiple partnerships;

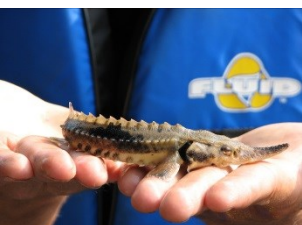


In 2015, Kidd Operations and the Ontario Trillium Foundation announced the establishment of a \$1 Million Legacy Fund. This fund, which will be administered by OTF upon Kidd’s closure, was set up to ease the transition for the local non-profit sector when Kidd exits the community in early 2022. The first of its kind in Ontario, this public-private sector collaboration exemplifies the types of partnerships and collaborative efforts grant makers encourage within the non-profit sector. *Details of the fund including application process will be communicated as we get closer to closure.*

## Examples of Applications that Have Been Declined

Purchase of modified vehicle for program clients	Declined because use would be generally limited to small number of clients; vehicle would require on-going maintenance and operating costs, and eventual replacement; no equipment replacement plan included in application
Purchase of playground equipment for transitional housing program	Declined because playground access would be limited to small number of clients
Various requests for renovations and structural modifications to rental facilities to accommodate organizations’ needs	Declined because improvements would be made to privately-owned property and non-transferrable to non-profit organization
Various requests for charitable donations to fundraisers (walks, runs, dances, etc.)	Declined because portion of funds raised redistributed to administrative costs and into general accounts for non-specific local projects, etc.; lacking evidence of sustainability or measurable deliverables

*Rationale of decisions to accept or decline applications are summaries of comments made by Community Partnership Evaluation Committee.*



# Qualifying For Funding

## DOES YOUR INITIATIVE QUALIFY?

We all benefit from the many local organizations and volunteers who generously contribute to the vibrancy of our community, and we understand that there are numerous worthwhile causes and groups requiring financial support.

Approved social investment initiatives are funded through the Kidd Operations' Community Partnership Program (CPP). Through this program, we strive to help organizations create meaningful and lasting positive changes. We fund local initiatives that deliver measurable benefits to a broad range of people in the community in which we operate and that focus on the areas of social investment identified through stakeholder consultations.

Our funding approach goes beyond traditional charitable donations to strategic social investment so that organizations, programs, projects, and the community-at-large can develop the needed skills and ability to become self-sustaining beyond our operations' closure in or about early 2022.

We invite you to review this information carefully and conduct a self-assessment using the Self-Assessment Checklist to decide if your organization, project or initiative not only qualifies but would also stand out as being aligned with the community's development needs and Kidd Operations' social investment strategy.

## APPLICANT SELF-ASSESSMENT CHECKLIST

My organization is registered as a non-profit	YES	NO
My organization can issue an official tax receipt	YES	NO
My organization is located within 100km of Kidd Operations	YES	NO
My organization is well-governed/administered	YES	NO
My organization is able to keep records and report on a project	YES	NO
My organization understands Kidd's social investment strategy	YES	NO
My project is aligned with Kidd's social investment strategy	YES	NO
My project meets an identified community priority or need	YES	NO
My project addresses one or more of Kidd's areas of investment	YES	NO
My project includes clear, measurable outcomes	YES	NO
My project's goals are realistic and time bound	YES	NO
My project can become sustainable without long-term funding	YES	NO
My program, service, or project can keep running after funding ends	YES	NO
My project has broad community impact beyond a limited clientele	YES	NO
My project is unique (i.e. it does not duplicate/replace a similar one)	YES	NO
My project will result in high positive visibility for Kidd	YES	NO
My organization has explored other sources of funding	YES	NO
My organization has explored possible partnerships for this initiative	YES	NO
My organization and project meet the majority of Kidd's criteria	YES	NO

If you answered NO to any one of the questions above, please contact Kidd Operations' Community Relations Coordinator for assistance or to discuss your initiative or project before submitting an application. We're here to help!

Carole Belanger, Community Relations Coordinator  
Kidd Operations  
705 267 8837  
carole.belanger@glencore-ca.com



# Application Process



## How to Apply

All requests for donations must be made using the appropriate application form available from Kidd Operations' Community Relations:

- Application for Requests up to \$2,499
- Application for Requests \$2,500 to \$9,999
- Application for Requests \$10,000 or more

**Please do not submit general requests for donations or form letters/emails requesting non-specific amounts.**

In some cases, the request you are making may be presented more suitably as a marketing/sponsorship opportunity than a request for donation. Please contact the Community Relations Coordinator if you have questions.

Deadline for applying for funding in the following budget year is **May 31** (i.e. May 31, 2016 for consideration in the 2017 CSI budget). Eligible applications for amounts under \$5,000 may be accepted year-round; however, they are subject to review and budget availability.

\*Applications for \$10,000 or more must be accompanied by a detailed business case. These applications are reviewed only once a year in the fall by Kidd's Community Partnership Committee. Committee recommendations are reviewed by Glencore senior management in Switzerland and decisions may take up to 6 months.

## PARTNER OBLIGATIONS

Successful applicants will be required to sign a Funding Agreement prior to any release of funds.

Kidd Operations' Community Relations Coordinator will work with partners to develop a suitable project reporting and evaluation schedule. This will ensure targets identified in the application are met and that partnerships achieve their stated goals.

Reporting and evaluation may include site visits, interviews, reports, and presentations to Kidd Management by the organization's senior representative or project manager.

Depending on the nature of the agreement, funding for some initiatives may be paid in installments depending on stated outcomes to be achieved.

**Funding may be withdrawn at any point during a project if the recipient cannot meet the terms and conditions outlined in the Funding Agreement.**

## COMMUNITY PARTNERSHIP COMMITTEE

Kidd's Community Partnership Evaluation Committee is made up of four community representatives and four Kidd staff.

The Committee's role is to review applications for \$10,000 or more and to make recommendations on projects to support including funding amounts. These recommendations are made to Kidd and Glencore Corporate Senior Management. Upon acceptance of recommendations made by the Committee, Kidd submits applications to Glencore Canada Corporation and Glencore plc (Switzerland) for final review, acceptance or declination.

**IMPORTANT:** Glencore, Kidd and its Committee may decide to provide funding for the full amount requested, partial funding, or no funding (i.e. declining application).



# FAQs

1. My group does good work and meets a need in the community but does not meet the criteria of your program. Can you still help us financially?

Although groups, organizations and initiatives that don't meet our criteria cannot receive funding through our Community Partnership Program, Kidd Operations does offer an opportunity for obtaining donations through other types of activities such as our Summer Barbecue program—on-site barbecues run by the group's volunteers and a Kidd summer student.

2. My group is run entirely by volunteers and does not have the resources to design complicated initiatives/projects or to prepare detailed applications. What about us «little groups »?

Kidd has other programs that may assist small, grassroots groups (as long as they are registered as not-for-profit):

- Community Engagement Recognition Program: If you have a full-time Kidd employee who volunteers a minimum of 40 hours per year with your organization, the employee can apply to this program to receive up to \$1,000 payable to your organization for a tangible project.
- In-kind donations of equipment, expertise, services
- Summer Barbecue Program
- Consultation with Kidd's Community Relations Coordinator and assistance in finding partners, referrals to community development organizations, etc.

3. Our organization is registered as a non-profit but does not have a CRA number. Can we still apply?

Organizations must be able to issue official tax receipts. (Very few exceptions are made for registered non-profits without CRA numbers).

4. Why have you have made donations to organizations that do not meet your criteria or that are not sustainable without long-term funding?

In some cases, donations have been made to organizations that although are not self-sustaining (i.e. that require on-going government funding), nonetheless provide essential programs and services to a large population, employment, and broad economic, health and social benefits. These, however, are rare "exceptions to the rules".

5. Can I resubmit an application that has previously been declined?

Prior to resubmitting an application in a future round of evaluations, it is recommended that you discuss your project with Kidd's Community Relations Coordinator to review the reasons your original application was declined. Re-submitted original applications will not be reviewed.

6. Why aren't you supporting as many general fundraising events?

The goal of our Community Partnership Program is to provide funding for projects that are linked to specific local needs and community priorities.

7. Can my organization lose its funding?

Yes. Signed agreements stipulating partner obligations are required prior to Kidd issuing payment(s). If some or all of the terms outlined in the agreement cannot be met, Kidd Operations reserve the right to cancel future payments. In addition, if a project does not start or cannot be completed, the organization may be required to reimburse some or all of the funds donated.

8. My organization already received a donation from Kidd within the calendar year. Can I apply for another grant in the same year?

No. Organizations may only receive one grant per year. In addition, an organization may not receiving more funding if they are currently receiving payments for a previously approved multi-year project.



For information  
Carole Belanger, Community Relations Coordinator  
705 267 8837  
carole.belanger@glencore-ca.com



# ADVICE AND TIPS FROM GRANT MAKERS

1. When completing your application, it isn't enough to state that the project will address a particular need. Avoid basing your "ask" on wishes, hopes and motherhood statements. Your project goals must be SPECIFIC. MEASURABLE. REALISTIC. TIME BOUND.

X Project A will reduce homelessness in Timmins.

⇒ Project A will reduce homelessness in Timmins by providing mobile certified counselling services to address addiction as a major root cause of homelessness. The Project will run from May 2017 to June 2018 and will target 10% of the identified homeless population with at least 3 counselling sessions provided to each individual. Follow-up with registered individuals will be conducted 3 months following the end of the program.

2. Grant makers get really excited about multi-partner projects that benefit the broader community. This means that projects are not "owned" by just one organization or delivered in silos to the detriment of other existing organizations, programs, services or projects. Projects leverage other sources of funding and demonstrate create and collaborative approaches to meeting a community need, gap or issue. The clients of the program or service have been consulted and better still, have been given an opportunity to engage in the project and be part of the solution (i.e. they're not just passive recipients of the program or service).

3. Get to know the grant maker BEFORE you submit an application. Build a relationship before you make the "ask." Understand the grant maker's business goals and objectives. Find out what their needs are and if there is a way that YOU can help them. What kind of added value can YOU bring to the table?

4. Avoid "spam", cold-call letters or emails asking for a donation. See #3.

5. Make a point to understand that donation and social investment budgets are based on a number of factors that cause available funds to fluctuate (e.g. global economy, commodity prices, increased government regulations and taxes, multi-year grant commitments, etc.). Accept that historical funding may decline or cease and make sure you have contingency plans.

6. Be willing to ask for and receive other types of contributions. A private-sector grant maker is often open to contribute in non-financial ways as well:

- In-kind donations of time, equipment, services
- Leveraging partnerships with their suppliers
- Providing expertise
- Providing volunteers

7. Avoid submitting the very same application to various grant makers at the same time or the same application from previous years. A customized application based on knowledge of the grant maker (see #3) and a pre-existing relationship is far more likely to be successful than a boilerplate application.

Continued.



For information  
Carole Belanger, Community Relations Coordinator  
705 267 8837  
carole.belanger@glencore-ca.com

## ADVICE AND TIPS FROM GRANT MAKERS

8. Avoid asking for the “sun, stars, moon” in the hope that you’ll get something. Submit a customized application that asks for exactly what you want. If you need \$20,000, ask for that amount and not for \$50,000. If your project is accompanied by a strong business case and an application that shows you’ve done your research, it stands a better chance of approval than if it’s a boilerplate application submitted in the hopes of getting any kind of amount.

9. Truly assess your organization’s or group’s ability or capacity to manage a grant, take on the project, and keep in going for the long-term. For example, your group wants to build a new playground. But you are a small group of volunteer-parents. If the project is approved, do you know who will maintain the playground to ensure it’s always up to safety standards for years to come? Who will mow the lawn and clean up the garbage? What kind of plans do you have in place for long-term maintenance?

X An application that would place greater demands on the organization or community in the long-term.

⇒ An application that clearly demonstrates how the organization has the capacity to maintain the project over the long-term and how it plans to pay for capital expenses or equipment replacement.

10. Make sure you have negotiated with the media and obtained a commitment from them before promising any kind of media/photo opportunity to a potential sponsor, donor or grant maker.

11. Do implement a good donor recognition program. Make sure you provide as much visibility as possible for the grant maker. Look for ways to provide added recognition beyond the official announcement/photo opportunity. Are there award programs for which you can nominate your donor? Is your organization putting on an event or activity in the community to which you can invite your donor and create another opportunity to recognize the contribution or grant? Providing on-going recognition goes a long way in creating good will and nurturing a long-lasting relationship with your donors and grant makers.



For information  
Carole Belanger, Community Relations Coordinator  
705 267 8837  
carole.belanger@glencore-ca.com

**iido**  
OPERATIONS  
A GLENCCORE COMPANY