A How-To Guide for Unleashing the Potential of Public-Philanthropic Partnerships Based on Lessons Learned from the Sustainable Communities Initiative

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
HUD.GOV

This page intentionally left blank.

A Message from

HARRIET TREGONING

PRINCIPAL DEPUTY ASSISTANT SECRETARY
OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT

Over the last several years HUD has experimented with different types of community engagement and support. From supporting local governments collaborating with their neighbors to create regional plans for sustainable development (Sustainable Communities Initiative), to doubling down on coordinated federal assistance for distressed cities (Strong Cities, Strong Communities), to catalyzing public-private partnerships focused on revitalizing individual neighborhoods with clear goals and metrics for improvement (Promise Zones), we've learned a lot about how to effectively support communities and meet them where they are. Throughout these initiatives we have worked side-by-side with philanthropy, aligning our efforts with their long-standing community engagements and investments to serve and lift up distressed neighborhoods and under-represented residents.

These lessons are embodied in this report, ***Scaling Solutions***, and presented to be useful to government at every level; to philanthropic institutions eager to share the knowledge and networks they have amassed through their pioneering, leading edge work, and ultimately to benefit communities searching for strategies for addressing the disparities in a wide range of outcomes – from health and life expectancy, to education, employment and wealth accumulation – and for creating greater economic opportunity and mobility. It is a guide for public, philanthropic, private, and nonprofit entities looking for effective ways to partner with other organizations around common goals, and it is informed by the lessons we learned working with philanthropy at all scales in the Sustainable Communities Initiative.

These new strategies were shaped in many ways by the effects of the Great Recession, which accelerated a global restructuring of the economy that is still reverberating in communities across the country. The challenges that face us going forward are profound. Many living wage jobs that were lost during the recession have not returned. The uneven economic recovery has intensified income inequality, which is further exacerbated by the persistence of racial and ethnic concentrations of poverty in our country, often going back for half a century or more. Communities and governments at every level will not only face these economic challenges but will also be confronted with a changing climate – with sea level rise, increasing temperatures, and the increasing frequency and severity of extreme weather, the effects of which will fall hardest on those with the least means to address the challenge: the poor, the elderly, immigrants, and communities of color – populations that are frequently located in the areas most vulnerable to climate disasters.

These growing challenges are not necessarily accompanied by growing budgets to address them. Going forward, it seems clear that localities, states, and federal agencies, along with their partners in the nonprofit sector and in philanthropy, and perhaps with private sector entities, are going to

increasingly need to align their goals and their interests and collaborate to solve these immense problems. It is not necessarily a bad thing that we no longer have the money in each of our organizations, and in each of our geographies, to go it entirely alone. Winston Churchill during World War II was said to declare, "Gentlemen, we are out of money. Now we shall have to think!"

Certainly we here at HUD have found that our efforts to think creatively about how we achieve our mission and how we collaborate with others have been innovative in both design and execution (as you will see in the report), exciting for the staff working on those new efforts, and in many cases, hugely effective. We believe that the need to take these collaborative approaches will only increase in the future. Every public investment must now be made to serve multiple purposes to stretch the benefits of federal dollars as far as they can go. For example, the urgent needs of U.S. infrastructure – from roads and bridges to transit and stormwater systems – require a coordinated response. The planning and design of those infrastructure projects will need to be done in partnership with multiple sectors to realize a broader range of benefits – benefits to communities in terms of revitalization and place-making; equitable access to public services; long-term employment; and increased resilience to a changing climate.

One effort here at HUD to demonstrate this collaborative principle when it comes to infrastructure was the National Disaster Resilience Competition. This national effort was designed to get states and communities recovering from natural disasters to use the best science and data to understand not just their recovery needs, but their risks and vulnerabilities with respect to *future* disasters. HUD's partnerships with philanthropy and with non-profits included Resilience Academies to help states and localities increase their understanding of those risks and vulnerabilities and to design approaches that assisted in their disaster recovery, increased their resilience to future disasters, and that created benefits that communities would experience every day, not just when disaster strikes.

Scaling Solutions is more than a compilation of lessons learned; it is a playbook for government and philanthropy to continue to build collaborative partnerships that will enable us to collectively tackle the great challenges of our time. While every organization might wish for more funding to address its needs, the benefits of collaboration transcend mere dollars. The skills, the knowledge, and the *crucial ability to play key roles* that the other partners can simply never play have enormous value. The approaches outlined in ***Scaling Solutions*** have been picked up by other federal agencies and by philanthropies large and small, but they deserve even more attention. Cross-sector partnerships not only expand the pool of expertise and abilities available to tackle complex issues; they also provide the space for invention and discovery of new strategies to support resilient, healthy, and inclusive communities.

Harriet Tregoning
Principal Deputy Assistant Secretary, Office of Community Planning and Development

04

Abstract

This report investigates the distinctive partnerships forged between local government, federal government, and philanthropy in HUD's Sustainable Communities Initiative (SCI). This report was created by HUD's Office of Economic Resilience and HUD's Office for International and Philanthropic Innovation.

05

Foreword

Dr. James M. Ferris of the University of Southern California provides important context for this report with a depiction of the current landscape of place-based and cross-sector practices and the forces at play that are catalyzing public-philanthropic partnerships, leveraging the strengths of government and philanthropy.

06

Ch.1: Introduction to the SCI

Chapter 1 features an Introduction to the Sustainable Communities Initiative. SCI was HUD's signature program under the interagency Partnership for Sustainable Communities. This chapter contains a brief overview of the SCI, the SCI grantees, and the roles that philanthropy played during the initiative.

10

Graphic: Philanthropic Roles

This graphic highlights the roles that philanthropy played during the HUD Sustainable Communities Initiative with a brief description of each of these roles. Roles played by philanthropy during the SCI included: advocate, narrator, capacity builder, network weaver, thought partner, and convener.

11

Ch.2: Strategies for Success

Chapter 2 delves deeper into the workings of philanthropic-public sector partnerships and outlines specific strategies that actors can take to initiate or strengthen cross-sector collaborations. The strategies are tailored to three distinct audiences – philanthropy, local and regional agencies, and the federal government.

24

Ch.3: Case Studies from SCI

Chapter 3 features case studies from twelve SCI grantees that effectively partnered with local, regional, and/or national philanthropies throughout the course of their planning projects. Pages 24 and 25 feature a matrix of these case studies, identifying the grantee, philanthropic partners, and highlights from their partnerships.

56

Conclusion

The Office for International and Philanthropic Innovation offers concluding thoughts and key takeaways from the guide. This conclusion identifies recent place-based efforts that indicate an increased willingness on the part of federal government to partner with philanthropy.

58

Bibliography

The bibliography cites the research works and the phone and personal interviews that informed the preparation of this report.

ABSTRACT

From 2010-2016, the U.S. Department of Housing and Urban Development (HUD) administered a $250 million grant program that funded multi-jurisdictional partnerships across the country to advance local goals for sustainability, equity, and long-term resilience. This program, the Sustainable Communities Initiative (SCI), represented a significant shift in the federal approach to community and economic development towards one that favored cross-sector collaboration, flexibility, and innovation. SCI embodied a "place-based" approach: a model for improving the federal government's coordination and responsiveness to community needs, targeting resources in specific locations to yield efficiencies of scale. A place-based program is driven by local leaders and guided by a comprehensive view of the interwoven dynamics that affect the quality of life, economic competitiveness, sustainability, and resilience of a place, whether it is one neighborhood or a multi-state region.

At the regional and local levels, SCI partners formed new alliances among public, private, philanthropic, and nonprofit sectors to both apply for, and implement, their HUD grants. The experience of SCI grantees and partners offers important lessons about the conditions and strategies most conducive to effective collaborations that unite skills and resources to solve complex problems and help communities thrive.

Scaling Solutions investigates the distinctive partnerships forged among local government, federal government, and philanthropy in HUD's Sustainable Communities Initiative. This report was created by HUD's Office of Economic Resilience (OER) within the Office of Community Planning and Development, and HUD's Office for International and Philanthropic Innovation (IPI), and the findings were derived from interviews conducted with HUD staff, SCI grantees and their philanthropic partners, and other stakeholders involved in the SCI program.

The report begins with an overview of the diverse roles foundations played in the SCI that expand beyond the traditional norm of philanthropy as funder. It then presents strategies for building successful cross-sector partnerships tailored to three distinct audiences: philanthropic institutions, local and regional governance bodies, and federal agencies. Grounded in the belief that these lessons are replicable, the report concludes with a discussion of how these findings might inform future community development engagements with philanthropy at the local and federal levels. This report is intended as a guidebook for philanthropy, local and regional governance bodies, and federal agencies seeking to work across borders for comprehensive solutions that pool strengths and leverage investments.

FOREWORD

by James M. Ferris

Director, The Center on Philanthropy and Public Policy, University of Southern California
Professor and Emery Evans Olson Chair in Nonprofit Entrepreneurship and Public Policy,
Sol Price School of Public Policy

There has been a focus, energy, and commitment to building stronger communities by leveraging the strengths of government, philanthropy, and business in recent years. In the process, there is recognition that more can be accomplished when working together than alone, if the costs of partnerships can be overcome. As a consequence, changing perspectives, new frameworks, and evolving practices that unleash partnerships that blend the best of each sector are emerging. The Sustainable Communities Initiative is a striking example that brings the potential of cross-sectoral partnerships into sharp relief.

Scaling Solutions demonstrates three important forces at play: (1) a new generation of place-based efforts that are linked to market forces and public policy; (2) a greater recognition on the part of foundations that assets extend beyond their grant dollars to include their leadership, knowledge and connections; and (3) an increased willingness to partner both within each sector as well as across sectors.

Place-based philanthropy provides a platform for viewing communities – of varying sizes – as systems in which geography acts as a fulcrum for linking place-based initiatives to local, state and federal policies and regional economies. This frame creates a range of opportunities for developing collaborations within philanthropy and partnerships across sectors that can develop strategies and practices that advance community impact.

At the same time, foundations understand that scaling their impact requires they go beyond grantmaking and use all of their assets. Philanthropy can leverage their knowledge and connections to provide leadership in the community, build networks of stakeholders and connect them to expertise and ideas gleaned from other places, and catalyze partnerships both in the community and with national foundations as well as with state and federal governments to galvanize action on behalf of communities.

Consequently, a new mindset that values cross-sectoral collaboration is providing an impetus to break down barriers and cross boundaries. The belief that more can be accomplished together is leading to smarter strategies and more effective practices that hold great promise as the cases documented here demonstrate.

CHAPTER 1

Introduction to the Sustainable Communities Initiative

In a time of complex social, economic and environmental challenges and dwindling government dollars, stakeholders working in the social sector increasingly seek ways to leverage investments and make the best use of all available resources. The scale and complexity of many of today's problems – be it climate change, economic restructuring, or intergenerational poverty to name just a few – exceed the ability of any one sector to solve them alone. Interdisciplinary partnerships, such as those between philanthropy and the government sector, allow leaders to test new solutions, adopt those that are successful, and institutionalize them for lasting benefit.

Despite the promise of cross-sector collaborations, it is not always natural for philanthropy and government to team up, and ingrained assumptions on both sides limit such partnerships. Philanthropies, for example, are wary of being viewed as a source of replacement money for public sector funding and are not typically drawn to the business-as-usual agenda of government. Philanthropies and the community-based organizations they tend to work with may regard the government sector with a degree of suspicion, whether as the result of perceived injustices for groups left out of the public policy process, apprehension about the limitations of bureaucracy, or the instability that accompanies political cycles.

Working with philanthropy can help government become more nimble and creative, and adds a degree of flexibility to highly regulated federal grant and assistance programs

Although these perceptions may have their basis in reality, they do not do justice to the positive potential effect of collaboration. Working with philanthropy can help government become more nimble and creative, and can add a degree of flexibility to highly regulated federal grant and assistance programs. For philanthropy, working alongside the federal government can leverage large federal investments, and accelerate large scale changes in policy and practice that touch every community in the country. Federal agencies can take innovative models to scale in a way that philanthropy could not do alone. On the local level, philanthropy can increase the impact of its work and affect institutional change through partnerships with the local agencies that make decisions about public policy and investment. Each sector brings distinct skill sets, knowledge, and networks that can be deployed and cross-fertilized in powerful ways.

The U.S. Department of Housing and Urban Development (HUD) recognized the value of cross-sector partnership and actively engaged philanthropy through its Sustainable Communities Initiative (SCI). SCI was HUD's signature program under the interagency Partnership for Sustainable Communities. The Partnership formed in June 2009 amidst a growing recognition that the siloed federal approach to community development was often costly, complicated, and inconsistent. Three federal agencies – HUD, the U.S. Department of Transportation (DOT), and the U.S. Environmental Protection Agency (EPA) – initially joined forces to coordinate investments and align policies. The Partnership also worked

closely with the U.S. Department of Agriculture (USDA) to ensure that their efforts would support economic growth, sustainability, and community development in rural areas.

The Partnership worked with state and local governments, nonprofit organizations, and other stakeholders to dismantle federal regulatory and policy barriers that were hampering local innovation. The agencies realized they could more efficiently meet multiple objectives with each public dollar spent. More importantly, the Partnership improved the responsiveness of the federal government to forward-thinking communities that were working hard to become economically competitive and environmentally sustainable.

When HUD launched the SCI in 2010, the program embodied the Livability Principles[1] of the Partnership for Sustainable Communities. It supported multijurisdictional and cross-sector partnerships, promoted regional collaboration, and set a higher bar for public engagement and integration of social-justice issues in decision-making processes. The initiative consisted of two competitive grant programs that funded multi-year planning processes in FY2010 and FY2011, which together awarded $250 million to 143 regions and communities across the country, covering 40% of the U.S. population. These two programs included:

SUSTAINABLE COMMUNITIES REGIONAL PLANNING GRANT PROGRAM

Seventy-four (74) Sustainable Communities Regional Planning Grants[2] were awarded to multi-jurisdictional consortia comprised of diverse partners that sought to determine how to best target housing, economic and workforce development, and infrastructure investments with the goal of equitable and sustainable regional growth. These grants supported both the creation of comprehensive regional plans as well as implementation strategies for existing plans.

COMMUNITY CHALLENGE PLANNING GRANT PROGRAM

Sixty-nine (69) Community Challenge Planning Grants[3] were awarded to individual jurisdictions for more localized projects that reduced barriers to achieving affordable, economically vital, and sustainable communities. Projects included zoning ordinance reforms, green building codes, affordable housing preservation, transit station land-use plans, and other targeted strategies.

CAPACITY BUILDING FOR SUSTAINABLE COMMUNITIES PROGRAM

As a part of the SCI, HUD also awarded $10 million to national non-profit organizations to provide expertise, capacity building and technical assistance to grantees of both the Regional Planning and the Community Challenge Planning grant programs, in tandem with the grant management and coaching provided by HUD. These capacity building organizations were chosen through a competitive grant

---

[1] Partnership for Sustainable Communities Livability Principles: 1. Provide more transportation choices. 2. Promote equitable, affordable housing. 3. Enhance economic competitiveness. 4. Support existing communities. 5. Coordinate and leverage federal policies and investment. 6. Value communities and neighborhoods.
See more information at: https://www.sustainablecommunities.gov/mission/livability-principles

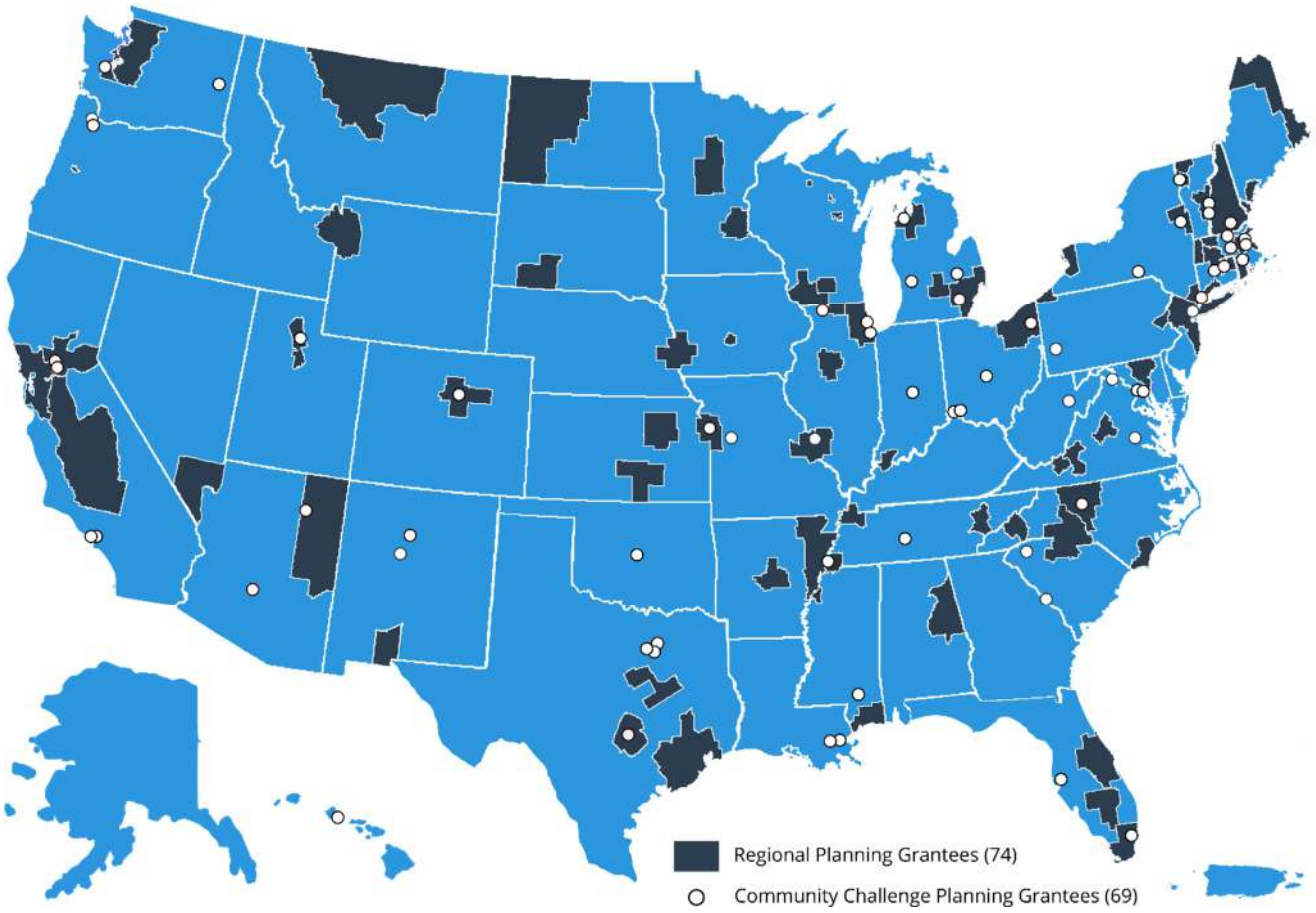
[2] http://portal.hud.gov/hudportal/HUD?src=/program_offices/economic_resilience/sustainable_communities_regional_planning_grants

[3] http://portal.hud.gov/hudportal/HUD?src=/program_offices/economic_resilience/HUD-DOT_Community_Challenge_Grants

process to provide direct and remote technical assistance, foster peer and cohort learning, and develop troubleshooting resources for grantees.

HUD's SCI broke through traditional norms, involving philanthropies early on in the design of the SCI program and in diverse roles throughout the grant program. SCI sent a signal around the country that the federal government believed communities were the most effective guides in planning for their own future, addressing issues of economic growth, sustainable and equitable development, transportation and housing in a comprehensive and integrated way – a holistic, locally-driven approach that has become known as "place-based."

SCI GRANTEE MAP: FY2010-FY2011



That signal was not lost on philanthropic leaders, many of whom had been funding initiatives comparable to SCI for years but at a much smaller scale. To tap the expertise of the philanthropic sector, HUD met with foundation leaders, in addition to other stakeholders, to discuss their ideas about the design and implementation of the SCI program. With the assistance of The Funders' Network for Smart Growth and Livable Communities, several foundation staff joined interagency review teams to score applications and provide an external perspective. Those early entry points for philanthropy created a strong stake in the success of the program. Once the SCI program was launched and grants awarded, the focus shifted from program design to helping grantees succeed. Philanthropies of all

sizes engaged in a variety of ways on the ground, from leading and participating in grantee consortia and advisory groups, matching funding commitments, mobilizing other partners, strengthening communications and advocacy, and much more, detailed in the grantee case studies found in this report.

From conception throughout implementation of SCI, HUD realized that pairing federal resources with support from the philanthropic community created a mutual stake in success, collective impact, and accountability. The aspiration was to normalize a way of working with external partners within the federal government, and SCI was among the earliest innovations on this front. For this reason, it is imperative to capture the successful strategies and approaches employed by the SCI innovators. ***Scaling Solutions*** represents a field-tested guide to facilitate and strengthen cross-sector partnerships with the hope of replicating these successes in other contexts and places.

HUD realized that pairing federal resources with support from the philanthropic community created a mutual stake in success, collective impact, and accountability

Scaling Solutions seeks to highlight the diverse roles philanthropies played in support of HUD's SCI and in doing so, to expand the recognition of philanthropy as a valuable thought partner in community development work. Drawing on the experience of SCI grantees and partners, Chapter 2 provides a set of strategies that philanthropies, local and regional governance entities, and federal agencies can use to facilitate cross sector partnerships and assess how their own strengths and limitations can impact these collaborations. Philanthropy can play a range of different and valuable roles in cross-sector partnerships, such as acting as a convener, advocate, or capacity builder, but foundations are most frequently identified solely as a funder. The strategies outlined for philanthropies demonstrate the ways that they can fulfill these other roles and take advantage of partnerships with the public sector to magnify their impact. The strategies for local and regional entities, such as city governments, metropolitan planning organizations (MPOs) or regional councils, are methods that communities can use to maximize the benefits of a partnership with philanthropy. The strategies for federal government focus on ways to facilitate cross-sector collaboration and make it easier for philanthropy to partner with government.

Chapter 3 contains twelve case studies of SCI grantees to illustrate how these roles and strategies played out in communities across the country. Finally, the Office for International and Philanthropic Innovation (IPI) offers concluding thoughts on the lessons learned from the SCI experience and how the collaborations that occurred under the grants are influencing the way the federal government approaches partnerships with philanthropy.

To inform this report, interviews were conducted with funders, grantees, HUD staff, and other stakeholders involved in the SCI program. These interviews took place starting in the fall of 2015 through the spring of 2016. The insights captured in the interviews were supplemented with outside research on the evolving field of philanthropy and place-based interventions.

PHILANTHROPIC ROLES

This graphic highlights the roles that philanthropy played during the HUD Sustainable Communities Initiative. A brief description of each of these roles is below.[4]

NETWORK WEAVER

Philanthropies used their vantage point to cross-pollinate projects, create peer learning networks, and connect SCI grantees to potential investors

CAPACITY BUILDER

Philanthropies helped build essential organizational and leadership skills needed to advance SCI projects through direct staff support, training, and added capacity

THOUGHT PARTNER

Philanthropies were co-creators and core leaders of SCI plans, shaping the direction of the work and changing public sector perceptions about when and how to engage philanthropy

NARRATOR

Philanthropies used their expertise in storytelling and marketing to shape the narrative of SCI collaborations, improve public sector outreach methods among diverse audiences, and elevate key issues

ADVOCATE

Philanthropies wielded their influence to raise the profile of innovative projects and leaders, galvanize implementation, and reinforce accountability

CONVENER

Philanthropies created a neutral and inclusive space for new collaborations to form, and leveraged their networks to bring diverse voices to the table

[4] Adapted from Hacke, Robin; Wood, David; Urquilla, Marian. "What Can Foundations Do to Foster Community Investment? 10 Roles for Philanthropy". The Kresge Foundation and Initiative for Responsible Investment.

CHAPTER 2

Strategies for Success: Lessons for Philanthropy, Local and Regional Agencies, and the Federal Government

The following section delves deeper into the workings of philanthropic-public sector partnerships and outlines specific strategies that actors can take to initiate or strengthen cross-sector collaborations and take full advantage of the diverse roles philanthropy can fulfill. The strategies are divided and tailored to three distinct audiences: philanthropy, local and regional governance bodies, and the federal government. A selection of case studies in the next chapter illustrates how these strategies were employed by philanthropic and public sector partners in the SCI grant program and identifies the primary roles that philanthropy assumed in each case.

STRATEGIES FOR PHILANTHROPY

The strategies provided below are designed for philanthropic institutions, such as community foundations, family foundations, charitable trusts, and corporate philanthropy. While government and philanthropy often seem to occupy separate spheres, the advantages and skillsets of each sector are complementary and can result in productive partnerships.

Philanthropy operates in an environment that is shaped to a large extent by public policies and investments. By collaborating with the public sector, philanthropies can accelerate the structural changes necessary to achieve their goals, such as increasing academic and economic opportunity, or improving health outcomes for marginalized populations. This means that foundations can scale up the best practices, theories of change, and successful approaches honed through their own investments and programs.

Finding ways to more effectively partner with the public sector also allows philanthropy to exercise the full extent of its skillset and expertise. Philanthropy can play a wide variety of roles in place-based initiatives like SCI, yet it is a common perception in the public sector to consider foundations solely as grantmakers. The following strategies can help tap the abilities and knowledge of philanthropy that would be enormously useful to local and regional stakeholders outside the philanthropic community.

- **Serve as a convener**
- **Leverage government investments**
- **Build communities' capacity**
- **Be an advocate**
- **Share philanthropic knowledge and perspective**
- **Weave networks of practitioners to facilitate peer learning and cross-pollination of initiatives**
- **Tell the story and elevate key issues**
- **Provide guidance on "fundable" projects**

- **Align grantmaking priorities with a community's plan or vision**
- **Explore partnerships between large (national) and small (local) philanthropies**

SERVE AS A CONVENER

In a number of regions, philanthropies were the leaders drawing people together in support of the SCI grant. They helped to broker new partnerships and turn the page on negative associations that had hindered cross-sector collaboration in the past, particularly between planning entities and community-based organizations. Philanthropies leveraged their longstanding relationships with nonprofit and community-based organizations to build an inclusive regional table and ensure that diverse voices were heard, particularly communities traditionally excluded from public planning processes. Acting as a convener, philanthropy can provide the neutral space for collaborations to form, drawing on a wide range of representatives from the nonprofit and private sectors to partner with local and regional governance entities.

LEVERAGE GOVERNMENT INVESTMENTS

Many regional and local philanthropies provided the matching funds needed to allow their community to compete for an SCI grant. Philanthropy can provide the complementary, flexible funding that has proved critical to the SCI grantees – funding that can support operations, strengthen organizational and leadership capacity to seek federal grants, and enhance communications capacity necessary for telling the story of these initiatives in a compelling and clear way. Coupling philanthropic and public sector funding can help steer government investments towards more innovative approaches.

BUILD COMMUNITIES' CAPACITY

Organizational and leadership capacity is a precursor for the effective use of funding, whether public or private. However, capacity remains an issue in many places, particularly in smaller communities where technical expertise and available staff time can be scarce. During SCI, where HUD dollars were used for the planning process, philanthropies often provided direct staffing or funded additional staff capacity and training for SCI grantees. This support brought philanthropy's expertise into the public sector. Through capacity building, philanthropy also empowered residents, especially residents of low-income neighborhoods and communities of color, to participate in public planning processes for the first time.

BE AN ADVOCATE

Philanthropy served as an advocate on behalf of SCI projects and elevated priority actions. In some cases, philanthropy advanced important regulatory or legislative changes necessary to move innovative work forward. Given the prominence of philanthropies in their community, they can lift up the accomplishments and outcomes of work like the SCI plans in a way that can make planning processes more tangible and galvanize implementation, reinforcing accountability to deliver on the plans created with the SCI grants. Philanthropy can wield their influence as an advocate to champion innovative and challenging projects, shape an environment conducive to their goals, and amplify the work of leaders in rural and tribal areas to a broader audience.

SHARE PHILANTHROPIC KNOWLEDGE AND PERSPECTIVE

Philanthropy's expertise and perspective are extremely valuable to the field of community development. The best practices, pilots, and opportunities that funders often discuss amongst themselves can be shared broadly outside the philanthropic community for greater impact. At the same time, there is a need for sharing lessons learned from place-based initiatives *within* the philanthropic community. Much of the learning about program design occurs over the course of carrying out an initiative with foundation staff – valuable information that is not captured in program evaluation but rather becomes institutional knowledge. This type of knowledge can benefit anyone interested in pursuing similar cross-sector place-based work.

GRANTEE SNAPSHOT: GREATER DES MOINES, IA

Philanthropies in the Greater Des Moines, IA area leveraged their knowledge and existing relationships to ensure coordination between the work led by the Des Moines Area MPO under a HUD Sustainable Communities grant – The Tomorrow Plan – with a broader visioning effort already underway in central Iowa, known as Capital Crossroads. As a co-chair of the Capital Crossroads project, the Community Foundation of Greater Des Moines worked with the Des Moines Area MPO to bring the co-chair of the Tomorrow Plan onto the Capital Crossroads leadership team to serve as "tri-chair," resulting in cross-pollination of ideas between the two initiatives.

The Community Foundation of Greater Des Moines and Bravo Greater Des Moines, a regional funder for arts and culture, have since aligned their grantmaking priorities with the goals of the Tomorrow Plan. Nonprofits seeking funding from the Community Foundation can request a letter of support from the Des Moines Area MPO on behalf of the Tomorrow Plan certifying that the proposed project has a direct connection to the regional vision of the Tomorrow Plan. https://dmampo.org/the-tomorrow-plan/

WEAVE NETWORKS OF PRACTITIONERS TO FACILITATE PEER LEARNING AND CROSS-POLLINATION OF INITIATIVES

Philanthropy is adept at networking with peers, building learning environments among grantees, and sharing information in a variety of forums. Philanthropies involved in SCI grants arranged tours to other regions to learn about different governance structures, trouble-shoot on shared challenges, and spark new ideas. In some regions, philanthropies were deliberate about connecting SCI work with other planning efforts happening concurrently in region. This reduced duplication of efforts and encouraged synergies among multiple regional initiatives. Philanthropy can provide a great service to other communities that are interested in the new approaches developed through SCI and other place-based programs by facilitating learning forums and connecting practitioners.

TELL THE STORY AND ELEVATE KEY ISSUES

Local government entities and community-based organizations relied on their philanthropic partners to bring their communications skills to the table and help amplify the successes and benefits of their collaborative work. In a few instances when SCI grantees were having trouble communicating their work effectively, their philanthropic partners stepped in to clarify the narrative around these projects using their reputation and record of serving the community as a trusted, neutral partner. By helping to tell the story of the SCI work, philanthropy elevated issues like equity to the level of regional discourse and broadened the perspective of their public sector partners.

PROVIDE GUIDANCE ON "FUNDABLE" PROJECTS

Philanthropic partners have helped SCI grantees identify specific projects within their larger body of work that might appeal to other funders. Philanthropies are in a unique position to facilitate implementation and match projects to the appropriate funders within their network where they know that missions and goals align. More than simply making the connection, philanthropy can provide valuable advice on packaging and pitching these projects and help make them more competitive in other grant application processes.

ALIGN GRANTMAKING PRIORITIES WITH A COMMUNITY'S PLAN OR VISION

The SCI program influenced the way many philanthropies do business in much the same way it informed HUD's practices. Some philanthropies revised their own grantmaking criteria to align with the priorities of the SCI work, launched new unrestricted giving campaigns, or required grant applicants to demonstrate a connection to a region's SCI plan. Such revisions of grantmaking priorities can help philanthropy align their support with urgent community needs and a clear vision identified through a robust public participation process backed by data.

EXPLORE PARTNERSHIPS BETWEEN LARGE (NATIONAL) AND SMALL (LOCAL) PHILANTHROPIES

Collaborations within the philanthropic community around place-based initiatives can be another impactful way to break out of silos and explore new terrain. In a number of SCI regions, philanthropies at different scales joined forces to support an SCI grant, drawing on their distinct advantages. Community foundations have extensive knowledge of local politics, relationships, and the history of the region in which they operate. They are by their nature deeply embedded in their community and can be more patient with their investments. However, community foundations often don't have substantial discretionary money to play with. Larger national philanthropies have access to a larger pool of capital that allows them to take greater risks to experiment or try out new approaches. National philanthropies also offer the platform and connections that can take a project to the next level. Working in partnership, national foundations and community foundations can make targeted social impact investments and ensure that underrepresented populations have a voice and a place in local decision-making processes.

STRATEGIES FOR LOCAL/REGIONAL AGENCIES

The following strategies are intended for local leaders – whether they are city, county, tribal or regional governance bodies, or public agencies. These are the actors that ultimately have the power over local policies and public investments that can shape entire regions. For example, a number of SCI grantees applied for HUD funding because their regions were undertaking major expansions of their transit systems. These are once-in-a-lifetime investments that on the surface look like a straightforward transportation project but in fact bear implications for housing affordability, job access, child care, small business development, and other related issues.

In a number of cases, the SCI grant marked the first time a regional agency or an MPO had partnered directly with philanthropy, while other communities might have drawn on a pre-existing relationship with foundations. There was a learning curve, but many SCI grantees established lasting partnerships with their local philanthropies that changed the way both entities operate. It is worth noting that many communities were able to sustain these relationships beyond the duration of the federal grant. The experiences of these grantees have provided useful lessons for how to approach philanthropy, and how to overcome some of the preconceived notions that are prevalent in both sectors to create a cooperative relationship that is mutually beneficial.

- **Engage philanthropy early in the process and treat them as a thought partner**
- **Invest in building relationships and trust**
- **Leverage or align public investment**
- **Make it attractive and easy for philanthropies to engage local government**
- **Track outcomes and success through data and performance metrics**
- **Create a trusted, apolitical vehicle for investment**
- **Maintain dedicated leadership and a consistent point of contact**
- **Invest in communications and storytelling**
- **Take advantage of the input of philanthropic partners to adopt an implementation mindset**

ENGAGE PHILANTHROPY EARLY IN THE PROCESS AND TREAT THEM AS A THOUGHT PARTNER

Early engagement is a defining characteristic of successful collaboration. Co-creation of any project cultivates a sense of ownership, responsibility, and mutual respect. Philanthropies provide important services to the communities in which they operate. Local government would do well to move beyond viewing philanthropy solely as a grantmaking entity and engage them as a thought partner. They have valuable experience and insights that they can bring to bear on complex issues. Early engagement with philanthropy will not only ensure a solid foundation for collaboration at the outset of a project, but will also establish the sense of ownership that is critical to the continuity of any place-based initiative.

INVEST IN BUILDING RELATIONSHIPS AND TRUST

It takes time to cultivate a working relationship with any partner, particularly when working across sectors. During SCI, philanthropies often engaged with partners they knew and with whom they had some pre-existing relationship. Philanthropies can fulfill many essential roles in a place-based initiative beyond funding, and are often wary of being perceived simply as a grantmaker. When building a relationship from scratch, successful public sector partners included potential philanthropic partners in important discussions and decisions, solicited their input, kept them apprised of progress through regular updates, and maintained ongoing communication. The personal networks established through SCI helped the work to naturally evolve after the conclusion of the grant. A relationship with a philanthropy does not need to start with an ask, and the strongest ones can evolve from informal information sharing and exploring opportunities to collaborate. Impromptu exchanges allowed ideas to blossom, hatched new projects, and enabled information sharing without pressure or undue expectations.

GRANTEE SNAPSHOT: NEW RIVER VALLEY, VA

The New River Valley Regional Commission and the Community Foundation of the New River Valley are continuing to work in tandem to co-lead the New River Valley Livability Initiative, funded by an SCI Regional Planning grant. The Regional Commission possessed advanced technical capabilities for the data analysis and needs assessment work required for the grant, while the Community Foundation provided key support as a convener and non-governmental facilitator for the cross-sector Livability Initiative Consortium.

The Community Foundation also became a strong advocate for the Livability Initiative and helped the consortium develop new citizen engagement tools to enhance community involvement. The Regional Commission and the Community Foundation continue to sustain the Livability Initiative network and promote implementation projects. The Livability Initiative led the Community Foundation to launch an unrestricted giving campaign that aligns investment with the community priorities identified in the regional planning process.
http://nrvlivability.org/

LEVERAGE OR ALIGN PUBLIC INVESTMENT

Public sector funding can be a precondition for philanthropic or private investment and sends a signal to philanthropies about the level of commitment to a particular project or issue. Before embarking on a joint enterprise with the public sector, philanthropy will consider the viability of that project and whether it represents an authentic expression of the community's needs. By proposing a public investment that can be leveraged in strategic ways, local government can encourage private and philanthropic investment and mitigate some of the perceived risk when pioneering new and innovative

approaches to community development. Election cycles and political considerations can cause concerns about consistency and longevity for philanthropies. An explicit commitment by the public sector to invest in a multi-year investment like the SCI program, with a longer timeframe for delivering results, can provide confidence that an initiative will survive political transitions. Local leaders also can demonstrate public support to local philanthropies and generate momentum through strong partnership agreements and memoranda of understanding, substantive engagement of community members, and targeted public policy initiatives.

MAKE IT ATTRACTIVE AND EASY FOR PHILANTHROPIES TO ENGAGE LOCAL GOVERNMENT

SCI grantees that were thoughtful and deliberate in crafting their pitch to philanthropy were the most successful in building strong working partnerships. This means understanding the mission, values, and current priorities of a foundation, and aligning those values with the objectives and expected outcomes of the project. Foundations have mission-driven guidelines that govern their grantmaking and must demonstrate to their board and donors how any potential engagement will fulfill the goals of the institution. For example, the SCI commitment to advancing social equity and the required involvement of diverse community members in project decision-making often aligned with the approaches and priorities of philanthropy. Philanthropies should be able to understand what a project can offer and how it could be beneficial for them to engage. This requires local government to take stock of the assets, capacities, and challenges they bring to the table and to have a clear sense of the ultimate objectives for the partnership.

TRACK OUTCOMES AND SUCCESS THROUGH DATA AND PERFORMANCE METRICS

Everyone wants a return on investment – of time, of effort, of money. Establishing a transparent system for evaluating impact and monitoring progress is important for all stakeholders, and can make a significant difference in a potential partnership with philanthropy. The public sector (state and city government or MPO) can bring much-needed data and analysis capabilities to a cross-sector partnership.

CREATE A TRUSTED, APOLITICAL VEHICLE FOR INVESTMENT

Any funder will evaluate risk before making an investment. Many SCI grantees found that philanthropies invested in the types of projects and grantees they were most familiar with. As many SCI lead grantees were government bodies, some created new entities that could receive investment from a variety of different sources. For long-term partnerships, these entities can offer a neutral vehicle for non-governmental investors with established parameters for the use of funding and performance measures that are a step removed from the regular operations of government.

MAINTAIN DEDICATED LEADERSHIP AND A CONSISTENT POINT OF CONTACT

Having a dedicated staff lead is critical to the successful management of any multi-sector place-based initiative. With so many diverse partners engaged in this type of project, it is essential to know who is

taking the lead on organizing the table, monitoring progress, and making sure the ball is moving forward. Particularly in smaller organizations, staff can be stretched thin on multiple projects. Grantees that successfully navigated the leap from planning to implementation were often those that had consistent, strong leadership: a dedicated staff person or core group that gained expertise and built networks over the course of the project, convened stakeholders and kept diverse sectors united behind the common vision that emerged from the SCI grant.

In several cases, the project leaders transitioned across sectors in newly created capacities to move the SCI work forward, with philanthropic leaders joining public sector institutions and vice versa. These transitions reinforced the bonds between government and philanthropy. They also allowed the knowledge gained from SCI to permeate the operations and cultures of essential institutions at the local level that would be key to implementation of the SCI plans. Empowering a leader or director to coordinate a project from inception to implementation provides a sense of stability and continuity.

GRANTEE SNAPSHOT: EAST ARKANSAS

The East Arkansas Planning and Development District (EAPDD) sought out philanthropies with experience working in the Arkansas Delta region to advise them as thought partners on their SCI Regional Planning Grant project, reNEW East Arkansas. Past interventions by outside groups were unsuccessful because of the limited capacity of local institutions to carry on the work. EAPDD approached the Winthrop-Rockefeller Foundation, the Arkansas Community Foundation, and Southern Bancorp Community Partners to propose a partnership based on community engagement, education, workforce development, and data management – an alignment of both public and philanthropic goals.

EAPDD set up a sophisticated data platform to measure impact and inform economic development strategies. EAPDD also created a 501c3, the reNEW East Arkansas Foundation, that would serve as a conduit for philanthropic and private investment to advance common goals and support the community priorities identified in reNEW's local and regional strategic plans.
http://eapdd.com/reneweastarkansas/

INVEST IN COMMUNICATIONS AND STORYTELLING

Civic journalism and storytelling are often overlooked as a core strategy for planning and development, but can be crucial to the success of a project. Storytelling can be used to make data and complex ideas tangible, excite people about the possibilities, demonstrate transparency, and instill confidence in potential partners. Proactively telling the story about a project also helps counter misinformation and reinforces consistency. It is natural for partners, including philanthropy, to seek out a successful bandwagon; sharing accomplishments and showing progress will keep the momentum going.

TAKE ADVANTAGE OF THE INPUT OF PHILANTHROPIC PARTNERS TO ADOPT AN IMPLEMENTATION MINDSET

Cross-sector partnerships can help the public sector approach a planning process with a more explicit orientation toward projects that could be successfully implemented. With SCI, the places that prioritized implementation from the outset realized the people they needed to have at the table were individuals with experience in the world of financing and funding who could discern which projects may be financeable. Philanthropies and investors provided a barometer for what may be fundable and a practical complement to other stakeholders in the SCI regional consortia. Given the scope and complexity of the SCI plans, private capital had to be part of the equation. The implementation frame can also expedite institutional and policy changes. The construction of discrete projects may require policy changes, such as updates to zoning ordinances or decisions about transit routing and level of service. It is important to coordinate these policy discussions with the planning process to ensure that planning transitions seamlessly to implementation.

STRATEGIES FOR THE FEDERAL GOVERNMENT

Philanthropy and the federal government are both grantmakers on some level, but one important distinction is that the federal government is a policy setter, too. Federal priorities and policy decisions touch every part of the social sector in which other potential partners operate. With SCI and other place-based programs, HUD has tried to improve upon the top-down approach that has long defined federal strategies for community development. HUD has recognized local autonomy and the potential for communities themselves to determine the best solutions for interconnected local challenges. In addition to thinking more strategically about how to deploy federal resources in communities, place-based efforts have reset the way the federal government works across agencies and engages with partners outside the public sector.

The federal government can continue to break down silos, empower dynamic local leaders, and support collaborative institutional structures through the following strategies.

- **Serve as a convener and connector**
- **Streamline federal requirements, revise grant application processes, and clarify available opportunities for philanthropy to engage**
- **Bring together nontraditional partners**
- **Empower federal government field staff to build cross-sector partnerships at the local level**
- **Improve communications channels and create networking platforms**
- **Encourage policy improvement with philanthropic risk capital**

SERVE AS A CONVENER AND CONNECTOR

Federal partners can make introductions and provide the space for different sectors and interest groups to come together. During the SCI program, the HUD grant technical representatives that worked closely with SCI communities encouraged grantees to broaden their consortia and reach out to local philanthropies during the planning process. In several SCI regions, this recommendation served

as the impetus for local government and regional agencies to embark upon a productive working relationship with philanthropy that has been sustained beyond the HUD-funded planning effort.

Similar to philanthropy, the federal government works with a wide variety of communities and can see trends and connections among their stakeholders and grantees. The federal government can provide grantees and local partners with useful guidance on agencies and funders to connect to (for example, which philanthropies are particularly interested in working with tribal communities) and suggestions on how to build relationships and cross-sector partnerships. Federal agencies like HUD and USDA have also helped connect the communities they work with to foundations, universities, and other organizations that can bring subject matter expertise to local challenges.

HUD and other federal agencies can sponsor gatherings at the national and regional levels to share ideas and best practices. The federal government can also provide much-needed support for convening: it can be expensive and time-intensive for people from small and rural places to maintain connections and convene in person, but peer interaction can be very valuable. A strong example of the federal government serving as a convener and connector is the Strong Cities, Strong Communities National Resource Network (SC2 NRN).

FEDERAL PROGRAM SPOTLIGHT: THE STRONG CITIES, STRONG COMMUNITIES NATIONAL RESOURCE NETWORK

The Strong Cities, Strong Communities National Resource Network (SC2 NRN) is a $10 million investment by HUD to provide cities facing long-term economic challenges with easily accessible and comprehensive technical assistance and capacity-building support to help ready them for future economic growth. The SC2 NRN is led by a consortium of public, private, and academic organizations that provides on-the-ground and remote technical assistance on catalytic issues and projects, facilitates peer networking among cities facing common challenges, and develops research and policy efforts in service of distressed cities.

The SC2 NRN also connects these cities to philanthropy, non-profits, and other public and private sector entities to facilitate long-term partnerships and economic investments. The SC2 NRN team has leveraged HUD's initial $10 million with support from the Robert Wood Johnson Foundation, Ford Foundation, Annenberg Foundation, Lyndhurt Foundation, Maclellan Foundation, and Benwood Foundation. http://www.nationalresourcenetwork.org

STREAMLINE FEDERAL REQUIREMENTS, REVISE GRANT APPLICATION PROCESSES, AND CLARIFY AVAILABLE OPPORTUNITIES FOR PHILANTHROPY TO ENGAGE

Grant research, writing, and applications are labor-intensive processes that can discourage communities from even attempting to access federal resources because of the intimidating and cumbersome requirements. Through the Partnership for Sustainable Communities, the federal government has made strides in coordinating resources and technical assistance across federal agencies to make it easier for localities to take advantage of the wealth of resources available. This coordination has taken the form of joint funding opportunities, bonus points on partnering agencies'

discretionary grant programs, or special designations for specific geographies. For example, HUD and DOT coordinated on a joint notice of funding availability (NOFA) for HUD's SCI Community Challenge Grants and DOT's TIGER II Planning Grants to improve linkages between DOT and HUD programs. By streamlining the application process for communities pursuing collaborative planning, the joint NOFA aligned common and complementary goals for housing, transportation, economic development, and land use planning, thereby encouraging more efficient and effective use of federal funds. This was just one of many efforts to align federal investments that occurred under the Partnership for Sustainable Communities, and continue to this day.

Improving the transparency and accessibility of federal grants and federal partnership opportunities will make it easier for willing philanthropic, private and nonprofit sector partners to see how they can engage effectively in complementary efforts.

BRING TOGETHER NONTRADITIONAL PARTNERS

One of the strengths of the SCI program was the requirement that a grantee appoint a multidisciplinary regional consortium to guide the grant project that represented all facets of a community. When the SCI NOFA was released, there was initially some pushback from philanthropy and advocacy groups around the requirement for applicants to include an existing MPO in their consortium – and in some cases MPOs were the lead organization. In several communities, these quasi-governmental entities did not have a strong track record on inclusive community and stakeholder engagement, or transparency. By requiring regional consortia to include a diversity of perspectives (both governmental and non-governmental), HUD encouraged an inclusive process for reaching consensus on how to deploy federal dollars, increasing support for the work and the likelihood that program recommendations would be implemented. It set an important precedent for the ways the federal government can structure NOFAs and conditions for support to encourage creative problem-solving and the inclusion of nontraditional partners like philanthropy, public sector institutions, and community representatives working towards a common goal.

EMPOWER FEDERAL GOVERNMENT FIELD STAFF TO BUILD CROSS-SECTOR PARTNERSHIPS AT THE LOCAL LEVEL

Going beyond guidance, the federal government has essential staff in the field that bridge federal policy and local conditions. They have deep knowledge of the states, regions, and communities in which they work: the history and context, relationships between partners, local challenges, and local capacities. This field cohort can be tapped to reach out to and build relationships with local philanthropies, such as community foundations and regional foundations or associations of funders. Several federal agencies have created offices of strategic partnerships like HUD's Office for International and Philanthropic Engagement[5]. By linking embedded field staff with these strategic offices, federal agencies can accelerate partnerships with the philanthropic and private sectors.

[5] https://www.huduser.gov/portal/ipi/home.html

FEDERAL PROGRAM SPOTLIGHT: NATIONAL DISASTER RESILIENCE COMPETITION

The National Disaster Resilience Competition (NDRC), which has transformed the way communities are thinking about disaster recovery and long-term resilience, is a product of close collaboration between HUD and philanthropy. The NDRC competitively awarded $1 billion in federal disaster recovery funding to eligible states, cities, and counties that had been impacted by natural disasters between 2011 and 2013. These communities were struggling to address unmet recovery needs and confront vulnerabilities to future hazards.

While HUD provided the awards, The Rockefeller Foundation supported the goals of the NDRC by independently convening resilience academies around the country to give every eligible state and local jurisdiction the opportunity to access state-of-the-art data and resilience expertise. The academies helped communities identify local risks and vulnerabilities and encouraged peer learning. The Council on Foundations and the Center for Disaster Philanthropy joined these sessions to help applicants enlist their local foundations in resilience efforts. This public-philanthropic partnership will not only produce models for innovative resilience projects through the NDRC winners, but will contribute to the national dialogue around disaster preparedness and planning in communities across the country. https://www.hudexchange.info/programs/cdbg-dr/resilient-recovery/

IMPROVE COMMUNICATIONS CHANNELS AND CREATE NETWORKING PLATFORMS

Early engagement will set the tone for the relationships and success of cross-sector initiatives. The federal government should improve channels of communication to seek input from philanthropic and private sectors early in the program design and development process and promote ongoing collaboration, as HUD did with SCI. This can be done through informal ways – listening sessions and regular check-ins with philanthropic partners – as well as formal ways, such as the creation of a network or communications platform to help non-governmental partners continue to stay informed of federal activities.

As part of the technical assistance and capacity building component of the Sustainable Communities program, the consortium of capacity building intermediaries developed the Sustainable Communities Learning Network website[6] to connect grantees with resources on topics such as leadership development, scenario planning, community engagement, equity assessment, rural and small town issues, implementation strategies, and water and wastewater planning. The website also connected grantees with each other for peer learning through topical groups, discussion boards, and provided contact information for individual members to get in touch with each other. This networking platform could serve as a model for connecting the private and philanthropic sectors with federal program

[6] http://sclearningnetwork.org/

grantees. A strong networking infrastructure will allow cross-sectoral place-based relationships to outlast the public sector political cycle and bridge multiple place-based programs operating at the national level.

ENCOURAGE POLICY IMPROVEMENT WITH PHILANTHROPIC RISK CAPITAL

No one entity has sufficient resources to unilaterally fund and support any place-based initiative, especially complex, cross-sector efforts that pioneer entirely new models of community development. The federal government provides essential resources that localities, tribes, regions, and states rely on for affordable housing, health and hazard mitigation, small business development, and countless other programs to ensure the wellbeing of communities. However, federal programs are not as nimble as the philanthropic and private sectors, and thus need those boundary-pushing partners to ensure that the field continues to evolve and keep pace with modern needs. The federal government can consider philanthropic funding as possible risk capital/failure insurance to encourage creative solutions and set new standards that can be scaled up. In addition, philanthropy can provide patient capital and credit enhancement to reduce risk for private sector investors, who may provide significant capital for projects that implement plans created with federal assistance, such as SCI's Regional Plans for Sustainable Development.

CHAPTER 3

Case Studies from the Sustainable Communities Initiative

Grantee		Philanthropic Partners	Highlights	Pages
1	**Baltimore Metropolitan Council (BMC)** "Opportunity Collaborative" Baltimore, MD	Annie E. Casey Foundation (AECF)	• AECF served as principal convener for Opportunity Collaborative consortium through two applications for SCI and facilitated 'Race Matters' equity training for consortium • As a result of this collaboration, MD state legislature expanded the scope of BMC's charter to include housing, workforce development	26-28
2	**Metropolitan Area Planning Council (MAPC)** "Metro Future" Boston, MA	• Barr Foundation • Boston Foundation • Herman and Frieda L. Miller Foundation • Hyams Foundation, Inc.	• Philanthropies advised process for subgranting SCI resources for over 60 discrete projects across Boston region • Enriched relationships between MAPC and community-based organizations; reframed how partners defined outcomes and perceptions of planning and MAPC • Elevated equity as regional priority: MAPC governing board endorsed a new State of Equity Policy Agenda	29-31
3	**Chicago Metropolitan Agency for Planning (CMAP)** "GO TO 2040, Local Technical Assistance (LTA) Program" Chicago, IL	Chicago Community Trust	• Over 100 LTA projects undertaken to support counties, municipalities, and nongovernmental organizations • Chicago philanthropies using GO TO 2040 and LTA plans as a guide for aligning investment with regional priorities • Update to regional plan underway, with Trust co-chairing Climate Resilience and Equity Working Groups	32-34
4	**Des Moines Area Metropolitan Planning Organization (MPO)** "Tomorrow Plan" Greater Des Moines, IA	• Community Foundation of Greater Des Moines • Bravo Greater Des Moines	• Community Foundation helped connect leadership of Tomorrow Plan with parallel regional planning efforts • MPO can certify Tomorrow Plan connection for nonprofits seeking grants from Community Foundation • Tomorrow Plan spawned region's first plan for affordable housing	35-36
5	**East Arkansas Planning and Development District (EAPDD)** "reNEW East Arkansas" Jonesboro, AR	• Winthrop Rockefeller Foundation • Arkansas Community Foundation • Southern Bancorp Community Partners	• Public-philanthropic advisory partnership will be formalized through MOU • EAPDD is working to create a new nonprofit entity to coordinate outside investment in the region with priorities identified in reNEW plan to support low-capacity community-based organizations	37-38

6	**Metropolitan Council** "Corridors of Opportunity" Minneapolis-St. Paul, MN	• McKnight Foundation • Central Corridor Funders Collaborative	• McKnight Foundation and Met Council co-chaired the single grant management body that coordinated funding from federal government and philanthropy • Created Community Engagement Team to empower grassroots groups and underrepresented populations in planning process • Engaged business community in workforce development and racial disparities discussions to create new indicators for regional economic health	39-41
7	**Nashua Regional Planning Commission (NRPC)** "Granite State Future" Nashua, NH	New Hampshire Charitable Foundation	• Charitable Foundation convened stakeholders and provided support to NRPC for two applications to SCI program • NRPC received a grant from the Charitable Foundation for marketing and endorsement strategies post-SCI • Charitable Foundation expects grant applications to demonstrate connections to regional framework and priorities	42-43
8	**City of New Orleans** "Livable Claiborne Communities" New Orleans, LA	• Greater New Orleans Foundation (GNOF) • Foundation for Louisiana (FFL) • Ford Foundation	• Seamless coordination between the City, local philanthropy (GNOF, FFL), and national philanthropy • Ford Foundation supported learning trips to other SCI sites • SCI work helped re-center economic opportunity as a key piece of Mayor's agenda and legacy • Alliance of local and national philanthropies forming a network to advance SCI work and other equity priorities for New Orleans	44-45
9	**New River Valley Regional Commission** "New River Valley Livability Initiative" New River Valley, VA	Community Foundation of the New River Valley	• Post-SCI, leadership of NRV Livability Initiative has transferred to the Community Foundation, with support from Regional Commission • Community Foundation launched fundraising campaign to address community needs identified in Livability Initiative • Community Foundation hosts regular Livability in Action Regional Exchanges to bring partners together and measure progress	46-48
10	**Thunder Valley Community Development Corporation** "Oyate Omniciye Oglala Lakota Plan" Pine Ridge Indian Reservation, SD	• Bush Foundation • Northwest Area Foundation (NWA)	• Bush and NWA Foundations served as connectors and advocates for Thunder Valley in the philanthropic community • Bush and NWA also connected Thunder Valley to peers in tribal communities to learn and exchange best practices	49-51
11	**Puget Sound Regional Council (PSRC)** "Growing Transit Communities" (GTC) Central Puget Sound, WA	• Seattle Foundation • Funders Partnership for Sustainable Communities	• Funders Partnership sponsored first ever Puget Sound Equity Summit, organized by a new Regional Equity Network created through GTC • Philanthropies are supporting nonprofit partners engaged in GTC to move the SCI work forward	52-53
12	**State of Rhode Island Division of Planning** "RhodeMap RI" Rhode Island	Rhode Island Foundation	• Rhode Island Foundation convened business leaders to inform RhodeMap Economic Development plan • Foundation advocated for RhodeMap before the state's General Assembly and through public outreach	54-55

BALTIMORE, MD

Baltimore Metropolitan Council & the Annie E. Casey Foundation

In Baltimore, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the metropolitan council employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

CONVENER ADVOCATE

NETWORK WEAVER CAPACITY BUILDER

STRATEGIES EMPLOYED

- **Tell the story and elevate key issues**
- **Maintain dedicated leadership**

Baltimore's Opportunity Collaborative, the multijurisdictional consortium that formed around a 2011 SCI Regional Planning Grant, benefitted from the joint leadership of philanthropy and the metropolitan council. The Annie E. Casey Foundation played a key role as a convener, bringing together not only the initial cohort of community-based organizations that it had worked with in the past, but also partnering directly with the Baltimore Metropolitan Council (BMC) for the first time. BMC is a successor to Baltimore's Regional Council of Governments and Regional Planning Council and works with the region's elected officials and the Baltimore Regional Transportation Board, the region's MPO.

The Annie E. Casey Foundation helped open doors for the Baltimore Metropolitan Council and lent credibility to rebuild relationships with nonprofits and communities

The Annie E. Casey Foundation helped BMC forge new relationships with Baltimore non-profits and overcome some distrust stemming from a history of negative interactions between community groups and the region's planning entity. One of the strategies the Collaborative used to ease into these relationships was to have an even balance of power between government and non-government representatives on the steering committee. The convener role that the Annie E. Casey Foundation played was even more critical when the consortium failed to secure a grant in the first round of SCI funding, and tensions were high as a result. The Annie E. Casey Foundation helped to rally the group a second time to put together a much stronger application, and the Opportunity Collaborative received a grant in 2011.

The Baltimore metropolitan area has a complicated history when it comes to divisions along lines of race, income, and ethnicity. SCI provided the space to have this conversation as a region. Opportunity

Collaborative leaders urged stakeholders to look at inequality as an obstacle to prosperity, and emphasized that structural racism is distinct from individual racism – helping all parties to understand that these are systems-created challenges of structural and institutional racism. The Annie E. Casey Foundation brought in consultants to do a Race Matters training with the Collaborative to help people have tough conversations about racial disparities and segregation, and to become more comfortable with presenting those issues as facts and challenges for the region to overcome in the Regional Plan for Sustainable Development.

As a network weaver, the Annie E. Casey Foundation funded a series of learning tours to other SCI grantee sites that helped build the peer network that has ultimately defined SCI. Both BMC and the Annie E. Casey Foundation were also deeply involved in Baltimore's Living Cities Integration Initiative grant (a multi-city, cross-sector economic revitalization program run by the philanthropic collaborative Living Cities) and made intentional connections between the two grants to ensure that the work was complementary.

Baltimore's Opportunity Collaborative identified targeted workforce development strategies to improve career pathways in the region's high growth industries and reduce barriers to employment. Credit: Baltimore Metropolitan Council

Over the course of the SCI grant, elections caused turnover in the individuals serving as government co-chair. When there is an institutional churn in government – whether at the state level or local level – an anchor institution like the Annie E. Casey Foundation can remain a stable force. The Opportunity Collaborative leadership recognized the need to have an apparatus to ensure the continuity and evolution of their work beyond the grant. The Collaborative established the Opportunity Fellows Program, a cohort of community and local government leaders that developed an implementation strategy for the Regional Plan for Sustainable Development created with the SCI grant. The Annie E. Casey Foundation and BMC committed to collectively moving the SCI work forward, and through this leadership development program, the Collaborative is empowering a new generation of proactive leaders that are building regional alliances at the grassroots level and broadening the discourse around regional prosperity.

The Annie E. Casey Foundation helped open doors for BMC and lent credibility to rebuild relationships with nonprofits and communities. The clout, depth, and expertise of the foundation also allowed BMC to stretch beyond their transportation planning focus, ultimately resulting in legislative action that added housing and workforce development to BMC's charter. The Annie E. Casey Foundation not only gave them cover to expand their boundaries, but also helped BMC grow into these new roles, drawing on the Foundation's own portfolio of work in those arenas.

There was learning on both the public and the philanthropic sides of the partnership: through two applications and a 3-year planning process, Opportunity Collaborative partners learned the capacity and limitations of individual entities and worked within those parameters to forge lasting relationships. BMC is now a repeat grantee of the Annie E. Casey Foundation and continues to receive funding to continue the work that began under the SCI grant. In 2016, the Annie E. Casey Foundation received the HUD Secretary's Award for Public-Philanthropic Partnerships in recognition of the cross-sector collaboration with the Baltimore Metropolitan Council and other public sector partners through the Opportunity Collaborative.

Learn more at http://www.opportunitycollaborative.org/

BOSTON, MA

Metropolitan Area Planning Council, Barr Foundation, Boston Foundation, Hyams Foundation, Inc., Herman and Frieda L. Miller Foundation

In Boston, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the metropolitan planning council employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

CONVENER ADVOCATE

THOUGHT PARTNER CAPACITY BUILDER

STRATEGIES EMPLOYED

- **Leverage government investments**
- **Tell the story and elevate key issues**
- **Track success through data and performance metrics**

In 2010, HUD awarded an SCI Regional Planning Grant to Boston's Metropolitan Area Planning Council (MAPC) on behalf of the Metro Boston Consortium for Sustainable Communities to implement MetroFuture, the Boston metropolitan area's 30-year plan for growth and development. The grant supported intensive local planning projects, the development of new tools and models, state and regional policy reforms to remove barriers to the MetroFuture vision, and capacity building for residents and leaders.

The SCI grant offered MAPC the opportunity to re-engage with regional philanthropies. MAPC had a relationship with the Barr Foundation before they received the HUD grant, and the two entities formed an even closer partnership over the course of the HUD grant. The Barr Foundation, the Hyams Foundation, the Boston Foundation, and the Herman and Frieda L. Miller Foundation came together to make a matching grant commitment for the SCI application. Once Boston secured the award, Barr Foundation increased its support for the initiative with a 2-year grant to fund activities that were not possible under the HUD grant, which included supplemental community outreach focused on actively engaging under-represented populations in the planning processes.

These foundations helped bring their own grantees to the table and signaled with their support that the MetroFuture project was meaningful and important. The philanthropies were instrumental in helping MAPC overcome perceptions in the community that the agency was disconnected from the everyday needs and lives of the neighborhoods some of these advocacy groups represented.

The combination of HUD dollars and philanthropic funding helped MAPC and community-based organizations forge new partnerships to undertake joint projects. These collaborative efforts led to stronger plans and skill transfers between MAPC planners and the staff of community-based organizations. The experience has since led to follow-on joint projects and greater coordination of policy activities.

The Boston MetroFuture consortium had two seats for philanthropy on the steering committee, and other funders that wanted to take a less formal role participated in general consortium meetings and peer learning opportunities. These foundations were active advisors in the process of sub-granting the SCI pool to fund sixty discrete projects across the Boston region.

Residents of all ages were engaged during the Everett Community Visioning project, an inclusive planning process that captured the priorities of Everett residents to lay the groundwork for a future Everett Master Plan. Credit: Metropolitan Area Planning Council

MAPC's experience with philanthropic and nonprofit partners helped the agency change the way it identified and talked about outcomes. MAPC created a template for sub-grantees to scope their projects that required them to articulate the anticipated outcomes of the project. MAPC encouraged them to not express the outcomes in terms of the number of meetings held or the documents produced. Rather, the end goal should show how the implementation of the project would affect people's lives. By changing the language, MAPC set the stage for a better understanding of planning as an important precursor for the realization of the region's priorities. It helped people relate to the work in a way they had not before.

Philanthropy was an active voice pushing MAPC and other partners to be more equity-focused

Philanthropy was an active voice pushing MAPC and other partners to be more equity-focused – working to ensure that all residents have full and equal access to opportunities to thrive – and the final result of their regional planning process clearly demonstrates that. Some of the approaches were challenging for staff new to equity discussions – like using a participation gap measure in public meetings that surveys participants and compares them to the racial, ethnic, income, and education demographics of the actual neighborhood or study area in which they were working. However, this persistence ultimately made stakeholders more aware of how their actions can help reduce barriers to achievement or whether they might be missing opportunities to build a more equitable region. MAPC's work beyond the SCI grant is now enriched by closer partnerships with organizations that play a more immediate role in the community and can help MAPC translate planning into tangible results.

The SCI grant allowed MAPC to develop a set of regional equity indicators, which assessed the extent to which they were meeting MetroFuture's goals. This work, in turn, informed the State of Equity Policy Agenda – a roadmap of actions needed to realize a more equitable region. MAPC has always incorporated equity into their work on such issues as affordable housing and transportation access. However, with the support and encouragement of SCI and philanthropic partners, MAPC leadership greatly expanded their focus on regional equity to include such issues as racial disparities in wealth and educational achievement, public health disparities, voting reform, and household income stability and wealth creation.

Learn more at http://www.mapc.org/metrofuture

CHICAGO, IL

Chicago Metropolitan Agency for Planning (CMAP) & The Chicago Community Trust

In Chicago, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the metropolitan planning agency employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

CONVENER THOUGHT PARTNER NETWORK WEAVER

STRATEGIES EMPLOYED

- **Invest in building relationships**
- **Align grantmaking priorities with a community's plan or vision**
- **Make it easy or attractive for philanthropy to engage**

The Chicago region was awarded a HUD SCI Regional Planning grant in 2010 to support the implementation of the recently completed GO TO 2040[7] comprehensive plan. Under the leadership of the Chicago Metropolitan Agency for Planning (CMAP) and consortium partners, the SCI grant was used to take the plan's regional recommendations and localize them through a Local Technical Assistance (LTA) program, helping municipal governments and community organizations undertake planning projects linked to the principles and recommendations of GO TO 2040.

The Chicago consortium partners emphasized the value placed on long-term relationships in the region. CMAP drew on a pre-existing relationship with The Chicago Community Trust, which had supported the development of GO TO 2040 and served on the working groups formed to advance the regional plan, to forge a close partnership through the SCI process. A number of other Chicago area philanthropies were involved in the SCI work in varying capacities as well, including the Field Foundation, the MacArthur Foundation, and the Gaylord and Dorothy Donnelley Foundation.

Chicago has a long history of philanthropy, with an institutionalized culture and tradition of giving

Chicago has a long history of philanthropy, with an institutionalized culture and tradition of giving. Philanthropy is a well-established part of the regional ecosystem, supporting an active nonprofit sector that urges government to be more responsive to community needs and engage the private sector. For philanthropies, CMAP was an attractive public-sector partner. CMAP is considered to be an integrated, comprehensive, and democratically structured organization with diverse representation on working and advisory committees and significant research and data capacity. As a result, CMAP had strong

[7] http://www.cmap.illinois.gov/about/2040

relationships with the nonprofit community as well as local governments, and people trusted the work they produced. Given the impact of the regional plan on local development, CMAP was seen as a useful resource for local governments planning within the regional framework of the GO TO 2040 comprehensive plan.

For CMAP, the strength of their relationship with The Chicago Community Trust was in part based on a shared background in urban planning. Staff at The Trust had experience in the planning field, and thus understood the importance of integrated regional planning, an idea that is more abstract to those outside of the planning discipline. This was occasionally a challenge with other philanthropies that didn't have that shared background. It was harder to connect on the importance of investing in the planning process rather than on other pressing needs or projects that could have an immediate impact.

Regardless of the role, CMAP has maintained the relationships and lines of communication formed with philanthropies under SCI

Consequently, the level of involvement among the different philanthropic partners varied during the course of the SCI grant. Philanthropies like the Trust that were deeply involved, serving on the consortium working committees and shaping the outcomes, have taken ownership of the SCI work post-grant. Others that were more removed have remained interested in the progress of the initiative but did not find a role appropriate for their foundation in the planning process. Regardless of the role, CMAP has maintained the relationships and lines of communication formed with philanthropies under the SCI.

The Chicago Community Trust is a strong proponent of planning and aligning investment in the region with GO TO 2040 priorities. In requests for proposals (RFPs), The Trust requires applicants to demonstrate how their project is connected to an existing regional or local plan. The Trust also sees this as a best practice for grantmakers: just as financial decisions require some kind of financial planning, the same logic applies in the context of communities and the built environment. Alignment with the regional framework was seen as a sound investment strategy because it directed funding to places that had already gone through a rigorous planning process. To sustain this coordination, CMAP keeps The Trust updated about LTA projects and plans, and CMAP recommends The Trust to local governments seeking support for implementation, and helps local governments with grant applications.

Ping Tom Memorial Park in Chicago's Chinatown neighborhood, which is moving forward to implement their Community Vision Plan with support from CMAP and the Chicago Community Trust. Credit: Chicago Metropolitan Agency for Planning (CMAP)/ MD Szupina Photography

As an advocate of the SCI work, The Trust has helped spread the word about LTA and the importance of planning for successful implementation among Chicago area philanthropies that may not have been directly involved in the HUD grant. Chicago area philanthropies coordinate informally and also through formal funders' networks. The Trust is the co-chair of the Environmental Grantmakers Group of Forefront, which convenes all Chicago area funders regularly. The Trust reports an elevated awareness of the value of LTA among local philanthropies as a guide for investing.

There is a fair amount of alignment among the different Chicago-area foundations, but they remain distinct entities with unique priorities. Several foundations limit their grantmaking to nonprofits and community-based organizations, rather than government entities. As a result, CMAP was in a better position to leverage their relationships to support a nonprofit partner's grant application to a foundation.

CMAP is now spearheading an update to GO TO 2040, to be released in 2018. The Trust is co-chairing the Climate Resilience Working Group and the Equity Working Group, and is funding early-stage work for energy and municipal capacity building. The Trust's support of the Climate Resilience Working Group has brought the business community (like Google and Microsoft, Fortune 500 companies based in the Chicago region) to the table**.**

Learn more at http://www.cmap.illinois.gov/programs-and-resources/lta

GREATER DES MOINES, IA

Des Moines Area MPO, Community Foundation of Greater Des Moines, Bravo Greater Des Moines

In the Greater Des Moines region, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the MPO employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

CONVENER NETWORK WEAVER

STRATEGIES EMPLOYED

- **Cross-pollinate initiatives**
- **Align grantmaking priorities with a community's plan or vision**
- **Maintain dedicated leadership**

The Greater Des Moines area was named to several "best of" lists when it secured an SCI Regional Planning Grant to plan for anticipated population growth, leveraging its strengths while also addressing the sustainability challenges that could pose threats to the continued vitality of the region. The result of this work is The Tomorrow Plan, which guides the region's growth through 2050.

The sustained momentum of The Tomorrow Plan is the result of a deep commitment to coordination and alignment between the philanthropic and government partners

The sustained momentum of The Tomorrow Plan is the result of a deep commitment to coordination and alignment on the part of the funders, community groups, businesses, and government partners that were involved. The Des Moines Area MPO served as the lead grantee and is working closely with the Community Foundation of Greater Des Moines as well as other key community partners to implement the recommendations of The Tomorrow Plan.

At the time of the SCI award, the Community Foundation of Greater Des Moines was co-chairing another major regional planning effort, called Capital Crossroads – a five-year vision for economic growth in central Iowa. The Capital Crossroads process formed the basis for the visioning phase of The Tomorrow Plan, which looked beyond the five-year timeframe to examine interrelated issues that impact the region through the year 2050. The Tomorrow Plan also focused on the planning area of the Greater Des Moines metropolitan region, while Capital Crossroads assessed a much larger geographic region in central Iowa.

Recognizing the potential for synergy, the Community Foundation and the Des Moines Area MPO worked closely to align the two planning processes and brought the co-chair of The Tomorrow Plan, an elected official in the region, onto the Capital Crossroads leadership team to serve as a "tri-chair" and

ensure that there was no duplication of efforts. As a result, there was cross-pollination of ideas between the two initiatives; for example, the ecological and environmental focus of The Tomorrow Plan led Capital Crossroads to incorporate a similar focus into their strategies, and The Tomorrow Plan recommended using Capital Crossroads "Cradle to Career" strategies to strengthen education and workforce development across the region.

The Community Foundation organizes the Central Iowa Funders Forum, which brings together community funders, corporate foundations, and private philanthropies to delve more deeply into the practice of grantmaking and assess current needs and priorities for the communities of Central Iowa. The Community Foundation arranged for both The Tomorrow Plan and Capital Crossroads to make a presentation to this forum highlighting shared goals and implementation strategies. This discussion provided the opportunity to explore overlaps between the foundations' goals and the specific implementation needs of the two initiatives.

The Community Foundation is now coordinating with the Des Moines Area MPO to encourage the alignment of grantmaking in the region with The Tomorrow Plan. Nonprofits seeking funding from the Community Foundation can request a letter of support from the MPO on behalf of The Tomorrow Plan to demonstrate that the proposed project has a direct connection to the regional vision. Bravo Greater Des Moines, a regional funder for arts and culture, has also aligned their support for organizations that are pursuing Tomorrow Plan priorities.

Learn more at https://dmampo.org/the-tomorrow-plan/

The popular Downtown Des Moines Farmers' Market is part of the regional food system that connects central Iowa farmers to consumers and is also a tool for placemaking.
Credit: Des Moines Area MPO

EAST ARKANSAS

East Arkansas Planning and Development District, Winthrop Rockefeller Foundation, Arkansas Community Foundation, Southern Bancorp Community Partners

In East Arkansas, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the regional planning agency employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

THOUGHT PARTNER

STRATEGIES EMPLOYED

- **Align grantmaking priorities with a community's plan or vision**
- **Create a trusted, apolitical vehicle for investment**

The East Arkansas Planning and Development District (EAPDD) used a SCI Regional Planning Grant to reignite the struggling district with a new purpose: developing and implementing the reNEW East Arkansas plan to catalyze growth and strengthen the largely rural Delta region of Arkansas.

The HUD grant opened the door for EAPDD to approach the state's major funders – Winthrop Rockefeller Foundation, the Arkansas Community Foundation, and Southern Bancorp Community Partners – to join the initiative as thought partners. In both of the SCI grants the state received – the East Arkansas reNEW project and Metroplan's Imagine Central Arkansas – Winthrop Rockefeller continuously challenged the project leaders to go farther in their community outreach and ensure that the plans were genuinely informed by residents and stakeholders.

EAPDD came to local philanthropies not in search of funding, but to tap their expertise as community development specialists

EAPDD made a thoughtful and deliberate pitch to those funders that demonstrated the alignment of their goals and mission with the vision and outcomes of the reNEW East Arkansas project. EAPDD came to them not in search of funding, but to tap their expertise as community development specialists familiar with the challenges of working in the East Arkansas Delta region. This approach set the tone for a positive and productive partnership they refer to as the Foundation Partnership: core partners slightly outside of the formal project structure that could be called upon as a group to advise EAPDD on the SCI work, brainstorm ideas, and coordinate investments and efforts. This core group included Winthrop Rockefeller Foundation, the Arkansas Community Foundation, and Southern Bancorp. Now their Foundation Partnership is about to be formalized through a memorandum of understanding (MOU) that would support EAPDD in the implementation of the reNEW plan.

Winthrop Rockefeller Foundation is pivoting to the development of a new five-year strategic plan to guide grantmaking. As a smaller foundation without the resources to start a major project from scratch, Winthrop Rockefeller intends for their investments to act as catalytic dollars to accelerate good strategies for poverty reduction, educational improvement, and economic opportunity where the ball is already rolling. The Foundation views the communities that emerged from the three-year SCI process with reNEW plans as places that could be ripe for investment with the groundwork for progress already laid.

Residents in East Arkansas were actively engaged in dialogue around workforce development, education, and building the capacity of local leaders to realize community goals. Credit: East Arkansas Planning and Development District

Part of the value proposition that EAPDD outlined for philanthropy was the ability to deliver a return on investment through a new data platform and data-driven strategies developed over the course of the SCI grant. EAPDD is now in the process of standing up a 501c (3), called the reNEW East Arkansas Foundation, that would serve as a conduit, through their relationship with Winthrop-Rockefeller, the Arkansas Community Foundation, and others, to attract investment from major funders to the region. This new entity would be the fiscal administrative agent that would strategically apply those dollars to community priorities identified in the local strategic plans and broader regional plan developed through SCI. The reNEW East Arkansas Foundation would manage return on investment and measurement of impact for philanthropies while providing much-needed back-office infrastructure to smaller nonprofits working on community development in the Delta.

Learn more at http://eapdd.com/reneweastarkansas/

MINNEAPOLIS-ST. PAUL, MN

Metropolitan Council, McKnight Foundation, The Saint Paul Foundation, Central Corridor Funders Collaborative

In the Minneapolis-St. Paul region, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the regional planning agency employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

CONVENER THOUGHT PARTNER

NETWORK WEAVER CAPACITY BUILDER

STRATEGIES EMPLOYED

- **Share philanthropic knowledge and perspective**
- **Facilitate cross-pollination**
- **Maintain dedicated leadership**
- **Leverage government investment**
- **Invest in building relationships**
- **Tell the story and elevate key issues**
- **Adopt an implementation mindset**

In 2010, the Minneapolis-St. Paul (Twin Cities) metropolitan area in Minnesota received an SCI Regional Planning Grant for comprehensive corridor planning tied to the expansion of the region's transit system. The Metropolitan Council, the region's planning agency and transit authority, served as the lead grantee for the HUD grant.

A $1 billion investment in the Twin Cities' transit system announced in 2006 prompted the formation of the Central Corridor Funders Collaborative in 2007, an alliance of philanthropies focused on ensuring inclusive development along the Central Corridor (now called the Green Line) that protected existing neighborhoods and businesses while also seeding the ground for new transit-oriented development. One of the Funders Collaborative's early workgroups focused on how public sector leaders could use public investments to attract desired private development. These initial discussions about transit corridor development set the stage for the region's SCI project, called Corridors of Opportunity.

The McKnight Foundation, a member of the Central Corridor Funders Collaborative, provided support for an independent consultant to write two grant applications for cross-sector work focused on transit corridors and equitable development. One was the Living Cities Integration Initiative (a multi-city, cross-sector economic revitalization program run by the philanthropic collaborative Living Cities), and

the other was the SCI application. Many stakeholders in the Twin Cities credit this assistance and the dual application process with the development of a competitive HUD application, and the Twin Cities secured both the HUD grant and the Living Cities grant.

The Twin Cities region found the combination of funding from the philanthropic and public sectors to be a particularly effective way to advance regional priorities around equity, infrastructure, and economic competitiveness

The Twin Cities region found the combination of funding from the philanthropic and public sectors to be a particularly effective way to advance regional priorities around equity, infrastructure, and economic competitiveness. The Metropolitan Council and philanthropic leaders saw the opportunity for synergies between SCI and the Living Cities Integration Initiative and established a single integrated grant management/governance structure for the two grants to coordinate decision-making and resource allocation. The Corridors of Opportunity Initiative was governed by a 26-member policy board co-chaired by the McKnight Foundation and the Metropolitan Council. The philanthropic support – through grants, loan money, traditional debt, and program-related investments – complemented the HUD planning grant money as it allowed the consortium to invest in bricks-and-mortar projects that embodied the principles and goals of the overall initiative. The Living Cities funding allowed for a seamless transition from planning to implementation of the corridor-wide development strategies developed through the HUD grant.

Capacity-building was an essential feature of the Corridors of Opportunity initiative. The Community Engagement Team (CET) was created as part of the initiative to help equip marginalized communities to participate in decisions surrounding the build-out of the region's transit system. Local philanthropy supported the CET as they re-granted SCI dollars to grassroots organizations to help citizens understand the planning process and take advantage of opportunities generated by the investment along the transit corridors. Around the same time, one of the CET organizations, Nexus Community Partners, established a Boards and Commissions Leadership Institute, which works to diversify public sector boards and commissions in the Twin Cities.

St. Paul's first Open Streets festival celebrated the vibrant and diverse neighborhoods along the Green Line (Central Corridor) light rail line, part of the Corridors of Opportunity focus on the region's growing transit system. Credit: The Central Corridor Funders Collaborative

Philanthropy also fostered a learning environment and connected the consortium to a wider network of practitioners. The McKnight Foundation and the Central Corridor Funders Collaborative often brought in experts to share best practices and new ideas around specific aspects of the transit corridor build out (like workforce development and transit-oriented development) that would allow funders and the community to take informed action.

For philanthropies involved in the Twin Cities SCI grant, the federal Partnership for Sustainable Communities symbolized a ground shift in the public sector, challenging state and local government to uphold the Partnership's Livability Principles. Post-SCI, philanthropic partners report observable systemic changes in the way that public sector institutions engage with residents and grassroots groups, target government resources, and collaborate with philanthropy in creating or leveraging nontraditional government resources as a result of Corridors of Opportunity. What started out as a transit-focused group became a critical forum to advance conversations about racial equity. It was challenging for some partners because this went beyond the land use and transit scope that originally defined the work. Yet the SCI grant established a shared language and understanding of the importance of equity and how different organizations and agencies could approach the issue. The equity focus that guided the SCI work has infused subsequent discussions in the Twin Cities about sustainable economic growth, elevating discussions of income inequality and racial disparities in the business community and on the agendas of state, local, and regional governance bodies.

Both the government and the philanthropic sector in the Twin Cities see the value of collaborating so that they can fill important niches within a larger regional strategy

The Metropolitan Council acknowledged that they are very fortunate to have a robust philanthropic community and strong partnerships between local foundations and government entities. Both the government sector and the philanthropic sector in the Twin Cities see the value of collaborating so that they can fill important niches within a larger regional strategy. Local funders have carried forward economic development elements of the SCI grant and Living Cities Integration Initiative to produce valuable studies and indicators on regional economic competitiveness with Greater MSP, a regional private sector economic development organization. Other funder collaboratives are using similar cross-sector approaches to advance system change in critical areas such as workforce and economic development – recognizing the power of bringing multiple perspectives and concentrated focus to a specific area.

Learn more at http://www.metrocouncil.org/Communities/Projects/Corridors-of-Opportunity.aspx

STATE OF NEW HAMPSHIRE

The Nashua Regional Planning Commission & the New Hampshire Charitable Foundation

In New Hampshire, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the regional planning commission employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

THOUGHT PARTNER ADVOCATE NETWORK WEAVER

STRATEGIES EMPLOYED

- **Tell the story and elevate key issues**
- **Share philanthropic knowledge and perspective**
- **Align grantmaking priorities with a community's plan or vision**
- **Invest in communications and storytelling**

The New Hampshire Charitable Foundation has been funding and leading land use-related efforts for decades. They are the dominant philanthropy in New Hampshire, representing half of the market share – the largest single market share of any community foundation in the country. With this leadership legacy, they have served as neutral conveners of unlikely partners – developers and land conservation organizations, housing and economic development groups – around issues of land use planning. The New Hampshire Charitable Foundation is also an active member of peer networks, including the Environmental Grantmakers Association, The Funders Network for Smart Growth and Livable Communities, the Council on Foundations, the Mission Investors Network, and an informal network of New England community foundations that serve that specific geography, made up of philanthropies from New Hampshire, Maine, Vermont, and Rhode Island. Such philanthropic peer networks are valuable avenues for sharing knowledge and experiences from innovative projects, coordinating efforts, and learning about new tools and approaches.

The Charitable Foundation provided support to the Nashua Regional Planning Commission (NRPC) for the initial application to HUD for the SCI Regional Planning Grant. They were unsuccessful the first year, but the Charitable Foundation helped to fund a contractor that put together a strong application that secured an SCI grant in 2011 for the Granite State Future project.

Government in the state of New Hampshire is decentralized, and major decisions are often made at the local level. With such an emphasis on local control, it can be difficult to influence change at a statewide level. As a result, the Charitable Foundation found that the most effective way to move the needle on an issue is through partnerships with localities and regional planning agencies. The

Charitable Foundation had experience navigating the unique political system in New Hampshire through their leadership of major initiatives that united sectors in the state, and they engage in the public policy sphere in a way that many community foundations do not.

Granite State Future marked the first comprehensive approach to planning from the local to the state level in New Hampshire's history

Granite State Future marked the first comprehensive approach to planning from the local to the state level in New Hampshire's history. It provided a consistent framework for every regional planning commission in the state and established a new baseline and reference point for land use planning in New Hampshire. The state priorities identified in the plan are also reflected in the Charitable Foundation's approach to grantmaking. With the solid framework established by Granite State Future, the Charitable Foundation now expects any application for a grant to demonstrate how the proposed project is rooted in an established priority and well-defined community need, as reflected in a regional/municipal planning document or community plan.

During the course of the grant, Granite State Future encountered some communications challenges related to clarifying the purpose and scope of the grant. NRPC and the Charitable Foundation relied on the New Hampshire Listens project at the University of New Hampshire to facilitate a dialogue about sensitive issues and include underrepresented groups. As the SCI grant was winding down, the Nashua Regional Planning Commission applied for and received a grant from the Charitable Foundation for a marketing strategy and an endorsement and implementation strategy.

Learn more at http://www.granitestatefuture.org/

New Hampshire's Granite State Future project created a statewide framework for regional plans that promote economic growth while protecting the natural landscapes and quality of life unique to New Hampshire. Credit: Nashua Regional Planning Commission

NEW ORLEANS, LA

City of New Orleans, the Greater New Orleans Foundation, Foundation for Louisiana, Ford Foundation

In New Orleans, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the city government employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

THOUGHT PARTNER NETWORK WEAVER NARRATOR

STRATEGIES EMPLOYED

- **Tell the story and elevate key issues**
- **Partnerships between national and local philanthropies**
- **Maintain dedicated leadership**
- **Invest in building relationships**

In the wake of Hurricane Katrina, national foundations directed extensive resources to the recovery and rebuilding efforts in New Orleans. At the time of HUD's SCI Community Challenge grant award to the City of New Orleans in 2010, philanthropic leadership was shifting back to the local level, and the Greater New Orleans Foundation acted as the conduit for national philanthropic investments and coordinated national and local funders. The SCI award, coupled with a TIGER II Planning Grant from the U.S. Department of Transportation, funded the Livable Claiborne Communities Study, which developed community revitalization strategies for neighborhoods along the City's Claiborne Corridor.

The partnership between national and local philanthropies was a highlight of the New Orleans grant and reflected the shifting landscape of philanthropy in the region

The partnership between national and local philanthropies was a highlight of the New Orleans grant and reflected the shifting landscape of philanthropy in the region. The Greater New Orleans Foundation (GNOF), Foundation for Louisiana (FFL), and the Ford Foundation provided matching funds for the City's SCI application, and a separate fund was established for the pooled philanthropic contributions with GNOF acting as the fiscal agent. When New Orleans was awarded the SCI grant, the local philanthropic partners took on key leadership roles on the grant advisory committee, while the Ford Foundation contributed to the initiative with support for capacity building, leadership development, and community engagement. The Ford Foundation also funded learning opportunities through peer exchange: it provided travel dollars so that the New Orleans leadership could visit other SCI sites to see how they were organizing their governance structures and pursuing community engagement.

The close collaboration between philanthropy and the City of New Orleans has been critical in moving the Livable Claiborne Communities initiative from planning to implementation. The Director of the City's Office for Place-Based Planning, charged with leading the Livable Claiborne Communities Study, worked in coordination with the Mayor's philanthropic-public sector liaison and ensured the study was aligned with the City's other major planning and development initiatives. Once the Livable Claiborne Communities Study was completed, the Ford Foundation and the W.K. Kellogg Foundation provided funding that enabled the City to staff and launch a formal structure – called the Network for Economic Opportunity – that is implementing the Study's recommendations for the Claiborne Corridor and pioneering broader policy changes around local hiring and workforce development. In addition, Living Cities has also come to the table, supporting cross site networking and exploring opportunities for leveraging Living Cities capital to expand disadvantaged business enterprise contracting opportunities along the Corridor and across the city. The City's philanthropic liaison assumed leadership of the Livable Claiborne Communities work through the Network for Economic Opportunity, lending continuity to the public-philanthropic partnership and facilitating the transition to the next phase of the work.

The philanthropic community in New Orleans came together around an explicit commitment to equity and infused the SCI work with a people-focused approach that had been absent at the beginning. Stakeholders involved in the project agree that the SCI process helped re-center economic opportunity as an important piece of Mayor Mitch Landrieu's legacy, and the City now has a broader and deeper economic opportunity agenda, which came out of the community engagement process.

New Orleans' Livable Claiborne Communities Study linked community revitalization strategies to multi-modal transportation planning in historic neighborhoods along the Claiborne Corridor.
Credit: Goody Clancy/City of New Orleans

A core group of 10 to 15 local and national funders have recently come together to form the Greater New Orleans Funders Network, which will establish a more formal mechanism for philanthropic partnerships around specific work areas, including the execution of recommendations from SCI. The Ford Foundation is now leading efforts to develop an executive committee and bring staff on board to run the network.

Learn more at http://www.thenetworkneworleans.org/our-roots/

NEW RIVER VALLEY, VA

New River Valley Regional Commission & the Community Foundation of the New River Valley

In the New River Valley, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the regional commission employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

CONVENER ADVOCATE

NETWORK WEAVER NARRATOR

STRATEGIES EMPLOYED

- **Tell the story and elevate key issues**
- **Align grantmaking priorities**
- **Maintain dedicated leadership**
- **Invest in building relationships**
- **Invest in storytelling and communications**
- **Track outcomes and success through data and performance metrics**

Funded by a 2010 SCI Regional Planning grant, the New River Valley Livability Initiative was spearheaded by the New River Valley (NRV) Regional Commission and a small team of local government, university partners, and community based organizations, including the Community Foundation of the New River Valley (CFNRV). As a small organization without the staff capacity to take on extensive planning, data analysis and needs assessment work, the SCI grant presented a compelling opportunity for the CFNRV. The SCI partnership, led by the NRV Regional Commission, offered both the technical capabilities and broad community reach to gather valuable data on community need that would support the Livability plan and help inform CFNRV's work in the region.

In return, CFNRV brought value to the NRV Livability Initiative in two important ways. First, CFNRV was able to bring nonprofit partners involved in a variety of issue areas to the table. This diverse group of community leaders was an important complement to the local governments that comprise the NRV Regional Commission. These nonprofit organizations took part in monthly working groups, large regional community gatherings, and also supported specific outreach efforts among marginalized populations. Second, CFNRV served as a facilitator for a number of working group meetings, large community gatherings, and internal team conversations. Having a nongovernmental facilitator, at times, brought more legitimacy to the process and allowed the initiative to delve into stickier issues than might have been possible if facilitated by a government partner.

The Community Foundation was a strong advocate for the Livability Initiative, reinforcing their support for the project when the consortium encountered challenges communicating the purpose of the HUD grant

The Community Foundation was a strong advocate for the Livability Initiative, reinforcing their support for the project when the consortium encountered challenges communicating the purpose of the HUD grant. CFNRV helped the team develop innovative outreach methods to clarify the purpose of the work and address misconceptions, ultimately creating new citizen engagement tools that would be useful well beyond the Livability Initiative and the New River Valley. For example, the Livability Initiative Consortium developed BUILT NRV, an interactive board game that gave citizens a fun and neutral way to discuss community values, tensions, priorities, and tradeoffs in a conflict-free zone to find common ground and identify concrete strategies for the plan.

The Consortium also partnered with Virginia Tech's School of Performing Arts on the Building Home project, which used theater and interactive storytelling to capture community input and engage populations that were not reached through more traditional planning forums like public hearings. CFNRV, the Regional Commission, and Livability Initiative Consortium partners put in the time to engage a diversity of voices in the planning process, including traditionally marginalized populations and those that don't typically participate in community discussions. This work allowed more community members to participate in the development of the plan and build ownership and interest in this work.

The New River Valley Livability Initiative brought residents together around issues like economic vitality, health, aging in place, renewable energy, and preservation of the region's rural character and natural environment.
Credit: The New River Valley Economic Development Alliance

Demonstrating the value of continuity, the New River Valley Livability Initiative continues to move forward post-grant with the leadership now transferred over to CFNRV. The lead staff person that managed the Livability Initiative at the NRV Regional Commission has transitioned to the Community Foundation to continue the Livability work, with financial support from the Regional Commission. The leadership of the Livability Initiative also built informal relationships with other SCI teams in the greater Southeast, including Asheville, Roanoke, Charlottesville in Virginia, and teams in South Carolina. They reached out to their peers to exchange ideas and called on them when they needed guidance and support. CFNRV continues to get called upon to provide guidance and support to awardees in the post-grant implementation phase.

The continuity of a dedicated staff lead also means that the Livability Initiative continues to influence CFNRV's grantmaking priorities. The SCI experience prompted reflection on how to make the best use of grant funding to deploy investments strategically and support the implementation of the Livability

Initiative. Realizing the need for unrestricted dollars to put towards larger community priorities than their current restricted and donor advised funds allow, CFNRV is initiating an unrestricted giving campaign that blends the priorities from the Livability Initiative with the Foundation's skillsets and tradition of giving that have been built over many years.

The Community Foundation continues to host an annual Livability in Action Regional Exchange in late February to bring partners from across the region to share ideas and updates about projects that support the goals and strategies of the NRV Livability Plan. The Community Foundation and the Regional Planning Commission continue to work with each other in complementary ways to sustain the Livability Initiative network through newsletters, the project website, and the data dashboard, with the Foundation providing the dedicated staff time, facilitation and logistical support, and advisory capabilities, and the Planning Commission taking the lead on technical aspects of the Livability work. The two also continue to work with Livability Initiative partners to maintain the momentum needed to implement priority projects identified in the plan.

While there have been some transitions in the staff at local governments, the NRV Livability leadership team is still active, thanks to the strong personal relationships forged over the course of the initiative. The team was also dedicated to the quality of the process rather than a particular outcome. The team saw a common overarching purpose in the ability to develop relationships and leverage outside dollars by working together.

The team saw a common overarching purpose in the ability to develop relationships and leverage outside dollars by working together

The Community Foundation of the New River Valley was a recipient of the 2016 HUD Secretary's Award for Public-Philanthropic Partnerships for their cross-sector collaboration on an initiative that emerged from the NRV Livability Initiative, the Aging in Place Leadership Team.

Learn more at http://nrvlivability.org/

OGLALA SIOUX TRIBE, PINE RIDGE INDIAN RESERVATION, SD

Thunder Valley Community Development Corporation, Bush Foundation, Northwest Area Foundation

On the Pine Ridge Indian Reservation, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the community development corporation employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

CAPACITY BUILDER THOUGHT PARTNER

NETWORK WEAVER ADVOCATE

STRATEGIES EMPLOYED

- **Engage philanthropy early and consider them a thought partner**
- **Share philanthropic knowledge and perspective**
- **Tell the story and elevate key issues**
- **Make it attractive and easy for philanthropy to engage**

The SCI experience on Pine Ridge Indian Reservation illustrates the power of building relationships with philanthropies as thought partners and co-owners of community development projects. The Thunder Valley Community Development Corporation received a Regional Planning Grant from HUD in 2010 that resulted in the Oyate Omniciye Oglala Lakota Plan, adopted into law as the official Regional Sustainable Development Plan of the Oglala Sioux Tribe.

Thanks to preexisting relationships as a grantee, the Thunder Valley Community Development Corporation counted on the Northwest Area Foundation (NWAF) and the Bush Foundation as core partners that could help them to bring their regional plan to life. Both philanthropies work with Native nations and rural communities in South Dakota, North Dakota, and Minnesota, and in the case of NWAF across the Northwest region of the country. The NWAF and the Bush Foundation grantmaking priorities affirm a commitment to Native nations. The Bush Foundation's mission statement recognizes the sovereignty of the 23 tribes that share the same geographic area as their three-state grantmaking region, while NWAF is devoting 40% of new grant dollars to Native-led organizations working to advance economic, social, and cultural prosperity in their region.

The two foundations participated in a learning tour organized by the First Peoples Fund about Native American Community Development activities in Western South Dakota, including the Pine Ridge Reservation. Funder tours are a valuable way to provide a learning opportunity without the pressure or

expectation of hard asks. Through these tours, philanthropies can connect to organizations doing important work and initiate or strengthen relationships.

When Thunder Valley applied for an SCI grant the two foundations provided a letter of support but no commitment of matching funds. The NWAF and the Bush Foundation became part of the brain trust, learning side-by-side with Thunder Valley about how to tackle the entrenched and intertwined challenges on Pine Ridge that afflict many other Native American communities. Following the planning process, the foundations provided grants to help Thunder Valley CDC move forward with the recommendations of the Oglala Lakota Plan. The grants that the two philanthropies provided were seen by Thunder Valley as more than just financial support: they were a gesture that signified their commitment to the work, to the Oglala Lakota people, and to their continuing relationship.

As institutions with experience working and grantmaking in the region, NWAF and the Bush Foundation were powerful advocates for the work on Pine Ridge

As institutions with experience working and grantmaking in the region, NWAF and the Bush Foundation were powerful advocates for the work on Pine Ridge. When a new philanthropy expressed interest in the region, Thunder Valley would refer them to NWAF or the Bush Foundation, or they would go directly to those foundations. Given the foundations' expertise working in Native communities, it was valuable to have them vouch for and promote the work of Thunder Valley with their philanthropic peers.

One of these exchanges resulted in the largest grant from a foundation that Thunder Valley has ever received, from the Doris Duke Charitable Foundation, to evaluate the impact and replicability of the regional equity initiatives on Pine Ridge and build the institutional capacity of Thunder Valley CDC. Beyond encouraging other philanthropies to look at Thunder Valley, the conversations between funders are also helpful for coordinating investments and exploring ways that the grant work of different foundations could complement each other.

The Oglala Lakota Regional Plan highlighted a need for healthy and affordable housing for residents on the Pine Ridge Indian Reservation, and the community has since broken ground on their Regenerative Community to address this need. Credit: Thunder Valley Community Development Corporation

As Thunder Valley began to receive more widespread recognition for their work, they garnered attention from other national funders. As a finalist for the Buckminster Fuller Institute's Fuller Challenge for their Regenerative Community Plan, Thunder Valley received a special recognition award from the Buckminster Fuller Institute, the Surdna Foundation, and NWAF. The Regenerative Community is the first implementation project of the Pine Ridge regional plan and it was the first project the Buckminster Fuller Institute received from a Native American community for its Fuller Challenge.

SCI allowed Thunder Valley to shift to a higher gear and think about how they frame the work they were doing around place-making and regional equity building. Native American communities like Pine Ridge often struggle to attract philanthropic investment. When Thunder Valley CDC pitched the project that they were undertaking in Pine Ridge, they urged funders not to view it through the filter of a rural project or a Native American project, but rather, to recognize the same equity lens that defined the work of other grantees, regardless of background. Despite being a tribal community in a rural area, Thunder Valley was still pursuing ambitious goals for regional sustainability.

Thunder Valley benefitted from their partners' philanthropic perspective. NWAF and the Bush Foundation shared different strategies and lessons learned from other tribal communities in their grantmaking areas. The Bush Foundation's work on tribal governance structures provided useful lessons for Pine Ridge. NWAF runs a Learning/Action Lab for Community Wealth Building in Indian country. Thunder Valley participated in the Lab as part of a cohort and found it to be a transformative experience. They learned about cooperative movements in places like Cleveland and Winnipeg and through the Lab were able to travel to those places to learn about community wealth building strategies and cooperative movements. Philanthropy was an essential complement to the localized place-based lens of the Oyate Omniciye and other SCI work. Thunder Valley's philanthropic partners broadened their perspective and were deliberate about acting as a connector between practitioners.

Thunder Valley's philanthropic partners broadened their perspective and were deliberate about acting as a connector between practitioners

That being said, Thunder Valley leaders also realized the power of their own perspective as a community-based organization during their SCI work. Philanthropy cannot solve the intertwined struggles that affected Pine Ridge alone, and one of the most effective ways to confront those challenges is through partnerships with organizations like Thunder Valley CDC. In tribal communities and rural areas without philanthropic connections, it can sometimes feel daunting to approach foundations for the first time. Thunder Valley CDC emphasized the importance of changing the narrative about tribal challenges and work on the ground, urging their peer local leaders to approach philanthropies as equals and thought partners. They found the best way to build lasting partnerships with foundations was to come to the table as an experienced practitioner deeply embedded in the community and committed to learning how to solve systemic problems together with their partners in philanthropy.

Learn more at http://thundervalley.org/change/resources

PUGET SOUND REGION, WA

Puget Sound Regional Council & the Seattle Foundation

In the Puget Sound region, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the regional council employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

CONVENER CAPACITY BUILDER

STRATEGIES EMPLOYED

- **Invest in building relationships**

The Seattle region was awarded two SCI grants: A Regional Planning grant awarded to the Puget Sound Regional Council (PSRC) in 2010 and a Community Challenge grant awarded to the City of Seattle in 2011. The regional planning effort, Growing Transit Communities, formed around a $25 billion investment in the regional transit system that would shape development patterns for decades to come. In recognition of the opportunity presented by this major investment, a coalition of governmental and nongovernmental stakeholders came together as the Growing Transit Communities Partnership to plan for inclusive and equitable development that provided housing, social and economic opportunities for existing residents and businesses while also planning for future growth.

PSRC served as the lead grantee coordinating the Growing Transit Communities (GTC) consortium, adding value as a technically advanced MPO with data analysis and mapping capacity for issues of regional growth management, transportation, and economic development. The Seattle Foundation was the philanthropy most directly involved with GTC. As a community foundation, the Seattle Foundation could foster relationships with other funders, with the private sector, with grass tops and grass roots, while also supporting community leaders' capacity in a more flexible way than the public sector.

Regional philanthropies formed a collaborative to find shared ground between their respective niches on the issue of equitable development

The Puget Sound Regional Council, like many regional planning organizations across the country, did not have pre-existing working relationships with philanthropy. After PSRC was awarded the SCI grant, they began to explore ways to engage philanthropies in their Growing Transit Communities initiative. It was PSRC's nonprofit consortium partners who were involved with local philanthropies that saw the connection and thought funders should play an active role in the regional grant. Shortly after the HUD award, regional philanthropies formed the Puget Sound Funders Partnership for Sustainable Communities to find shared ground between their respective niches on the issue of equitable development, including ways to be involved in GTC.

GTC resulted in the creation of a Regional Equity Network, which empowers low-income communities and communities of color to participate in planning and decision-making in addition to promoting policies that support equitable outcomes through GTC. The Funders Partnership for Sustainable Communities (including the Seattle Foundation, Bullitt Foundation, Loom Foundation, Kirkpatrick Family Foundation, Social Venture Partners, Russell Family Foundation, and W.K. Kellogg Foundation) sponsored the first ever Puget Sound Equity Summit in 2013, organized by the Equity Network. The region devoted more than 20% of its HUD SCI grant to GTC's Equity Grant Program, which supported over 40 community-based organizations as they reached out to citizens, built their capacity to participate in GTC, and conducted research to inform transit station-area projects.

Puget Sound's Growing Transit Communities Partnership developed inclusive development strategies tied to the expansion of the region's transit system. Credit: Puget Sound Regional Council

While the philanthropic-public sector partnership in the Puget Sound was not an original part of the SCI grant, GTC did serve as a vehicle for bringing partners together around regional equity and the implications of major public investments in transit for equitable development. It seeded conversations that have unfolded in discrete ways since the conclusion of the grant and has had numerous ripple effects. For example, Communities of Opportunity is a joint initiative of the Seattle Foundation and King County that focuses on three sites in the region that struggle with health, housing, and economic inequities to build the capacity of those communities to address those issues.

A number of Communities of Opportunity partners were also involved in GTC, and the SCI approach to integrated planning has informed the holistic view of community health and wellbeing being advanced through Communities of Opportunity. The value of GTC in the Puget Sound region is that it established the networks between public and philanthropic partners, who are taking the lessons they learned from SCI back to their own shops while working towards leveraging the collective strengths of all sectors in the Puget Sound region to advance equity.

Learn more at http://www.psrc.org/growth/tod/

STATE OF RHODE ISLAND

State of Rhode Island Division of Planning & the Rhode Island Foundation

In Rhode Island, philanthropy fulfilled the following roles during the SCI grant, and both philanthropy and the state planning division employed the following strategies to reinforce their partnership:

PHILANTHROPIC ROLES

CONVENER ADVOCATE NARRATOR

STRATEGIES EMPLOYED

- **Tell the story and elevate key issues**
- **Share philanthropic knowledge and perspective**
- **Engage philanthropy early and consider them a thought partner**
- **Invest in building relationships and trust**

The SCI Regional Planning grant awarded to the State of Rhode Island in 2011 was used to create statewide housing and economic development plans; the overall initiative was called RhodeMap RI. RhodeMap RI integrated existing state strategies for transportation, land use, and environmental protection and included the most extensive public outreach ever conducted by the Statewide Planning Program. The relationship established between the Rhode Island Division of Planning and the Rhode Island Foundation was one defined by positive perceptions of openness and respect. The Division of Planning approached the Rhode Island Foundation early in the SCI process and made it a habit to check in with the Foundation regularly simply to keep them updated on progress. From the Foundation's perspective, the Division of Planning provided multiple points of engagement and reassured the Foundation that the State truly valued their input as a thought partner.

The Rhode Island Foundation used its connections to the business community to convene private sector leaders to inform RhodeMap's economic development plan. The Foundation worked with the Rhode Island Commerce Corporation to convene focus groups around industry areas to identify intersections of traditional industries that were important to the economic growth and competitiveness of Rhode Island.

When RhodeMap RI faced an unexpected backlash just as the Economic Development Plan was unveiled, the Rhode Island Foundation stepped up to face the critics and did tremendous work to counter some of the misconceptions of the plan. Of particular concern were criticisms of the process, because the Foundation and the consortium had put a great deal of effort into community outreach and were proud of the widespread level of engagement they received during the planning process.

The Foundation used its influence and reputation as a neutral and respected part of the community to advocate on behalf of the plans when the opposition threatened to stall the state legislative hearing to adopt RhodeMap. The Foundation co-authored a letter to the General Assembly leadership to reiterate their support for the plan, and later testified at the hearing on the plan.

The Rhode Island Foundation is the largest and principal philanthropy in the entire state of Rhode Island, and as such, it has a unique vantage point to be able to connect complementary threads of work. Moreover, thanks to its ties to community groups and its convening power, The Foundation is able to ensure that cross-sector tables are inclusive and representative of all community stakeholders.

The Foundation is careful to lend its name only where they feel they are genuinely adding value and are part of the process, which makes the Rhode Island SCI experience all the more significant. They were able to complement the initiative with convening power and resources to facilitate the cross-sector partnerships, and used their voice to illustrate the importance of doing plans like RhodeMap.

The RhodeMap RI process encouraged support for the assets that make Rhode Island a natural and cultural attraction for residents, tourists, and businesses alike. Credit: Rhode Island Division of Planning

Learn more at http://www.planning.ri.gov/statewideplanning/sustainable/

Conclusion by

SALIN GEEVARGHESE

DEPUTY ASSISTANT SECRETARY
OFFICE FOR INTERNATIONAL AND PHILANTHROPIC INNOVATION

Among the largest federal investments in comprehensive, integrated, regional planning in a generation, the Sustainable Communities Initiative marked a shift in the federal approach to community development. The interconnectedness of issues — housing, health, transportation, equity, environment, jobs — requires that the scope of approaches match the scope of the challenges. SCI gave its partners the space and the means to confront regional problems and opportunities holistically. Grantees were able to integrate state-of-the-art data into decision-making and employed extensive and creative citizen engagement techniques throughout the process. Representatives of the places served by the initiative frequently describe it as a catalytic moment for their community with transformational and lasting impacts.

Philanthropy fulfilled a diverse array of roles in SCI, acting as a convener, advocate, network weaver, narrator, capacity builder, and above all, thought partner

Whether on the public or the private side, SCI partners demonstrated their versatility and established enduring mechanisms for effective collaboration, resetting the expectations of what each sector could offer. The SCI experience also demonstrated that there are a number of important roles philanthropy can play in sustainable community development, well beyond the role of grantmaker and funder, and that changed the equation for all parties involved. Philanthropy was an active partner in the shared learning process that occurred over the course of the grants and acted as a convener, advocate, network weaver, narrator, capacity builder, and above all, thought partner.

The SCI experience revealed the importance of early engagement with philanthropy and investing in building relationships and trust. Philanthropy and the government sector have the potential to be extremely effective partners, with each bringing a unique skillset that complements the other. By working together, the public sector can accelerate and support the innovative practices that philanthropy often leads and help communities adapt to new challenges and opportunities.

The work of SCI has catalyzed innovation beyond the program itself, with applications and ideas that have informed policy and practice throughout HUD and the federal government. With SCI, HUD engaged philanthropy in the entirety of a federal initiative, from program design to application review, implementation to learning and evaluation. To many in government, this level of engagement with philanthropy once felt uncomfortable and risky. Now, program offices increasingly recognize the value philanthropy offers and are opening up channels to partner with philanthropy.

The effectiveness of philanthropic partnerships with the public sector has clearly made an impact in successive place-based initiatives. For example, the Strong Cities, Strong Communities Initiative (SC2),[8] established in 2012, employed the SCI and PSC model of interagency and cross-sector collaboration to coordinate 19 federal agencies in service of cities struggling with job losses, limited capacity, and persistent poverty. The federal teams that were deployed and embedded in cities as part of SC2 were effective conveners and neutral facilitators of enhanced philanthropic engagement, bringing city governments and local foundations together to find ways to partner more effectively. The Promise Zones[9] initiative has been a useful vehicle for uniting philanthropy and local government behind common goals for neighborhood revitalization. Foundations are forming working groups and contributing to the development of Promise Zone activities. They are also providing the capacity for Promise Zones to be able to take advantage of their designation and apply for federal funding.

The National Disaster Resilience Competition brought HUD and the philanthropic community together to expand the definition of "resilience" and contribute cutting-edge models of resilience to the field of disaster recovery and preparedness. The Rockefeller Foundation leveraged a major federal investment in resilience to enhance the capacity of any community to respond to their unique vulnerabilities in the event of a natural disaster with the tools, concepts, and information created for the NDRC resilience academies. This public-philanthropic partnership not only ensured that the federal government was funding high-quality projects, but also advanced The Rockefeller Foundation's goals to help poor and marginalized people by increasing the resilience of all communities.

The public-philanthropic partnerships documented in this guide are informing the methods of SC2, Promise Zones, and other areas of HUD's work, not to mention the mindset of the broader federal government. Much of this partnership development at HUD has been supported by HUD's Office for International and Philanthropic Innovation (IPI). Serving as HUD's strategic partnership and innovation office, IPI provides training, tools, consultation, and knowledge to help HUD programs better align with the philanthropic community around shared goals and approaches.

Through active engagement with philanthropy, public sector leaders are recognizing the value of bringing more talent and perspectives to the table to address complex issues, and expanding perceptions of what philanthropy can do. For philanthropic institutions, these partnerships have accelerated the positive changes in the communities in which they work. Cross-sector collaborations demand flexibility, open-mindedness, trust, and patience to work through the initial wrinkles, but once unleashed, these partnerships can deliver the innovative solutions that communities deserve.

Salin Geevarghese
Deputy Assistant Secretary, Office for International and Philanthropic Innovation

[8] https://www.huduser.gov/portal/sc2/home.html
[9] http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/economicdevelopment/programs/pz

BIBLIOGRAPHY

Acree, J., Deychakiwsky, N., & Horton, K. Large and Small Funders Partner to Benefit Community. PhilanthroFiles. August 21, 2014. http://philanthrofiles.org/2014/08/21/large-and-small-funders-partner-to-benefit-community/.

Anderson, Cory. The Winthrop Rockefeller Foundation. Phone interview. February 2, 2016.

Arzdorf-Schubbe, Margaret. The Bush Foundation. Phone interview. December 22, 2015.

Bailey, Mary Kay. Central Corridor Funders Collaborative. Phone interview. January 5, 2016.

Bakkenta, Ben. Puget Sound Regional Council. Phone interview. October 22, 2015.

Brentrup, Shirley. Rural Economic Area Partnership (REAP) Investment Fund, Inc. Phone interview. October 13, 2015.

Brown, Michael. The Seattle Foundation. Phone interview. December 9, 2015.

Burns, T. & Brown, P. Final Report: Lessons from a National Scan of Comprehensive Place-Based Philanthropic Initiatives. Urban Ventures Group, Inc. April 16, 2012. Available at http://www.heinz.org/UserFiles/File/Place-Based/UrbanVentures_final-report.pdf

Cerny, Stephen. HUD. Personal interview. September 21, 2015.

Cotter, Amy. Metropolitan Area Planning Council. Phone interview. October 16, 2015.

Cribbs, Jennifer. HUD. Phone interview. September 18, 2015.

David, Jessica. The Rhode Island Foundation. Phone interview. December 15, 2015.

Davidson, Michael. The Chicago Community Trust. Phone interview. January 8, 2016.

Davis, Jeff. State of Rhode Island Division of Planning. Phone interview. December 1, 2015.

Dean, Bob. Chicago Metropolitan Agency for Planning (CMAP). Phone interview. January 6, 2016.

Dethlefs-Trettin, Angela. The Community Foundation of Greater Des Moines. Phone interview. October 16, 2015.

Dykgraaf, Kathryn. HUD. Personal Interview. September 25, 2015.

Fagrelius, Rosemary. Minnesota Housing Partnership. Phone interview. October 16, 2015.

Ferris, James M., & Williams, Nicholas P.O. Catalyzing Collaboration: The Developing Infrastructure for Federal Public Private Partnerships. The Center on Philanthropy and Public Policy at the University of Southern California. 2014.

Friedman, Naomi. HUD. Personal interview. October 8, 2015.

Hacke, Robin. The Kresge Foundation. Phone interview. February 11, 2016.

Hacke, R., Wood, D., Urquilla, M. What Can Foundations Do to Foster Community Investment? 10 Roles for Philanthropy. The Kresge Foundation and Initiative for Responsible Development. December 11, 2014. Available at http://kresge.org/library/what-can-foundations-do-foster-community-investment-10-roles-philanthropy

Hacke, R., Wood, D., Urquilla, M. Community Investment: Focusing on the System. The Kresge Foundation and Initiative for Responsible Development. March 2015. Available at http://kresge.org/library/community-investment-focusing-system

Hacke, R., Wood, D., Grace, K. Putting Dollars to Work in the Community: 9 Things Local Government Can Do to Harness Private Capital for Public Good. Living Cities and Initiative for Responsible Development. August, 2012. Available at https://www.livingcities.org/resources/117-putting-dollars-to-work-in-the-community-9-things-local-government-can-do-to-harness-private-capital-for-public-good

Halbach, Chip. Minnesota Housing Partnership. Phone interview. October 16, 2015.

Hunter, Sarah. HUD. Personal interview. February 11, 2016.

Kelly, Michael. Baltimore Metropolitan Council. Phone interview. December 21, 2015.

Kenyon, Amy. The Ford Foundation. Phone interview. February 9, 2016.

Lawlor, Mary Pat. Puget Sound Regional Council. Phone interview. October 22, 2015.

Lee, Ellen. City of New Orleans. Phone interview. January 14, 2016.

Lewis, Gregory. The True Colors Fund. Phone interview. February 19, 2016.

Liu, Nora. City of Seattle. Phone Interview. October 22, 2015.

Maldonado, Jerry. The Ford Foundation. Phone interview. January 14, 2016.

Marsh, Dwayne. HUD. Personal interview. October 7, 2015.

Marshall, Sunaree. HUD. Personal interview. September 21, 2015.

McRae, Lynnette. HUD. Personal interview. October 13, 2015.

Moon, John. Federal Reserve Bank of San Francisco. Phone interview. January 7, 2016.

Muschler, Eric. The McKnight Foundation. Phone interview. January 5, 2016.

Peterson, Kevin. The New Hampshire Charitable Foundation. Phone interview. October 23, 2015.

Rivers, Melissa. East Arkansas Planning and Development District. Phone interview. October 20, 2015.

Sheehy, Lee. The McKnight Foundation. Phone interview. January 5, 2016.

Shelton, Jama. The True Colors Fund. Phone interview. February 19, 2016.

Siegel, B., Winey, D., & Kornetsky, A. Pathways to System Change: The Design of Multisite, Cross-sector Initiatives. Center for Community Development Investments of the Federal Reserve Bank of San Francisco Working Paper. July 21, 2015. Available at http://www.frbsf.org/community-development/files/wp2015-03.pdf

Siegel, B., Winey, D., Kingslow, M. & Seidman, K. The Role of the Public Sector in the Integration Initiative Executive Summary. Prepared by Mt. Auburn Associates for Living Cities. September 23, 2013. Available at https://livingcities.s3.amazonaws.com/resource/255/download.pdf

Sieloff, Sarah. Center for Creative Land Recycling. Formerly with the Strong Cities, Strong Communities (SC2) Initiative. Phone interview. February 19, 2016.

Spencer, Scot. The Annie E. Casey Foundation. Phone interview. February 11, 2016.

Stone, Dave. Bravo Greater Des Moines. Phone interview. October 16, 2015.

Thurlow, Kim. The Community Foundation of the New River Valley. Phone interview. January 6, 2016.

Tilsen, Nick. Thunder Valley Community Development Corporation. Phone interview. January 20, 2016.

VanderSchaaf, Mark. Metropolitan Council. Phone interview. December 10, 2015.

Wilcoxon, Bethany. Des Moines Area Metropolitan Planning Organization. Phone interview. September 21, 2015.

Williams, Diana. Diana Williams & Associates. Phone interview. February 12, 2016.

Williams, Diana. The Hardest Road: Philanthropic Approaches to the Evolving Field of Transportation Equity. The Funders' Network for Smart Growth and Livable Communities. Coral Gables, FL. 2015.

Yost, Erich. HUD. Phone interview. February 29, 2016.

HUD.GOV

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
451 7th St. SW, Washington, DC 20410

September 2016