2014 Annual Report

Overview

Partners for Places is a successful matching grant program that improves U.S. and Canadian communities by building partnerships between local government sustainability leaders and place-based foundations. National funders invest in local projects developed through these partnerships to promote a healthy environment, a strong economy, and well-being for all residents. Through these investments, Partners for Places fosters long-term relationships that make our urban areas more prosperous, livable, and vibrant.

Creating vibrant communities is a group effort. Place-based foundations offer unique knowledge of their communities, and the ability to provide seed money for important projects. Local government offers the power to move projects through planning, and development. Working together results in sustainability programs that save money, improve the environment, increase efficiency, and promote the well-being of all residents.

Urban sustainability directors and local foundations work closely together in Baltimore, Cleveland, Dubuque, St. Louis, Vancouver and other cities, but this is still the exception, rather than the rule. Partners for Places aims to change this dynamic by providing matching grants to build these valuable working relationships and projects in local communities, while at the same time increasing the visibility and importance of this work in the local philanthropic community.

Partners for Places is a partnership of the Funders' Network for Smart Growth and Livable Communities and the Urban Sustainability Directors Network (USDN). The Funders' Network and USDN believe that sustainability directors are natural allies for community-based foundations. By combining forces they can become powerful allies to promote more prosperous, livable, and vibrant places.

Partners for Places is about advancing a triple bottom-line approach to sustainability, i.e. one that saves money, improves the environment, increases efficiency, **and** promotes the well-being of all residents. Equity is a critical aspect of sustainability. The RFP asks applicants to describe how their project could lead to more equitable outcomes benefitting all members of the community.

2014 Performance

Partners for Places has confirmed the hypothesis that the grant program can foster sustained partnerships between local government sustainability leaders and place-based foundations to promote a healthy environment, a strong economy, and well-being for all residents. As of the end of

2014, two and a half years after Partners for Places launched as the Local Sustainability Matching Fund, the program has achieved the following outcomes:

- **Increased funding for local sustainability:** In the first five RFP rounds, Partners for Places funded 39 proposals. With the national funding and local match, the program has directed about $4 million to local sustainability projects. Multiple sustainability directors, including those from San Francisco and Minneapolis, have reported that they built relationships and funding partnerships with local foundations even when they did not apply for or receive grants.

- **Built relationships between local place-based foundations and local government sustainability leaders, particularly including USDN members:** 75 place-based foundations partnered with local government sustainability directors to apply for Partners for Places grants through round 5. 37% of USDN members submitted applications and 20% have received grants. 62% of the foundation-sustainability director partnerships represented new relationships.

- **Attracted new local funders to sustainability funding:** 60% of these foundations were not already members of the Funders' Network for Smart Growth and Livable Communities, furthering the goal of engaging more funders in advancing local sustainability.

- **Sustained the foundation-local government relationships:** 91% of Round One and Two partnerships continued beyond the grant period and 40% launched follow on projects.

- **Developed partnerships in both the United States and Canada:** In Round 5, the program went bi-national, with its first Canadian grant to a team from Hamilton, Ont., for a neighborhood-based urban agriculture project.

- **Achieved important local sustainability objectives:** To date, all of the grantees have achieved their proposed outcomes, although there were changes in staffing and situations for some.

- **Spurred replication of successful projects:** For more than half of the grants, USDN members have shared their work on calls with other USDN members. A grant to a Portland, OR, partnership for work on equity in climate action results in 20 sustainability staff from other communities visiting Portland to learn from that city's experience. There are also examples of replication. For example an Orlando nonprofit saw the Chattanooga mobile market project funded by Partners for Places and replicated it in Orlando. A grant to Miami-Dade County partners created an ioby crowd-sourcing funding program for grassroots sustainability projects, which has been replicated in several other cities.

- **Promoted equity in sustainability:** Almost half of all P4P grants to date have explicitly addressed equity issues, including structural equity; procedural equity; distributional equity in energy efficiency, housing quality, renewable energy, transportation, and food systems; and trans-generational equity.

For more information on the awardees, please visit http://www.fundersnetwork.org/partnersforplaces. To attract additional interest in urban sustainability projects beyond those funded through Partners for Places, the Funders' Network created an "idea bank" providing summaries of all project applications, please visit http://www.fundersnetwork.org/participate/green-building/idea-bank.

Funded Projects in 2014

Round 4 grants awarded in March 2014

- **Boston, $65,000** to support a study of the self-sufficiency of Boston's regional food system and address gaps through substantive policy and programmatic changes designed to lessen dependence on non-regional food sources. (Partners: City of Boston; Henry P. Kendall Foundation)

- **Buffalo, $85,000** to support a public education and engagement campaign around stormwater management and green infrastructure projects. (Partners: Buffalo Sewer Authority; Community Foundation for Greater Buffalo)

- **Cleveland, $60,000** to support the establishment of an equitable model for developing and funding neighborhood projects that align climate action with the assets, concerns, and priorities of Cleveland residents. (Partners: Cleveland—Mayor's Office on Sustainability; Cleveland Foundation; The George Gund Foundation)

- **Holland, Mich., $65,000** to support the launch of a community energy plan that will result in efficiency retrofits, energy audits, and building performance labeling in 400+ buildings, and use sustainability metrics to drive community participation in the energy program for up to 7,000+ buildings over the long term. (Partners: City of Holland—Office of the City Manager; Community Foundation of the Holland/Zeeland Area)

- **Indianapolis, $45,000** to strengthen the Indianapolis food system through catalytic funding and capacity building, increasing access to healthy food, enhancing ecology, and creating meaningful economic and civic opportunities. (Partners: City of Indianapolis—Office of Sustainability; Central Indiana Community Foundation)

- **Memphis**, **$75,000** to support the development of an interactive dashboard for Memphis and Shelby County citizens that can be used to map neighborhood assets and analyze sustainability indicators and metrics. (Partners: Memphis and Shelby County Office of Sustainability; Community Foundation of Greater Memphis; The Assisi Foundation of Memphis; Hyde Family Foundations)

- **Providence, R.I., $55,000** to enable the conversion of vacant, city-owned properties to support urban agriculture season extension, linkages to food service procurement, and school-based composting. (Partners: Providence—Office of Sustainability; Rhode Island Foundation)

- **Salt Lake City**, **$25,000** to support Green City Growers' establishment of community gardens on city-owned and managed land to increase access to fresh local produce and reduce barriers to urban food production. (Partners: Salt Lake City Development Corporation—Department of Public Services; The Community Foundation of Utah)

- **San Diego**, **$56,250** to utilize new tools to engage community members in planning for development and transportation infrastructure at several light rail stations along the forthcoming Mid-Coast light rail line extension. (Partners: City of San Diego—Planning, Neighborhoods, and Economic Development; The San Diego Foundation)

Round 5 grants awarded in October 2014

- **Columbia, Mo., $67,000** for the CoMo Energy Challenge, which will leverage the community's competitive spirit and local foundation support to lead the way in energy efficiency to improve the quality of life for all by reducing energy consumption in Columbia households. (Partners: Community Foundation of Central Missouri)

- **Hamilton, Ontario, Canada, $25,000** to develop Hamilton's first urban agriculture project, which will address health, sustainable environments, and food insecurity in the McQuesten neighborhood. (Partners: Hamilton Community Foundation)

- **Knoxville, Tenn., $30,000** to launch an education and engagement campaign to empower disadvantaged residents in Knoxville to reduce utility bills through energy efficient behavior and cost-effective upgrades. (Partners: United Way of Greater Knoxville; East Tennessee Foundation)

- **Miami-Dade County, Fla., $50,000** to incorporate sustainability into the health efforts of two South Florida communities by cultivating shaded open spaces that promote physical activity. (Partners: Health Foundation of South Florida)

- **Milwaukee, Wis., $75,000** for the expansion of its urban agriculture infrastructure to support local food production and distribution and to empower residents to transform neighborhoods by re-purposing vacant lots into community assets supporting local, healthy food production and distribution. (Partners: Greater Milwaukee Foundation; Zilber Family Foundation; Northwestern Mutual Foundation; LISC Milwaukee; Fund for Lake Michigan)

- **Newark, N.J., $40,000** to demonstrate that targeted grants for structural repairs to homes can remove barriers that block access to underutilized weatherization and health hazard remediation programs and lead to cost-effective improvements to housing quality. (Partners: PSEG Foundation)

- **Philadelphia, Penn., $25,000** to improve Philadelphia's food system and increase healthy, affordable, food access by sustaining and expanding the project and policy work of the Food Policy Advisory Council. (Partners: Merck Family Fund; The Leo and Peggy Pierce Family Foundation; Claneil Foundation)

- **San Francisco, $150,000** for the Sustainable Chinatown Plan, which will engage immigrant and monolingual communities to identify strategies to sustain Chinatown's unique culture and affordability by raising the environmental performance of the neighborhood's infrastructure and buildings. (Partners: The San Francisco Foundation; Enterprise Community Partners)

- **Tacoma, Wash., $75,000** to increase active transportation use through infrastructure development and education, providing equitable access to sustainable transportation and improving the health of people, the environment, and communities. (Partners: The Russell Family Foundation; The Greater Tacoma Community Foundation)

- **Toledo, Ohio, $25,000** for a resident-led demonstration project in the Overland Park neighborhood that will mobilize citizens across the county to take actions that promote sustainability within their own neighborhoods. (Partners: Toledo Community Foundation)

Lessons from Partners for Places Grantmaking

Teams can choose any project that advances their local sustainability goals. Still, common themes of interest have emerged from the grants—both common topics such as urban ag and access to fresh, local food, energy efficiency, climate action planning; and also common strategies of community engagement, behavior change, engaging low-income neighborhoods and communities of color, and creating jobs. The program has generated lessons about entry points for addressing equity in sustainability, ways to work on urban food systems to foster sustainability, and changing beliefs about effective public engagement.

Entry Points for Addressing Equity in Sustainability

As cities and regions increasingly make equity central to their sustainability efforts, their first challenge is getting concrete about what equity means and figuring out the right starting points in their communities. In 2012, members of an Urban Sustainability Directors Network Equity Scan Steering Committee agreed on a four-pronged definition of equity, each of which presents an entry point for cities and their partners:

- Structural Equity—sustainability decision-makers institutionalize accountability; decisions are made with recognition of the historical, cultural, and institutional dynamics and structures that have routinely advantaged privileged groups in society and resulted in chronic, cumulative disadvantage for subordinated groups.
- Procedural Equity—inclusive, accessible, authentic engagement and representation in processes to develop or implement sustainability programs and policies.
- Distributional Equity—sustainability programs and policies that result in fair distribution of benefits and burdens across all segments of a community, prioritizing those with highest need.
- Trans-generational equity—sustainability decisions consider generational impacts and don't result in unfair burdens on future generations.

Cities may come to this work on equity in sustainability through any of these four pathways, but over time success will require a systemic and comprehensive approach. Grantees have used all of these pathways in various grant projects.

Structural Equity: Portland (OR) was the first city-funder partnership to receive funding to pursue structural equity. For the Tools for Climate Equity Project, Portland integrated equity into the 2013 revision to the Portland/Multnomah County Climate Action Plan and along with community-based organizations created a decision-making framework and set of tools to measure, evaluate, and prioritize carbon-reduction actions that advance equity, diversity, inclusion, and fairness. One of the tools that the Portland's Bureau of Planning and Sustainability developed is a racial equity analysis toolkit that helps staff identify the impacts of decisions on marginalized communities and rewrite the rules to achieve a fair distribution of benefits and burdens. (Fall 2012)

After Portland staff members presented on the city's equity work at the 2013 USDN annual meeting, staff from seven cities and two counties applied for a USDN Peer Learning Exchange

grant to go to Portland for training on how Portland integrated equity into its climate action plan revision process. Participants included staff from Indianapolis, King County WA (non-USDN member), Minneapolis, Park Forest, Portland, Santa Clara County, Seattle, Tucson, and Washington DC. In 2015, Partners for Places is exploring ways to help more city-local funder partnerships take a systematic approach to advancing equity in sustainability.

Procedural Equity: Community engagement on sustainability that is inclusive, accessible, and authentic lays the groundwork for broader support and action. Partners for Places has made grants to Cleveland, Oakland, and Memphis partnerships to facilitate citywide inclusive community engagement in sustainability, and to San Francisco, Miami-Dade County, Toledo, and Hamilton to support neighborhood scale engagement. Toledo received funding for a resident-led demonstration project in the Overland Park neighborhood that will eventually be replicated to mobilize citizens across the county to take actions that promote sustainability within their own neighborhoods. (Fall 2014)

Distributional Equity: P4P grantees are showing how to prioritize services for those with the greatest need for energy efficiency in Newark, Knoxville, and Dubuque; for transit services in Los Angeles; for renewable energy in Baltimore; and access to fresh and healthy food in six more communities. Energy efficiency programs save customers money, reduce service cancellations, and improve home comfort and safety. Yet, low-income families often do not have equal access to capital to fund the up front costs. Newark partners are demonstrating that targeted grants for structural repairs to homes can remove barriers that block access to underutilized weatherization and health hazard remediation programs and lead to cost-effective improvements to housing quality. (Fall 2014) Baltimore's expanding Groundswell's Community Power Program is partnering with faith, housing, education, and labor institutions to help low-income families access energy efficiency and wind power at a reduced price. The institutions reinvest the savings into their community work. (Fall 2013)

Transportation is the second largest expense for most households after housing. Households living in auto-dependent locations spend 25 percent of their income on transportation costs while those located closer to work and services spend about 9 percent of household income. Because low-income families use transit more than higher income families, investment in the creation and preservation of affordable housing located within a quarter mile of frequent transit can dramatically reduce GHG emissions **and** lower costs for lower income households. This underscores why it is critical to ensure that low-income families can live within a quarter mile of transit.[1] The City of Los Angeles and Funders' Collaborative for a Sustainable Equitable Los Angeles are using grant funds to leverage a significant transit expansion to ensure that it benefits the city's most disadvantaged residents. The project will empower communities to ensure the development provides ample affordable housing and access to economic opportunity, enables active transportation options, and improves resident health. (Fall 2013)

Trans-generational Equity: Climate change has greatly increased the urgency of considering burdens on future generations in all decisions. In addition climate change impacts will disproportionately affect those with the least wealth and assets. The Partners for Places grant to

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[1] http://www.transformca.org/transform-report/why-creating-and-preserving-affordable-homes-near-transit-highly-effective-climate

Boston will enable planners and food advocates to study gaps in the city's food resilience, including for its most vulnerable residents, and address them through substantive policy and programmatic changes on a city level. (Spring 2014)

Ways for Work on Urban Food Systems to Foster Sustainability

In the first five grant rounds, many of the proposals that local partners proposed to Partners for Places focused on urban food systems. To date Partners for Places and local foundations have together invested more than $1.2 million in food systems projects. Scrutinizing all of the funded projects together revealed why: food systems are a powerful entry point to more broadly advancing sustainability. The funded projects address many key aspects of sustainability. Some bring them all together.

- **Community Resilience:** Funding went to **Boston** to study gaps in the city's food resilience and address them through substantive policy and programmatic changes on a city level.
- **Community Health:** A grant to **Hamilton** in Ontario, Canada, addresses health, sustainable environments, and food insecurity in the McQuesten neighborhood.
- **Community and Economic Development**: **Providence, RI**, has used two grants to convert vacant, city-owned properties to urban agriculture and support low-income farmers to expand urban agriculture.
- **Broad Civic Engagement:** A grant to **Miami-Dade County** catalyzed community-led, community-funded urban agriculture and healthy foods projects through crowd funding.
- **Community Leadership Development:** Partners for Places awarded **Indianapolis** funding to strengthen Indianapolis' food system. Part of the grant is enabling the Indy Food Fund to provide grants and technical support to incubate and grow local food-related initiatives, such as providing locally-sourced healthy frozen meals to homebound seniors, creating a community kitchen with garden-to-table workshops, and developing a youth apprenticeship program in urban agriculture. (Spring 2014)

The breadth of concerns that cities can address through food-systems work explains much of the emphasis in Partners for Places grantmaking. In 2012 the USDN Innovation Fund supported a group of members to create a report: City Food Policy and Programs: Lessons Harvested from an Emerging Field. It points out that as recently as a decade ago, food was all but ignored at the city level in North America, but this is no longer the case. The report quotes Vandana Shiva in *Stolen Harvest*, who said "Food democracy is the new agenda for democracy and human rights. It is the new agenda for ecological sustainability and social justice." The new agenda is alive and well in our cities, thanks to Partners for Places.

Changing Beliefs About Effective Public Engagement

The old days of local government relying on advertising, information dissemination, and episodic public meetings to engage residents and businesses in sustainability and climate action are disappearing. Cities and their local partners are adopting a variety of new approaches to reach more people, engage them more deeply, and keep them engaged. Some of the principles of these alternative approaches are:
- Begin by listening.

- Involve your audiences and give them ownership through advisory groups, cafes, e-learning, panels, workshops, town meetings, and other learning communities.
- Take the time to understand why people do what they do and barriers to and benefits of change.
- Communicate better using personal contact, trusted messengers, stories from local voices. Appeal to emotion balanced with reason (facts).
- Activate residents by grabbing their attention through clear calls to action, making it easy to act, and reminders to act.
- Offer opportunities for people to see the alternatives in action.
- Sustain community involvement by providing feedback and support.[2]

Partners for Places grantees have been busy testing and scaling these new public engagement approaches through sustained collaboration with community groups, on-going policy councils, organizing at the neighborhood scale, using new technologies and tools for engaged planning, grassroots grant-making, broadly accessible dashboards and metrics, opportunities for learning by doing, and using community based social marketing to foster sustainable behaviors.

On-Going Policy Councils: Cincinnati received a grant to enable Green Umbrella, the regional sustainability alliance, to collaborate with its community partners on tailored outreach campaigns to their members marketing the audits and energy retrofits offered by the Greater Cincinnati Energy Alliance. Green Umbrella is a collaboration of business, community, and foundation partners united around the Collective Impact Model to advance environmental sustainability. The collaboration has fostered collective action on bike sharing, reforestation, local food, energy, land management, trails, watershed management, green business, and more. (Spring 2012)

Sustained Collaboration with Community Groups: Through Oakland Community Engagement in Climate Action, the City of Oakland is partnering with the Oakland Climate Action Coalition to educate Oakland residents and build their capacity to take personal action to protect themselves from local impacts of climate change, while reducing their emissions. The coalition, an alliance of 30 community, labor, faith-based, and environmental groups, is holding regular community education forums and workshops and distributing a Community Climate Action Guide in several languages. The city and the coalition are documenting their process and results to share with other cities. (Fall 2013)

Organizing at the Neighborhood Scale: San Francisco partners received a grant for the Sustainable Chinatown Plan, which will engage immigrant and monolingual communities to identify strategies to sustain Chinatown's unique culture and affordability by raising the environmental performance of the neighborhood's infrastructure and buildings. Project leaders see this work as a model for cultural enclaves across the country to engage residents in dialog around long-term neighborhood sustainability and as a gentrification prevention strategy. (Fall 2014)

Advanced Planning Tools that Empower Stakeholders: San Diego's Creating Sustainable "Smart Transit" Corridors through Community Engagement project is identifying and testing a

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[2] Corporate Culture, An Introduction to Environmental Behavior Change, January 2010.

variety of civic engagement techniques for involving the public in designing several light-rail station areas on the Mid-Coast line extension in San Diego. The project is testing a number of community engagement approaches: offering grants to community organizations to spearhead neighborhood organizing efforts, hiring university interns to lead door-to-door outreach, supporting community-led mini-workshops, continuous online engagement, and an in-person workshop utilizing advanced technology to increase understanding and empower community members to shape their neighborhoods. (Spring 2014)

Grassroots Grant-Making: Cleveland Neighborhood Climate Action is using Partners for Places support to engage residents with asset-based community development and grassroots grantmaking. The goal is to establish an equitable model for developing and funding neighborhood projects that aligns climate action with the concerns and priorities of Cleveland residents. (Spring 2014)

Broadly Accessible Dashboards and Metrics: The Memphis & Shelby County Livability Dashboard project received funding for a database and website that will allow residents to map neighborhood assets and access data for indicators that can be used to provide a snapshot of neighborhood health based on social, crime, physical, economic and environmental conditions. (Spring 2014)

Opportunities for Learning by Doing: Milwaukee received a grant to expand its urban agriculture infrastructure to support local food production and distribution and to empower residents to transform neighborhoods by re-purposing vacant lots into community assets supporting local, healthy food production and distribution.

Reliance on Community Based Social Marketing to Foster Sustainable Behaviors: Salt Lake City received a grant for Clean Air Neighborhoods, a neighborhood-based social marketing campaign to help residents negotiate barriers to public transportation, ride-sharing, biking and walking. Clean Air Neighborhoods is a collaborative initiative led by the Community Foundation of Utah, the Salt Lake City Division of Sustainability, and Breathe Utah. (Spring 2012)

Plans for 2015

With the generous support of six national investors, the Funders' Network will be coordinating two grant rounds for Partners for Places in 2015. Our leadership investors include: Bloomberg Philanthropies, the JPB Foundation, the Kendeda Fund, New York Community Trust, the Summit Foundation, and the Surdna Foundation. The Funders' Network and USDN are committed to growing and building this collaborative grant program over the next several years in close coordination with our funding partners, the Partners for Places selection committee, and with the participation of local matching funders. We welcome funders to consider joining this collaborative grant program, which promotes a healthy environment, a strong economy, and well-being for all residents in communities across North America.

More About P4P

For more information on the Partners for Places grant program, including the RFP and Frequently Asked Questions, please go to www.fundersnetwork.org/partnersforplaces.

Investors in Partners for Places

Partners for Places is made possible by generous support from Bloomberg Philanthropies, the JPB Foundation, Kendeda Fund, John D. and Catherine T. MacArthur Foundation, New York Community Trust, Summit Foundation, and Surdna Foundation.

Attachments

About TFN

Since 1999, the Funders' Network for Smart Growth and Livable Communities (TFN) has worked with foundations, nonprofit organizations, and other partners to address the environmental, social, and economic problems created by sprawling patterns of development and urban disinvestment. The Network believes that the suite of tools available to funders—investing, grantmaking, collaborating, convening, facilitating, and more—uniquely position philanthropy to play a leadership role in advancing smarter growth policies and practices that improve decision making about growth and development issues, leading to more prosperous, livable, and vibrant communities for all. From its inception, the Network has been committed to advancing not only triple-bottom-line returns for people, place, and prosperity, but also strategies that recognize the interconnected nature of the issues that grantmakers care about and outcomes they hope to achieve.

About USDN

The Urban Sustainability Directors Network is a peer-to-peer network of 135 sustainability directors from municipalities across North America who share best practices and foster innovative solutions to common problems. Cities are leading in the creation of policies and programs that enhance sustainability. USDN supports members in promoting successful ideas, policies and programs that make communities more livable.

USDN offers members peer-to-peer networking opportunities, ways to accelerate collaborative innovation through an Innovation Fund, and support for members to grow regional networks designed to expand the number of sustainability directors served by networks and/or to address specific issues. USDN members learn together in dozens of issue-focused groups and innovate together on dozens of teams overseeing USDN Innovation Fund-supported projects. To support implementation of proven innovations, USDN partnered with the Funders' Network for Smart Growth and Livable Communities in 2012 to launch Partners for Places. USDN also supports the half-dozen regional networks that its members have created through collaborative learning and funding opportunities.

Completed Projects and Results: Rounds 1-2

<u>Round I Grants</u>
The **Appleton (WI)** partnership completed the first season of a community-based urban farm, park, and job-training program, engaging diverse demographics in the community in urban agriculture and park stewardship. The grantee describes the project as the first formal social enterprise ever created in the Fox Valley region. This grant is our poster-child for success and engagement in countless ways, from the strong partnership between sectors to moving the needle forward on the projects multiple goals – community volunteerism and engagement, job training, creating a community supported agriculture program, and creating park space and trails from a former private golf course. The partners are seeking additional projects to undertake together.

Chattanooga (TN) successfully launched a mobile food market and grocery that serviced eleven urban food desert neighborhoods over a twelve-month period and helped meet needs identified in the City's Climate Action Plan. The YMCA was lead implementing agency for the Mobile Market. The project saw one major change in the core partner team, unfortunately, when the Mayor closed down the City's Office of Sustainability early in the grant term. The grant expenditure report showed that year one projected revenues from food sales were not meeting projections, with the market showing an operating loss of just under $24,000 It is worth noting that this is not unusual for mobile markets. The Mobile Market continues to operate and has a regular schedule of stops in several low-income neighborhoods.

Cincinnati's grant supported a new regional sustainability organization, Green Umbrella, which is partnering with the city's sustainability office and others to promote community awareness around sustainability issues and specifically to conduct a regional energy challenge campaign. The grant helped Green Umbrella create a network of funders supportive of regional sustainability initiatives, helped build the organization's capacity, and supported an energy challenge campaign in partnership with Greater Cincinnati Energy Alliance that resulted in 1,044 energy audits completed and 608 retrofits. Project partners developed impressive educational and marketing materials as part of the Energy Challenge campaign including a visually compelling online presence. The report notes that working relationships between Green Umbrella, the city, and local funders are continuing to build and strengthen through numerous other projects including a sustainability summit and a new bike share program in the city.

Miami-Dade County partners developed a web-based crowd-resourcing funding platform to recruit and fundraise for a wide range of resident-led, community placemaking and sustainability initiatives. The nonprofit, ioby, is the implementing partner expanding its grassroots and resident engagement fundraising model piloted in New York City to Miami-Dade. The grantee conducted extensive outreach to community-based and neighborhood groups throughout the county, provided training and fundraising workshops that led to 75 projects expressing interest in pursuing fundraising campaigns. At the time of the final report, 13 Miami projects were live on the ioby web site. The projects are tracked and measured using the county's Green Print sustainability plan initiatives and applying ioby's Performance Management System. Projects on the site range from a number of community gardening and food-related projects to resident composting projects to bike, pedestrian, and even paddling efforts. These projects are seen as a way of helping build greater civic engagement in the county, which is seen nationally as having the lowest measure of civic engagement of any major U.S. metro.

Salt Lake City implemented an alternative transportation element for the Clean Air Neighborhoods initiative to promote active and alternative transportation among residents in three city neighborhoods. The project developed free bike/walk/transit kits, local business coupons, educational newsletters, and collaborative community events to encourage city residents to take advantage of the expanding transit system and forego cars for other transportation modes. A SmartTrips program helped residents negotiate barriers to alternative transportation, with personalized information and maps delivered via bikers. The program also produced a series of short films featuring local residents and businesses that have successfully transitioned from automobiles to active and alternative transportation, including walking school bus and bike-shares. The films are being distributed on the websites of the city Sustainability Office's and the lead implementing partner, Breathe Utah. The program reached 5,000 households in three

neighborhoods, and partnered with 24 local businesses to provide community incentives and programs. Of the three locations, the pilot neighborhood reached earliest in the spring showed the strongest change in trips.

Round 2 Grants

Binghamton (NY) was successful in improving the energy efficiency of residential and commercial properties through promotion of the Green Jobs-Green NY program. The city increased awareness of home energy efficiency services by completing 187 audits, increased the success rates of clients participating with 46 retrofits completed, and achieved a modest job increase of ten jobs. The partners did not create an Energy and Climate Task Force due to "committee fatigue," but the project was monitored through existing city processes. Partners for Places opened up a new door for the city to pursue sustainability projects with funders, and the Hoyt Foundation has provided the city with a new grant of $50,000 to carry out a 2014 sustainability project. There was a transition in sustainability directors during this grant, but the city found a replacement quickly and she seems to have jumped right in and monitored the project well.

Milwaukee successfully instituted a demonstration bike share station from July to December 2013 and closed it for the winter. The $45,000 grant leveraged an additional $260,000 from eight different private supporters and $1.85M in capital funding with further funding in the pipeline to build out to 37 bike share stations. The demonstration project was instrumental in convincing stakeholders to lend support and taught Milwaukee Bike Share lessons in operations and maintenance before rolling out the full system. They noted that "sustainability funders" can extend beyond traditional public channels to include corporations and civic organizations. The partners learned that a successful relationship required trust and respect, which takes time and effort to maintain. The partners now meet regularly to discuss further implementation of the city's sustainability plan.

Portland hit its mark on almost every aspect of its project, which was to advance social equity through a revision of the city's Climate Action Plan. The project is producing a set of climate-planning tools, process and products that make Portland's effort more inclusive and establish a model for other cities across North America. The partnership is generating impacts beyond the scope of the grant including funding for other projects, such as a relationship building initiative for organizations working with communities of color and environmental nonprofits. The Portland team learned that the equity implications of a given Climate Action Plan action had more to do with the implementation of that action than the action itself, so they're creating an implementation guide.

The **Providence** Lots of Hope project transformed vacant land to urban farms, piloted compost stations in two low-income neighborhoods, and helped transition African immigrants into the community. City-owned vacant lots were leased to the land trust for the creation of both a market grower garden and a community garden. The partnership has led to further work in stormwater management and green infrastructure initiatives as well as on climate change more broadly. The grant leveraged a three-year $300,000 grant from the state and the land trust received a three-year $255,000 grant from the Department of Health and Human Services to continue to advance the initiative. They reported that getting buy-in from elected officials was key to success and it helped to engage other city departments in the design and implementation of the project. As others they learned that clear communication was vital, and they had to dedicate time for collaboration. Providence also received a grant in Round 4.

The **St. Louis** project partners set out to increase awareness and understanding of what sustainability means in a triple bottom line context. They were successful in building awareness and also ended up creating a sustainability funders group of ten local funders. They created a Sustainability Neighborhood Toolkit with how-tos, conducted a media campaign through their local public television station to motivate individuals to improve their neighborhoods, and ran a Small Grant Competition awarding $5,000 each to seven community groups to complete sustainability projects. Many groups report they will continue or expand their projects. Partners learned that requiring the community groups to report monthly on their progress helped ensure success; that they needed much more project oversight than they had anticipated (partners subsequently found a project manager), and that there are pros and cons working with a public media station. The local matching funders will continue to look for opportunities to work with the sustainability director and considering whether to engage a coordinator to help keep them on track while they recruit more philanthropic and corporate funders to join the group.

The "Love Em & Leave 'Em" project aimed to reduce organic waste, GHG emissions, and city costs by piloting a leaf mulching campaign instead of trucking leaves to city dumps in **Yonkers and New Rochelle**, NY. Yonkers already had a municipal program and was successful in expanding the reach of the program to landscapers and homeowners, while New Rochelle had to begin with the city parks department, school district, and the local college, who are all now mulching instead of carting away waste. They learned that having the mayor support the marketing messages was key and that cities should mulch first on their properties to lead by example. They also learned that landscapers learn better from other landscapers or an equipment dealer rather than an environmental non-profit and that they had to address the concerns of each stakeholder in order to overcome barriers. Moving forward, the foundation hopes to partner with Yonkers on projects related to their energy master plan. The New Rochelle sustainability director left and a new one was hired. While there's not been enough time to establish a new relationship with the new director, New Rochelle has joined the regional energy action consortium—through which much of this work has been done—and has expressed interest in its programs.