



**mission  
inclusion**

**GRANTS AND  
PARTNERSHIPS  
DEPARTMENT**

MARCH 2026 VERSION



# CALL FOR PROPOSALS 2026

**Guide for Quebec Organizations**

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# MISSION INCLUSION – CALL FOR PROPOSALS

## Guide for organizations applying under the 2026 call



### 1 INTRODUCTION

This guide is intended for community groups, collectives and organizations wishing to apply for funding from Mission inclusion. It is designed to help you assess whether your initiative aligns with the foundation's program framework and to support you in preparing your application within a spirit of dialogue and partnership.

This guide is not a checklist of technical requirements. Its purpose is to clarify our intentions, priorities and overall approach in order to support mutual alignment between applicants and the foundation.

### 2 THEORY OF CHANGE

This document translates the foundation's theory of change for its Quebec programs into operational terms. It outlines the orientations, priorities, types of support and relational approach that guide our collaborations.

Mission inclusion acts as a partner foundation. It does not replace the work of organizations but supports those working to transform social realities in the field. This framework is intended as a tool for orientation, dialogue and alignment, rather than a rigid set of rules or requirements. It is explicitly grounded in inclusive approaches, including feminist, anti-racist, decolonial and ecological perspectives, and is based on a systemic understanding of social exclusion.

The theory of change is further explained in the sections that follow:

#### **A Core issue**

Mission inclusion starts from the recognition that marginalized individuals and communities do not fully enjoy their rights or have equitable access to collective resources. This results from systemic structures of oppression, including patriarchy, racism, colonialism, capitalism and ableism, which interact and reinforce one another to produce persistent inequalities over time.

Accordingly, the barriers people face are not the result of individual shortcomings, but of historically constructed power relations that are reproduced through institutions, social norms and public policies.

#### **B Desired outcome**

The foundation contributes to an inclusive society in which all people, in all their diversity and particularly those experiencing marginalization, are able to fully exercise their rights and access collective resources equitably, in ways that respect their dignity, knowledge and identities.

### 3 PRIORITY POPULATIONS AND COLLABORATIVE APPROACH

Mission inclusion supports historically marginalized populations by funding organizations that work alongside them. These populations include:

- › Women and gender-diverse people
- › Indigenous peoples
- › Racialized individuals
- › People with disabilities
- › Youth and older adults
- › People experiencing poverty, homelessness or food insecurity

These realities are understood through an intersectional lens, meaning that different forms of oppression may overlap and intensify experiences of exclusion.

The foundation prioritizes organizations with limited access to traditional funding, including small, community-based and innovative groups, as well as those working on politically sensitive issues.

We give special consideration to organizations facing systemic barriers to funding, including:

- › Grassroots or emerging groups
- › Organizations without core funding
- › Informal or collective initiatives (with a fiduciary partner, if required)

### 4 ELIGIBILITY CRITERIA

To be eligible for support, organizations must meet the following criteria:

- › Have annual revenues of less than \$2 million, as indicated in their financial statements or review engagement (special consideration will be given to organizations with budgets of \$1 million or less)
- › Demonstrate their community-based nature
- › Follow the application procedures and submit the required documents

#### **What we do not support:**

- › Religious or sectarian organizations
- › Organizations based outside Quebec
- › Other foundations



Inclusive approaches underpin the entire program framework. These approaches inform how issues are analyzed, guide funding decisions, and shape relationships with partners.

### **A Shared principles**

Supported projects and organizations may:

- › Place these approaches at the core of their mission
- › Integrate them into their practices and actions
- › Reflect them in their internal structures, including governance, management and recognition of knowledge

Mission inclusion recognizes that practice may sometimes precede language, and that alignment is developed through dialogue rather than strict adherence to predefined theoretical frameworks. As such, projects are not required to explicitly use the terms feminist, anti-racist, decolonial or ecological, as long as these principles are reflected in their actions, values and ways of working.

### **B Analysis guidelines**

Mission inclusion pays particular attention to the following questions:

- › Who is the initiative intended to serve?
- › Who defines the priorities, success criteria and indicators?
- › How are the project indicators developed?
- › What forms of knowledge are recognized and valued?
- › How does the organization understand the relationship between individuals, their communities and their environment?
- › Is there a connection made between social and environmental issues?
- › How are power relations analyzed and transformed?
- › Does the initiative challenge gender stereotypes and patriarchal norms?



## COLLABORATION STREAMS AND TYPES OF SUPPORTED INITIATIVES

Mission inclusion structures its work around four interconnected streams. **Organizations may apply for funding under three of these: Communities, Organizations and Systems.** Depending on the nature of their work, initiatives may fall within one or more of these streams.

### A Communities: Improving living conditions

**Objective:** To support community-based initiatives that aim to improve living conditions, dignity and access to services in concrete ways.

**Type of support:** Core or operating funding, recognizing the importance of flexibility, relationship-building and organizational autonomy.

**Budget:** Up to \$50,000 per year for 5 years.

### B Organizations: Capacity building

**Objective:** To strengthen sustainability, organizational health and the integration of inclusive approaches within community organizations. This funding may support, for example, up to two-thirds of a strategic planning process, a review of management tools, the development of a JEDI (Justice, Equity, Diversity and Inclusion) approach, or the creation of audiovisual communication tools.

#### Types of support:

- › **Organizational support:** Offered in collaboration with an external consultant (proposed by Mission inclusion or selected by the organization) to strengthen organizational capacity. Organizations must submit their own request for support. This may include consulting services, professional development, organizational assessments, strategic planning, or communications training. All work produced under this program remains the property of the organization, which retains full control over its use and dissemination.
- › **Visibility support:** Mission inclusion recognizes the importance of showcasing the work and practices of its partners across Quebec. To support this, the foundation provides access to the P.A.I.R. team, whose expertise in communications and multimedia production can help enhance visibility. This support can help organizations raise awareness, make information more accessible, document innovative approaches and highlight achievements.

**Budget:** Up to \$15,000 per initiative.

The partner organization is required to contribute one-third of the funding.

## C Systems: Systemic social change

**Objective:** To strengthen collective capacity to address systemic issues and support structural change.

**Type of support:** Project-based funding for initiatives focused on collective engagement, mobilization, knowledge sharing and the pooling of expertise.

### Types of supported initiatives:

- › **Action research (using a “by, for and with” approach):** Critical analysis, participatory research and impact assessment aimed at identifying strategies for collective action. Accessible formats may be developed to share key findings.
- › **Advocacy and influence:** Supporting efforts to influence public policy in ways that advance social justice, environmental justice and economic inclusion, and reduce systemic barriers.
- › **Spaces for collaboration and consultation:** Initiatives that bring together community stakeholders (community organizations, working groups, public institutions, etc.).
- › **Education and awareness:** Informing and engaging communities on important issues, fostering civic participation, and deepening understanding of systemic challenges.
- › **Mobilizing events:** Creating opportunities for knowledge exchange and the sharing of best practices.

**Budget:** Up to \$50,000 per year for 5 years.

## D Ecosystems: Influence and advocacy

**Objective:** Mission inclusion seeks to contribute to lasting change in public policy, social norms and collective representations.

### Types of activities undertaken by Mission inclusion:

- › Producing and mobilizing knowledge and content
- › Taking public positions as an organization
- › Engaging in philanthropic advocacy within the foundation ecosystem

This area of focus reflects Mission inclusion’s commitment to actively driving and contributing to broader social change.



## 7 THEMATIC AREAS

For 2026, Mission inclusion is restructuring its programming by moving away from an approach primarily centered on specific populations toward two broad systemic thematic areas. This shift is intended to address the root causes of inequality rather than its symptoms.

### 7.1 “RIGHT TO ADEQUATE HOUSING” PROGRAM

This program adopts a broad understanding of housing that includes residential stability, dignity and autonomy. It challenges the view of housing as an investment asset and instead affirms it as a fundamental human right.

**Key issues:** The financialization of housing, the withdrawal of government from social housing, the stigmatization of tenants, and homelessness (visible and hidden).

**Examples of supported initiatives:**

- › **Alternatives to the dominant model:** Shelter services, as well as social and community housing.
- › **Direct support and rights advocacy:** Street outreach, tenant associations, support for the transition to adulthood, employability initiatives, and community education.
- › **Creation of safe spaces:** Resources for women fleeing violence, housing adapted to LGBTQ2+ communities, and culturally safe spaces for Indigenous peoples.

### 7.2 “ENVIRONMENTAL JUSTICE” PROGRAM

This program is grounded in the understanding that the environmental crisis and social inequalities are inseparable: communities already experiencing marginalization are disproportionately affected by climate impacts.

**Key issues:** Capitalism and neoliberalism (infinite growth), techno-solutionism, the overemphasis on individual responsibility rather than systemic and government accountability, and the marginalization of Indigenous knowledge.

**Examples of supported initiatives:**

- › **Food autonomy:** Community gardens, urban agriculture, and Indigenous food sovereignty.
- › **Infrastructure and resilience:** Creation of cooling spaces and green spaces in underserved neighbourhoods, as well as access to safe drinking water.
- › **Mobilization and alternatives:** Community education, advocacy for equitable public policies, and support for ecological production initiatives.

Proposals may address these issues directly or indirectly, provided that the connection is clearly explained.

## 8 GEOGRAPHIC SCOPE

Mission inclusion supports organizations across Quebec, with particular attention to non-metropolitan regions and territories that are underrepresented in philanthropic funding.

## 9 DIALOGUE-BASED PHILANTHROPY AND RELATIONAL PRINCIPLES

Mission inclusion adopts a dialogue-based approach to philanthropy. In practice, this means:

- › We recognize the expertise of organizations and communities
- › We seek to reduce administrative barriers to accessing funding
- › We prioritize flexibility, learning and adaptation
- › We remain attentive to power dynamics between funders and organizations
- › We value complementarity over competition

### **Our approach is grounded in:**

- › Listening and flexibility
- › Clear and explicit strategic alignment
- › Ongoing organizational learning
- › Moving away from competition between organizations
- › Recognition of partners' expertise

Results belong to the organizations. The foundation positions itself as an ally, facilitator and learner.

## 10 WHAT WE LOOK FOR IN A FUNDING APPLICATION

When assessing an initiative or organization, we pay particular attention to:

- › Alignment between the funding request and Mission inclusion's programs
- › The organization's community grounding and the relevance of the issue identified
- › The meaningful participation of people directly concerned
- › Coherence between the issue, intended outcomes, activities and requested resources
- › A clear vision for long-term positive social impact on the population concerned
- › The organization's capacity to contribute to social transformation (Systems stream)

It is not necessary to submit a "perfect" or fully finalized application. We value approaches that are grounded in reality, transparent and open to dialogue.

## 11 FUNDING APPROACH



Depending on the collaboration stream selected, funding may support

- › The organization's overall operations (Communities stream)
- › A specific initiative or project (Systems stream)
- › Collective processes (coordination, mobilization, spaces for dialogue)
- › Commonly underfunded costs (coordination, care, accessibility, time for reflection)

Funds are provided in a way that respects the self-determination of organizations.

### Ineligible costs

- › Budget fully or partially dedicated to the acquisition or renovation of real estate or premises (Systems stream)
- › Coverage of the organization's balance sheet deficit
- › General fundraising campaigns

## 12 APPLICATION PROCESS

The 2026 process is as follows:

- 1.** Submit a statement of intent (maximum four-page letter or maximum four-minute video) by August 20 (see the annex for evaluation criteria and required content).
- 2.** If your initiative is selected, you will be invited to submit a complete funding application by September 25th .
- 3.** An evaluation visit by our volunteer review committee will take place in October or November.
- 4.** Decisions will be communicated in December.
- 5.** First disbursements will take place between December 2026 and January 2027.

Our review committee is composed of volunteers who reflect the diversity of the community.

For more information, we invite you to participate in the webinars taking place in April, May, and June 2026. If you have any questions, please contact our team directly.

## CONCLUSION

The foundation is developing a monitoring approach centred on learning rather than control. Accountability requirements are qualitative and adapted to the realities of organizations.

Lessons learned from collaborations are used to:

- › Refine practices
- › Inform strategic thinking
- › Support advocacy and knowledge mobilization

Lastly, the foundation provides spaces for exchange, contacts, and opportunities for dialogue throughout the funding cycle. Organizations are encouraged to ask questions, share their constraints, and co-create the partnership from the outset.

## ARE YOU HESITATING TO SUBMIT YOUR IDEA?

If you are wondering whether your initiative aligns with the vision of this call for proposals, you do not need to have all the answers to take the first step. We are here to support you.

- › **Come speak with us:** Participate in our information sessions (webinars) to better understand the spirit of our programs.
- › **Let's open the dialogue:** Reach out directly to our team; we value connection and attentive listening.
- › **Take the leap with the statement of intent:** Even if your proposal is still taking shape, submit it. It is the starting point for collaboration.

At Mission inclusion, we believe that funding should be a meaningful lever in service of communities, not an administrative burden or an additional barrier.

This guide is an evolving tool, just like our practices. Your questions, on-the-ground realities, and feedback are essential; they help us continue to shape a more just and inclusive approach to philanthropy.

## CONTACT US

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# ANNEX – STATEMENT OF INTENT



## Elements to include in the statement of intent (letter or video)

ELEMENTS TO INCLUDE	DESCRIPTION
<b>Organization overview</b>	Mission, history, territory, communities served and community grounding
<b>Identified issues the organization is addressing (Communities stream) or seeks to address (Systems stream)</b>	Description of the context, the issue, and systemic factors; connect it to one of the two programs
<b>Initiatives and transformation</b>	<p><b>Communities stream (core funding):</b> Priorities and orientations over the next five years. For example, do you wish to direct funding toward governance, partnerships, financing, the work team, approaches and operations, etc.?</p> <p><b>Systems stream:</b> Activities and expected changes. For example, what the organization intends to do, how it plans to act, what concrete changes are expected, and at what level the change will occur, etc.</p>
<b>Participation and empowerment</b>	Actual role and level of involvement of people concerned and priority populations
<b>Coherence and resources (Systems stream)</b>	Connection between the issue, planned activities, budget, and partnerships
<b>Funding requested</b>	Amount and type of funding
<b>Risks and learning</b>	Constraints and need for support (optional)
<b>What we should know</b>	Non-visible elements related to the organization, its practices, approaches and intervention framework, etc.

### To be included with the statement of intent (letter or video):

- › Articles of incorporation or proof of legal existence, or a letter of agreement if the organization is not incorporated
- › Most recent activity report or any other presentation of activities
- › Simplified overall budget