



Anchored in Place: Considerations for Place-Based Funding

Part 1: Developing A Roadmap to Place-Based Funding

July 9, 2015

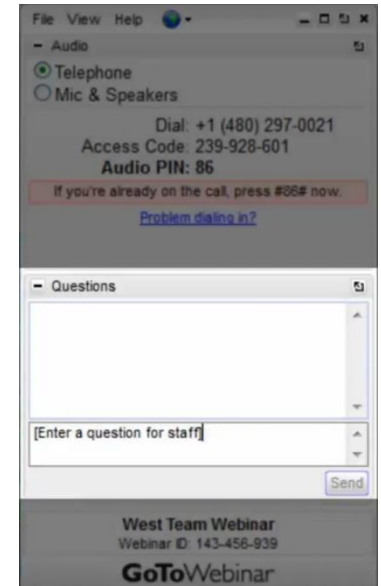
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Anchored in Place: Considerations for Place-Based Funding

This three part webinar series will cover approaches, tools and strategies for consideration when implementing a place-based initiative.

Part 1: Developing a Roadmap to Place Based Funding

Part 2: Refining Organizational Practices to Enhance Place-Based Initiatives

Part 3: Building Partnerships to Maximize Local Impact

Please visit <http://www.cof.org/events/webinar-upcoming> to learn more.

Topics Covered In Series

- Lessons learned from The Aspen Institute's Toward a Better Place Convening
 - What adopting a place-based grantmaking strategy may mean for your organization
 - What it means to re-evaluate your definition of success when addressing larger systemic issues.
 - The importance of revising evaluation metrics to have a long term vs short term focus on goals and objectives.
 - How funders can partner with other public funders, private funders, local government, and intermediaries, and funder consortiums when funding in place.
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Today's Agenda

- ▶ Welcome & Introduction
 - ▶ Framing the Conversation
 - ▶ Presentations
 - ▶ Q&A
-

Meet Your Panelists



Moderator:

Sheri Brady

Senior Associate for Strategic Partnerships
The Aspen Institute Forum for Community Solutions



Jamie Allison-Hope

Senior Program Officer,
Youth Development and Affordable Housing
S.H. Cowell Foundation



Andrew Ford

Senior Associate for Education & Community Change
Winthrop Rockefeller Foundations



Kevin Ryan

Program Director, New York Foundation
Co-Chair, Working Group on Place-Based Community Change,
Neighborhood Funders Group



TOWARDS A BETTER PLACE

A Conversation about Promising Practice in Place-Based Philanthropy

<http://aspencommunitysolutions.org/towards-a-better-place-a-conversation-about-promising-practice-in-place-based-philanthropy/>

Lessons & Takeaways

- Coordinate multiple funders working in the same place
 - Co-invest in good work that is already happening or emerging from community partners
 - Make a long-term commitment
 - Leverage funder's name and status to increase visibility and access of partners on the ground
-

Lessons & Takeaways *cont.*

- Address issues of power, race and trust
 - Resource community engagement, coordination and collaboration
 - Learn as you go and be open to different pathways to success
 - Make the shift from being a grantmaker to a changemaker and co-learner
-

Follow up Meeting

- A follow up meeting
Toward a Better Place
- For more info, visit:
<http://www.jacobscenter.org/placebased>

SAVE THE DATES!

IS THIS A BETTER PLACE?

THE ART & SCIENCE OF PLACE-BASED EVALUATION

**MONDAY, OCTOBER 5 through
TUESDAY, OCTOBER 6, 2015**

The Jacobs Center for Neighborhood Innovation, The Aspen Institute Forum for Community Solutions, and Neighborhood Funders Group invites you to a national convening on place-based projects, research, and evaluation.

Connect with evaluation practitioners, foundations, and community partners that are working to support positive change in a place.

- Explore metrics, methods, and approaches to place-based projects at different stages
- Deepen connections with others working in the field and encourage an ongoing community of practice
- Inform and share the results of this convening with the field

Information on registration and accommodations will be coming soon. If you have questions please contact **Sheri Brady** at Sheri.Brady@AspenInstitute.org

**HARD ROCK HOTEL
SAN DIEGO GASLAMP QUARTER**
207 5th Avenue
San Diego, CA 92101

THE ASPEN INSTITUTE
Forum for Community Solutions

ONFG
NEIGHBORHOOD FUNDERS GROUP
empowering people, places and projects

JACOBS
CENTER FOR NEIGHBORHOOD INNOVATION

Lessons for the Next Generation of Place-Based Philanthropic Work

A Look Inside The S.H. Cowell Foundation



Jamie Allison-Hope
Senior Program Officer

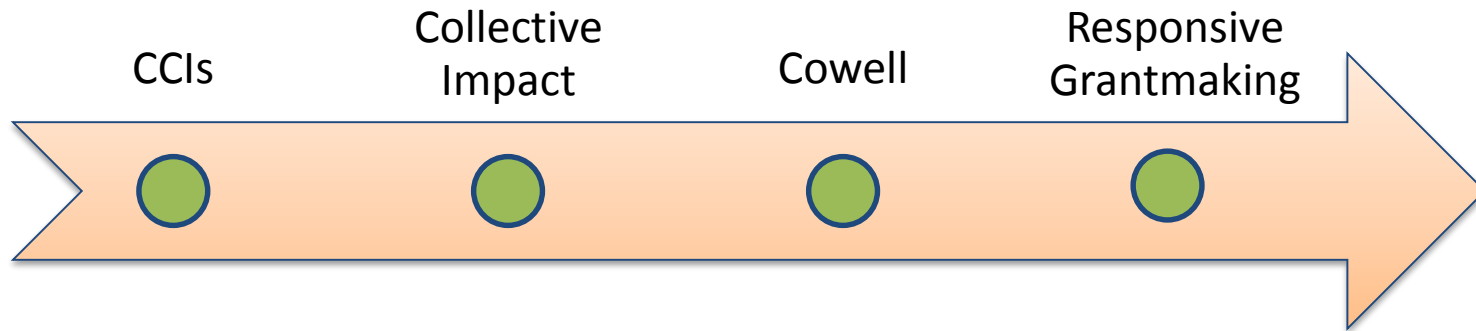
How Does Cowell's Work Compare with CCIs?

How do CCIs and Cowell compare?

CCIs	Cowell
Goal	Goal
Neighborhood transformation	Improved quality of life & opportunities for children and families
Strategy	Strategy
Place-based	Place-based
Comprehensive theory of change	Complementary grantmaking
Foundation selects site	Community makes the case for selection
Master plan	Community-defined narrative
Predetermined, time-limited investment timeline	Flexible investment timeline
Programmatic Scope	Programmatic Scope
Aimed at entire population	Focus on children, youth & families only
Incorporates leadership development	Incorporates leadership development
Economic development	Family & youth economic success strategies
Capital infrastructure	Limited to affordable housing & non-profit facilities
Builds towards policy & systems change	Builds organization & field capacity
Foundation's Role in Community	Foundation's Role in Community
Engages residents & organizations	Engages primarily organizations
Brokers relationships & leverages new funding	Brokers relationships & leverages new funding
Evaluation	Evaluation
Foundation-defined outcomes	Grantee-defined outcomes
Community-wide outcomes	Aggregated grant outcomes by community

Locating Cowell's Approach

Continuum from foundation-driven to responsive place-based work:



Lessons Learned

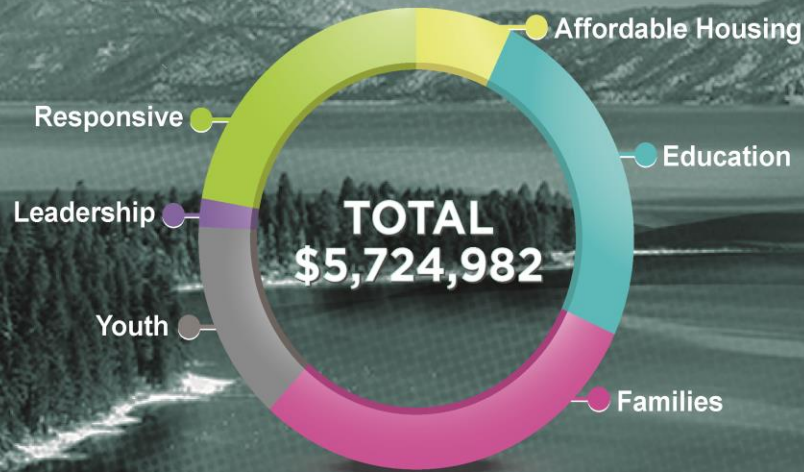
- ▶ Don't do initiatives
 - ▶ Work in a neighborhood, learn it, develop relationships, and find value-added
 - ▶ Learn and adapt over time
-

Commit Wisely

...it's not for everyone

- ▶ Not every foundation should embark on community-based work
- ▶ It suggests different...
 - ▶ Staff roles: engagement and brokering
 - ▶ Types of grants: capacity building and complementarity
 - ▶ Types of outcomes: civic capacity and leverage
 - ▶ Time frames: longer term

Tahoe Truckee: Cowell Foundation Grantmaking, 2000–2013



Affordable Housing

New Units Built

524

- Workforce Housing Association
- CA Coalition for Rural Housing



Education

Reduced Achievement Gap

34%

- Tahoe Truckee Unified School District
- UC Davis
- Stanford EL Leadership Network



Families

Residents Served Annually

6,096

- North Tahoe FRC
- Community House
- Truckee FRC



Youth

Youth Served Annually

2,500

- ARC
- Aim High
- Big Brothers Big Sisters
- Boys & Girls Club



Leadership

Participants Engaged

280

- North Lake Tahoe Truckee Leadership Program
- Foundation Center



Responsive

Endowment Growth

300%

- Tahoe Truckee Community Foundation

Addressing Place-Based Community Change



Andrew Ford

Senior Associate for Education & Community Change
Winthrop Rockefeller Foundation

Developing a Strategy

▶ WRF Place-Based Community Change Strategy

- ▶ Identify self-motivated communities engaging a cross-section of stakeholders
 - ▶ Support communities to develop comprehensive community change strategies and initiatives
 - ▶ Provide technical support and implementation grants
-

Place-Based Community Change



Place-Based Community Change



Why North Jonesboro?

- ▶ Persistent generational neighborhood poverty in a prosperous community with population growth of more than 20% over the last decade

Poverty Rate (2010):

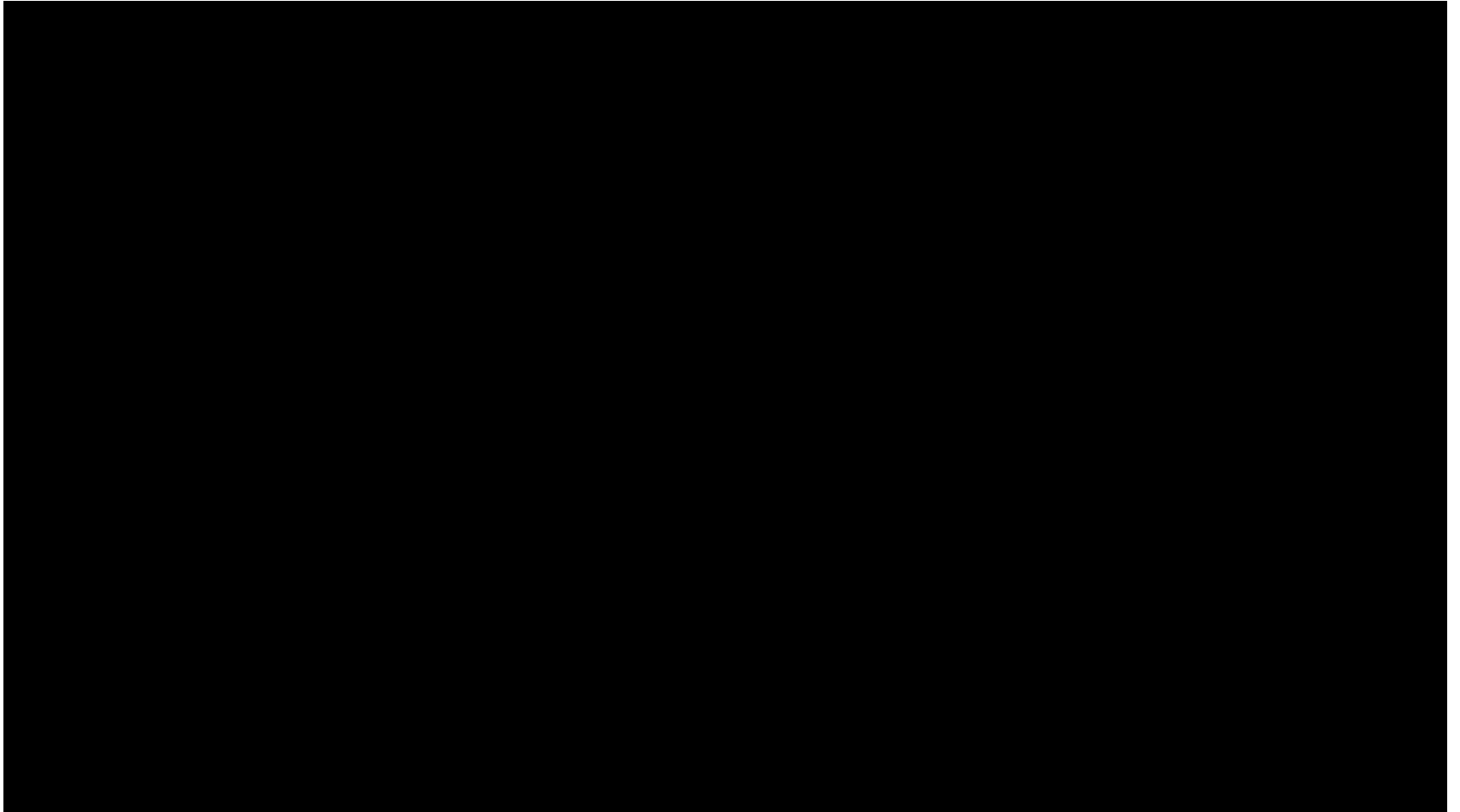
North Jonesboro: Up to 49% in most distressed Census tracts

City of Jonesboro: 19.5%

State of Arkansas: 18.4%

- ▶ Lack of authentic resident voice in local processes
 - ▶ Willingness of the City of Jonesboro to partner and leverage resources (CDBG)
-

The Power of Community



Place-Based Community Change

2009

- WRF meets with the City of Jonesboro to discuss the need for community development

2010

- WRF provides resident engagement technical assistance on resident engagement techniques
- Neighborhood network model established
- NJNI planning committee established

2011

- WRF provides technical assistance to develop NJNI Strategic Plan

Place-Based Community Change

2012

- NJNI secures implementation grant from WRF
- NJNI hires a full-time coordinator
- NJNI secures 16 AmeriCorps VISTAs

2013

- NJNI approves two year strategic plan
- NJNI implements core programming
- WRF provides technical assistance focused on resident engagement, including a learning journey

2014

- WRF continues to provide technical assistance focused on resident engagement
- City of Jonesboro begins fully funding NJNI coordinator position

Challenges

- ▶ Focusing initiatives on organizing stakeholders for change versus delivering services and programs
- ▶ Building infrastructure to convene cross-sector stakeholders and support comprehensive community change
- ▶ Developing authentic community leadership to effectively engage and mobilize residents



Lessons Learned

- ▶ Communities must be self-motivated and invested
- ▶ Technical assistance is critical to build leadership capacity and strategy development
- ▶ Successful comprehensive community change initiatives are built on a set of best practices that transcend a specific place



Next Steps

- ▶ Continued technical assistance emphasizing resident-driven community change
 - ▶ Build local capacity of NJNI Board to oversee the vision and strategy
 - ▶ Reflection on strengths and opportunities
-

NEW YORK FOUNDATION



The New York Foundation is a steadfast supporter of community organizing and advocacy. Our grants support community-initiated solutions to solve local problems, constituents mobilizing for adequate and equitable resources, and groups organizing a collective voice among those whose voices have not been heard.

Key Strategies

STRATEGIES

SUPPORT HIGH RISK GROUPS & ESTABLISHED COMMUNITY-BASED GROUPS THAT —

- ENGAGE PEOPLE MOST AFFECTED
- DEVELOP LEADERS
- SEE OPPORTUNITY AND DEMONSTRATE READINESS
- ARE WILLING COLLABORATORS



SUSTAIN THE FIELD OF COMMUNITY ORGANIZING & ADVOCACY IN NEW YORK BY —

- STRENGTHENING THE CAPACITY OF ORGANIZATIONS TO SUSTAIN THEIR WORK
- GENERATING DIALOGUE ON TIMELY ISSUES
- HELPING ORGANIZATIONS TO BE INFLUENTIAL AND EFFECTIVE
- CONVENING GRANTEEES TO MAXIMIZE IMPACT
- BUILDING THE LEADERSHIP PIPELINE FOR COMMUNITY ORGANIZING



SECURE ADDITIONAL SUPPORT FOR THIS WORK BY —

- AMPLIFYING THE VALUE OF GRASSROOTS ORGANIZATIONS THAT BUILD COMMUNITY AND INFLUENCE POLICY CHANGE
- PROMOTING AN APPROACH TO GRANT MAKING THAT EMPHASIZES TRANSPARENCY, ACCESSIBILITY, AND RESPECT FOR GRANTEEES AS EXPERTS



Resources Needed To Carry Out Strategies

RESOURCES NEEDED TO CARRY OUT STRATEGIES

HEALTHY ORGANIZATIONS THAT —

- HAVE SKILLED LEADERS
- MAKE STRATEGIC COLLABORATIONS
- PLAN WELL AND UNDERSTAND THE LANDSCAPE OF THEIR WORK

FOUNDATION BOARD & STAFF WHO ARE —

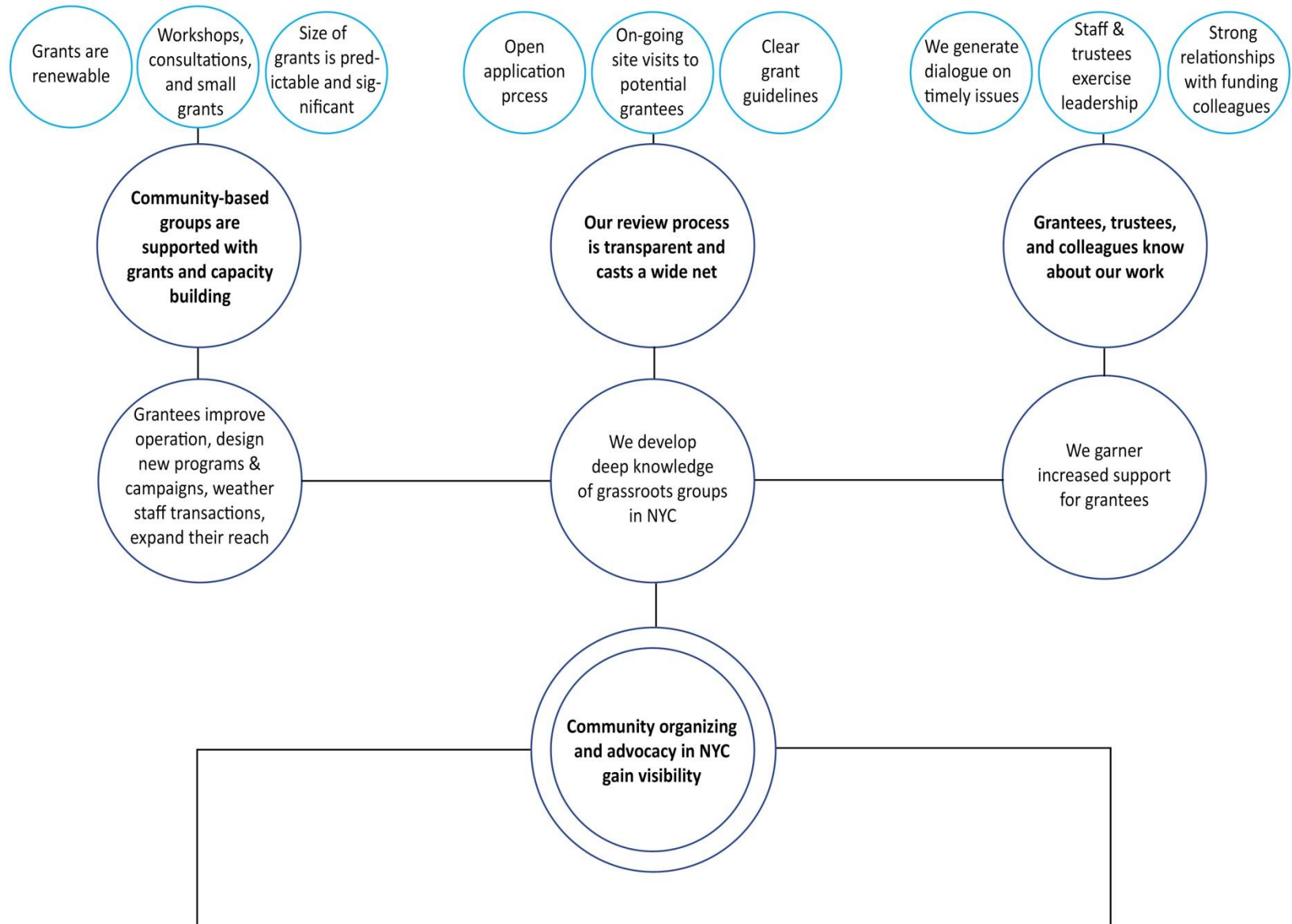
- ENGAGED IN AN OPEN APPLICATION PROCESS
- HAVE A DEEP KNOWLEDGE OF NEW YORK, AND ARE WELL-VERSED IN A VARIETY OF ISSUES
- CAN ACT AS SCOUTS TO FIND LESS KNOWN, HIGH RISK GROUPS OR CAMPAIGNS

COMMUNICATION TOOLS TO —

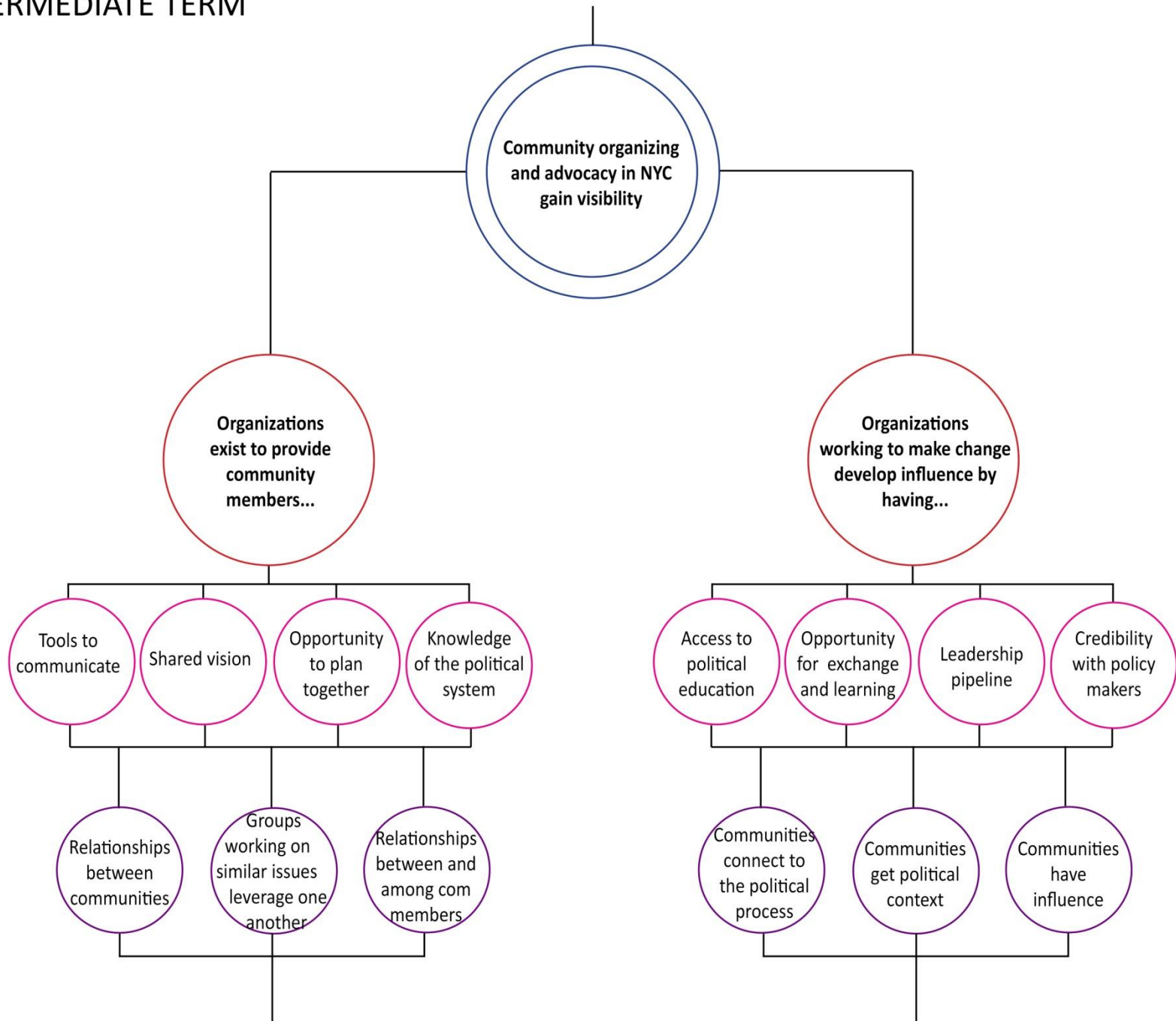
- PROMOTE THE FOUNDATION'S GRANT MAKING APPROACH
- AMPLIFY THE WORK OF GRANTEES
- INFLUENCE THE SECTORS MOST RELEVANT TO THE FOUNDATION'S WORK

Intended Outcomes

SHORT TERM



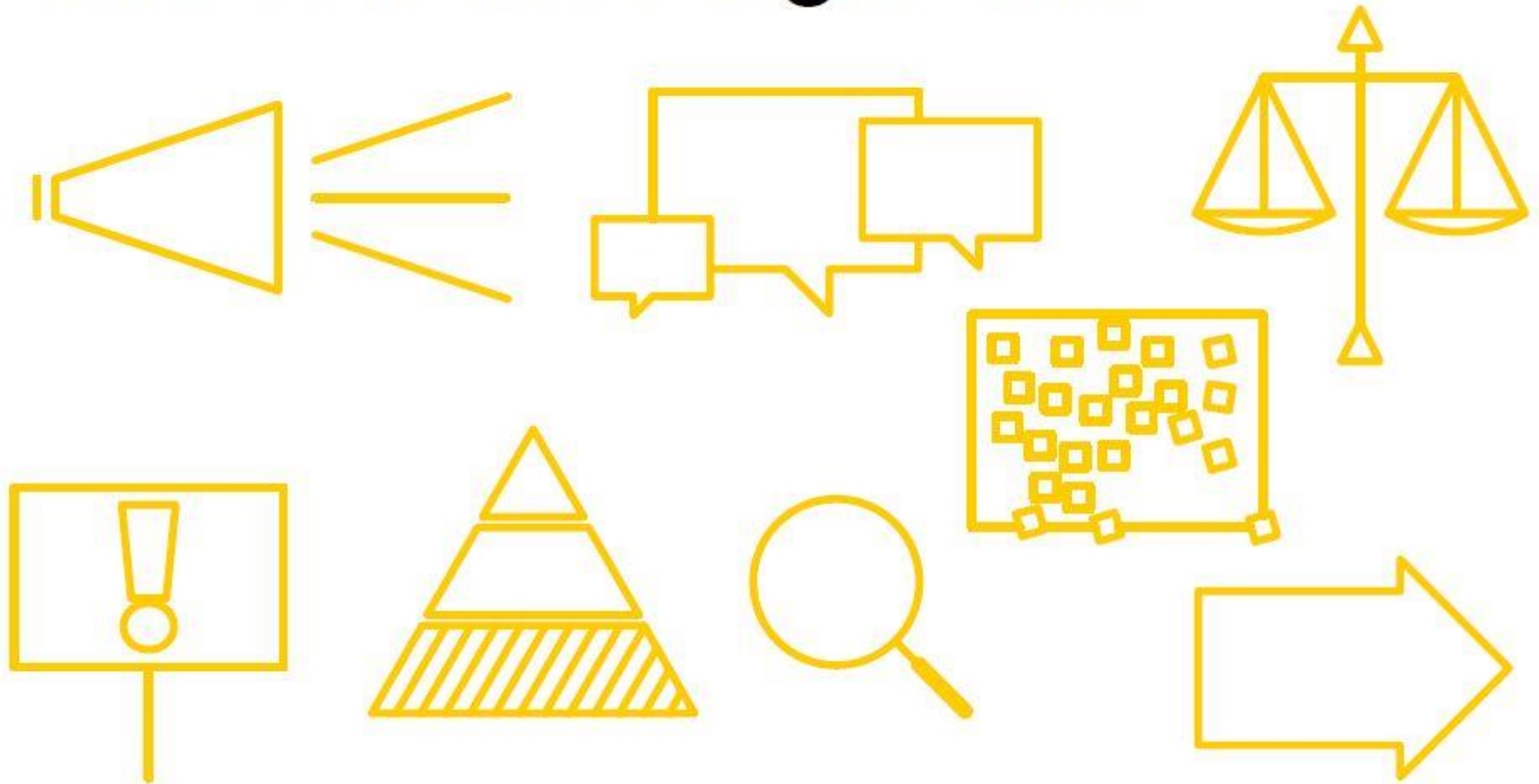
INTERMEDIATE TERM



LONG TERM



What Happens When Communities Organize?



New York Foundation's Grantees
Describe the Impact of Their Work

Wins

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**Win by
an Established
Organization**

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**Win by
a Start-up
Organization**

Win Categories



Democratic Participation



Neighborhood Change



Enforcement



Oversight



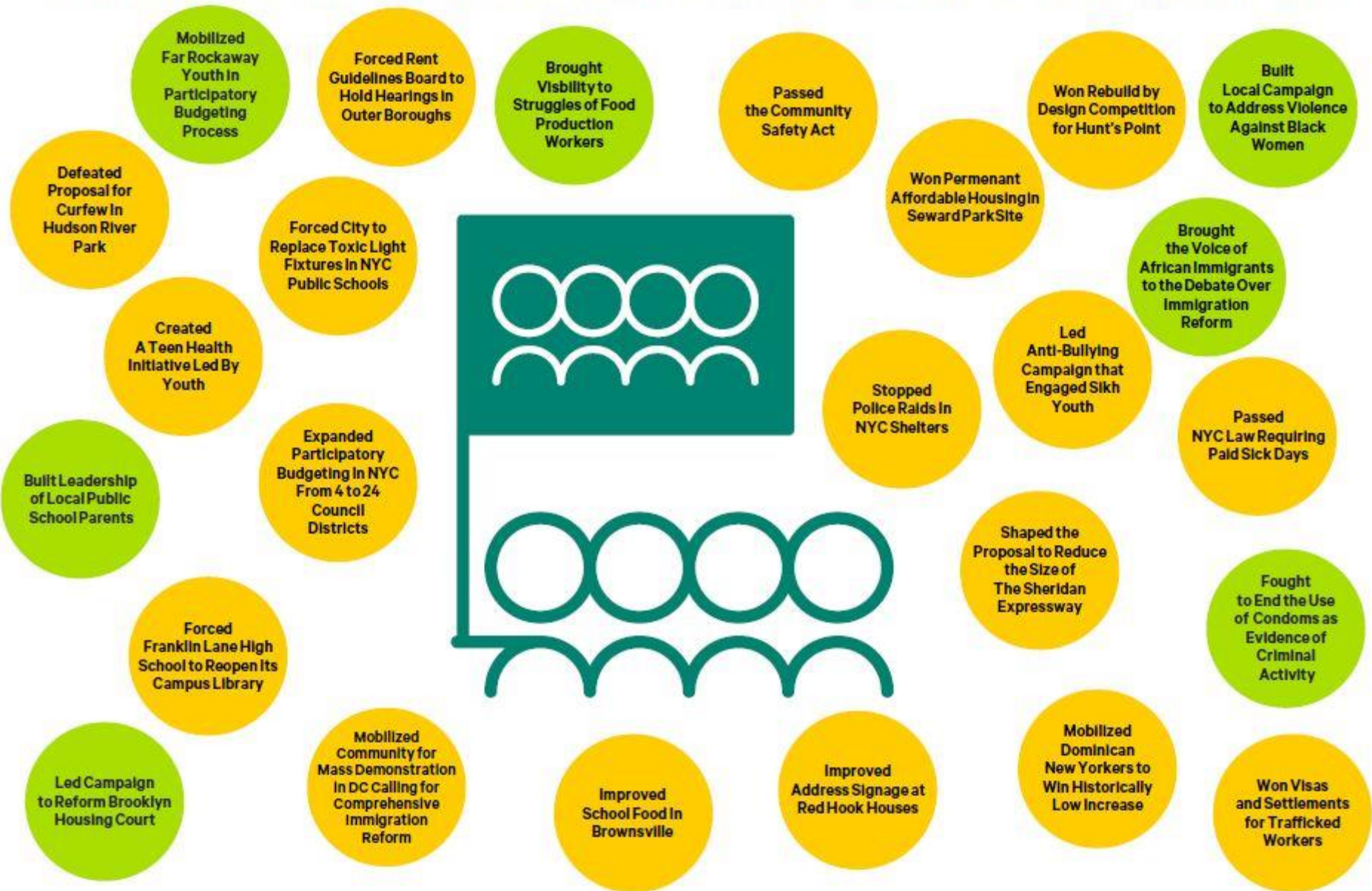
Legislative



Budgetary

Democratic Participation

Increased public and citizen participation or democracy in an issue or government body.



Neighborhood Change

Concrete improvement to a neighborhood

Created A Teen Health Initiative Led By Youth

Improved Address Signage at Red Hook Houses

Expanded Participatory Budgeting In NYC From 4 to 24 Council Districts

Defeated Proposal for Curfew In Hudson River Park

Won Rebuild by Design Competition for Hunt's Point

Built Leadership of Local Public School Parents

Mobilized Far Rockaway Youth In Participatory Budgeting Process

Forced Rent Guidelines Board to Hold Hearings In Outer Boroughs

Passed the Community Safety Act

Getting Toxic PCB-Filled Lights Out of NYC Public Schools

Won Permanent Affordable Housing In Seward Park Site

Educated Community Members About Rezoning of Domino Sugar Factory Site

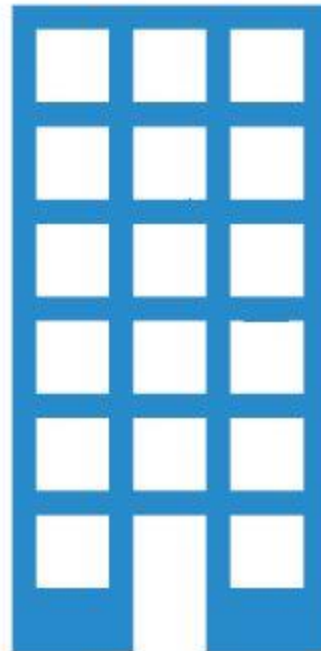
Shaped the Proposal to Reduce the Size of The Sheridan Expressway

Creation and Promotion of Teen Health Initiative

Forced Franklin Lane High School to Reopen Its Campus Library

Led Anti-Bullying Campaign that Engaged Sikh Youth

Forced City to Replace Toxic Light Fixtures In NYC Public Schools



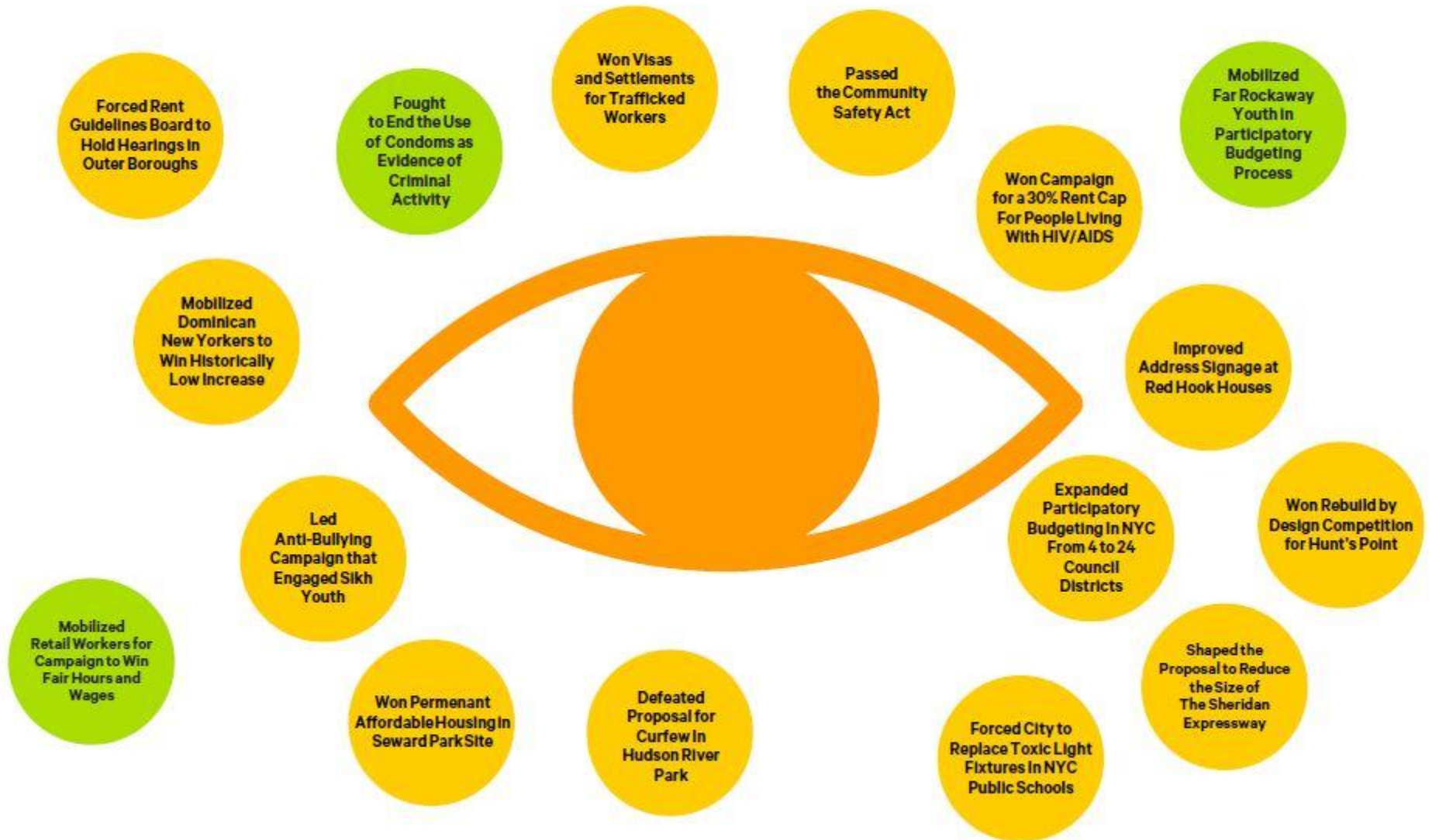
Enforcement

The enforcement or implementation of laws that already exist on the books but may not be implemented in practice.



Oversight

Monitoring and oversight over a particular issue, agency or program from either governmental or citizen committees or individuals.



Legislative

Involves changing existing laws or introducing new laws. These laws can be local laws, state laws or federal laws.



Budgetary

Funding changes, such as increased or decreased funding for a particular program or community or opposition to budget cuts.



Strategies



Advocacy



Base Building



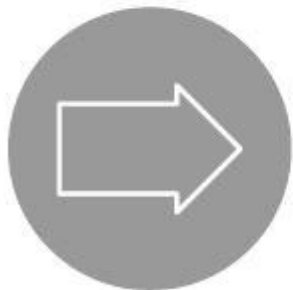
Coalition Building



Community Lawyering



Direct Action



Leadership Development



Strategic Communications



Participatory Planning & Design

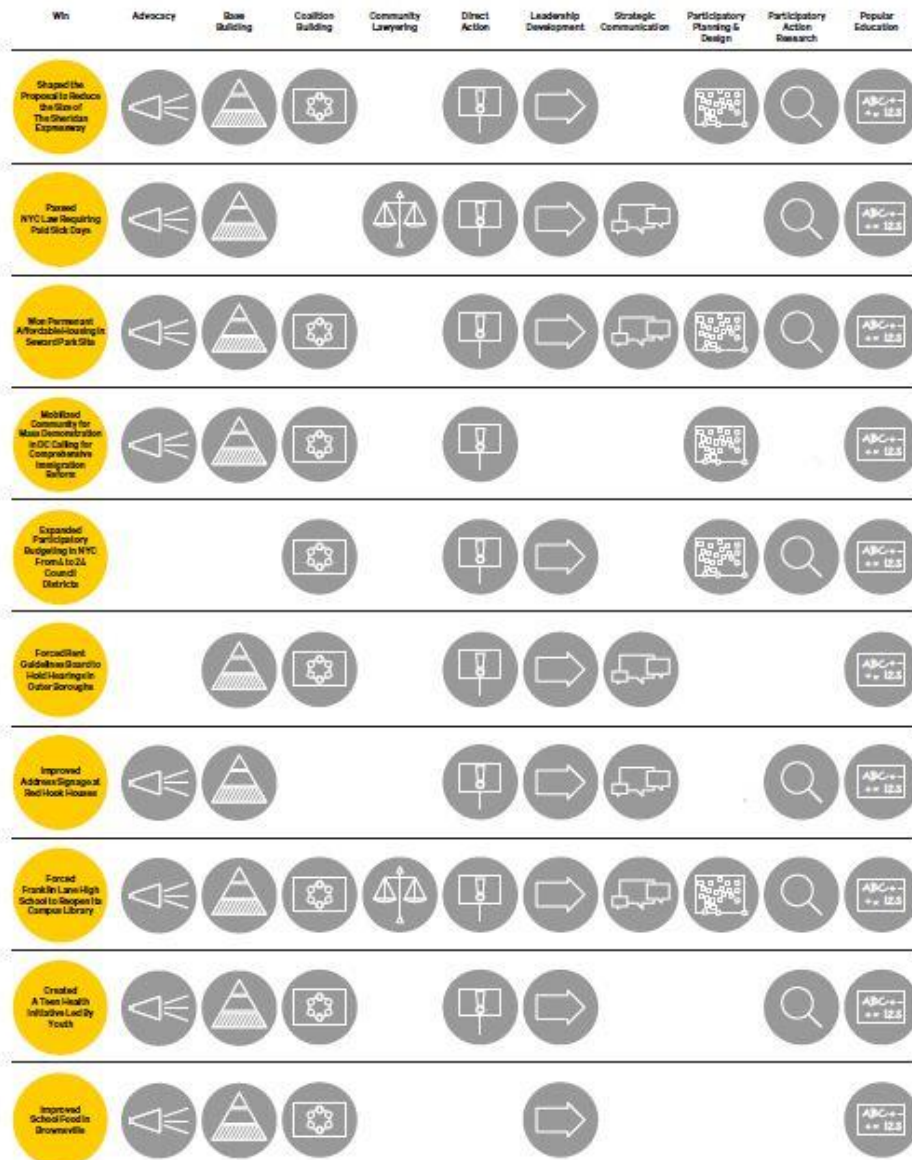
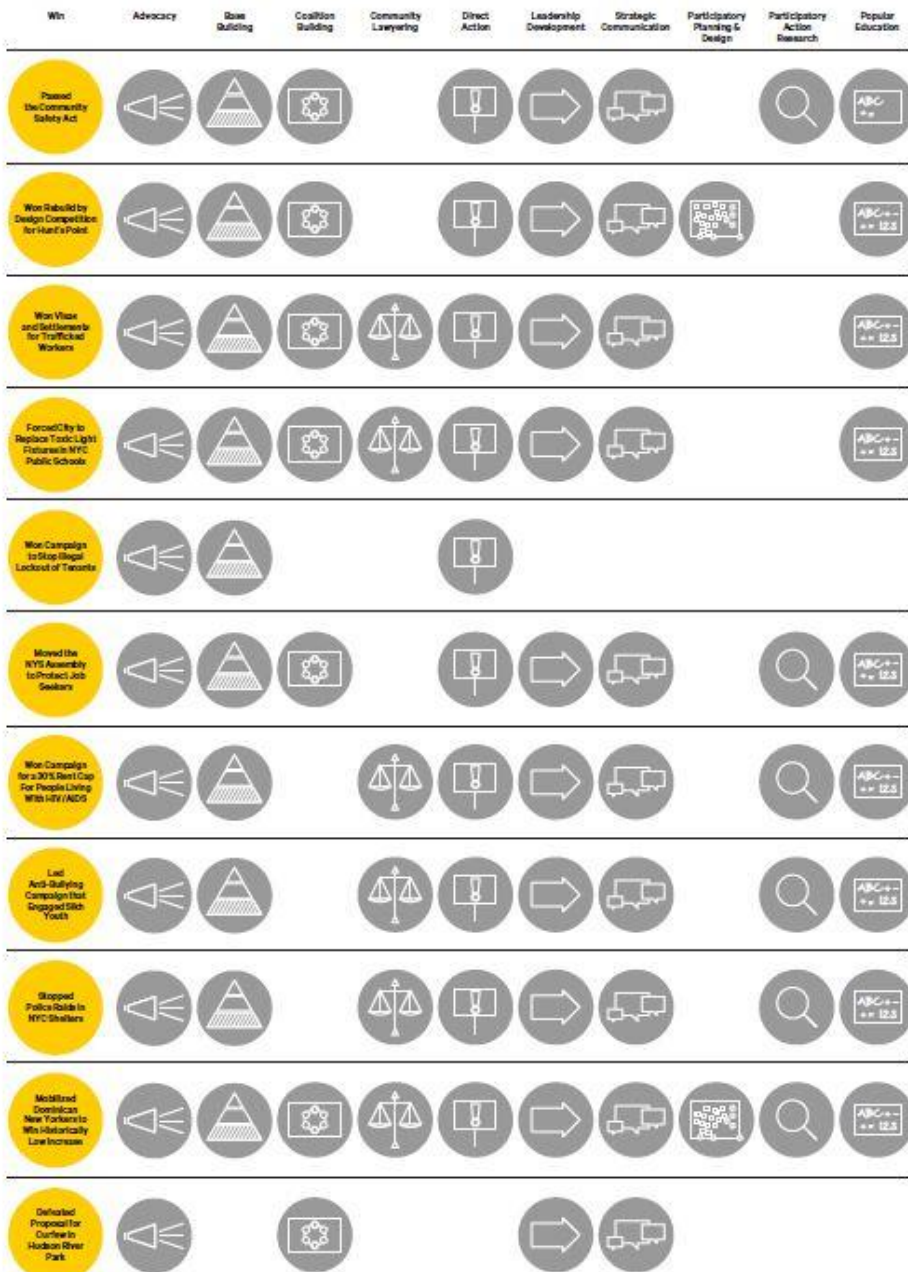


Participatory Action Research



Popular Education

What strategies were used most often?





Neighborhood Change



Participatory Action Research

Community residents conducted participatory based research and engaged in planning. They were effective. It is a core strategy now and a game changer. We do direct service, community organizing, but now we also say we do community-based participatory research.

—GOOD OLD LOWEREAST SIDE



Popular Education

The Rent Guidelines Board (RGB) process is confusing to people. It is confusing how the government is involved in the decision, or why the process has worked the way it has.

—COMMUNITY ACTION FOR SAFE APARTMENTS



Leadership Development

Core members involved in participatory budgeting in District 8 have seen their leadership skills advanced through participation in the process and taking on new roles and responsibilities for carrying out a process in their districts.

—COMMUNITY VOICES HEARD

The Leaders Behind the Wins

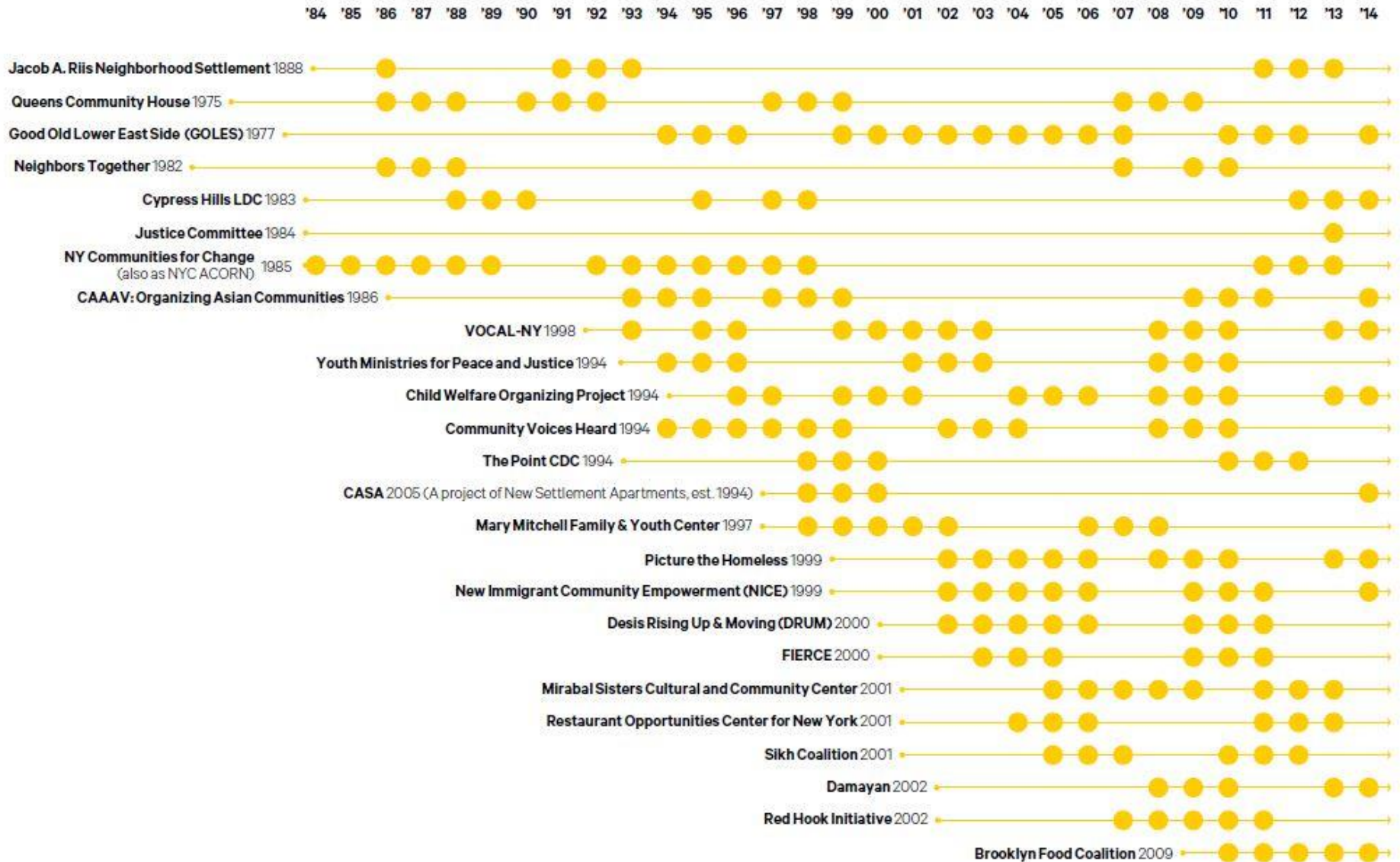


Youth and community members were able to advocate and create proposals for improvements they would like to see in their communities.

—ROCKAWAY YOUTH TASK FORCE

Consistent Support Matters

Years of Support by New York Foundation since inception: Established Organizations.





COUNCIL *on* FOUNDATIONS

Thank You for Joining Us for
Developing a Roadmap for Place-Based Funding

*In partnership with **Aspen Forum for Community Solutions***

Upcoming Webinars in the series:

**Refining Organizational Practices to Enhance
Place-Based Initiatives**

August 2015

**Building Partnerships to Maximize Local
Impact**

September 2015

Learn more and register at www.cof.org/events/webinar-upcoming