



THE KRESGE FOUNDATION
2019 ANNUAL REPORT

Inside Out & Outside In

Equity: Organic to Our Mission

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Our Statement on Equity

Kresge's core purpose is the expansion of opportunity in America's cities.

To achieve this goal, Kresge staff commit to and imbue into their work the foundation's organizational values of respect, partnership, stewardship, opportunity and creativity. Recognizing that true opportunity can never be achieved until institutional, structural and systemic racism are overcome, Kresge adopted in 2019 a sixth value — equity — to infuse the principles of fairness and justice into every facet of our grantmaking, social investing and operations.

The special moment in which we find ourselves — one defined by new understandings of and renewed calls for what equity, justice and fairness should be in the United States — required Kresge to excavate its own bedrock values.

At the same time, Kresge also issued an equity statement acknowledging the “pervasive, enduring, corrosive and invidious impediments to racial equity and racial justice” that have shaped this country since its inception. Kresge's mission can only be achieved “when those impediments have been dismantled and pathways of equitable opportunity substituted in their place.”

But beyond these words, Kresge is raising consciousness about what equity means, and what it

requires of us both in our work in cities and within our own four walls.

By evaluating our work and real-world impact through an equity lens, Kresge is looking at who is at the table — and who is on the sidelines; who is contributing — and who is making decisions. Kresge is also assessing how its actions and processes can accelerate — or have the potential to impede — the operationalization of equity inside and outside the organization.

Kresge's journey is one of constant movement as staff members collaborate with each other and external partners to listen, learn, test and act to initiate changes toward equity.

In this way, Kresge recognizes that any meaningful advancement of equity outside its walls begins with internal transformation and a willingness to be transformed by its partners — a never-ending dialectic of **Inside Out & Outside In**.

After all, equity is a journey whose destination has not yet been seen, but for which Kresge and its partners strive to reach each and every day.

Our equity statement is a clarion call for all of our staff who endlessly work to ensure that the world is more equitable and more just.





The Kresge Foundation centers equity as one of its organizational values. Equity to us means that all people — regardless of race, ethnicity, age, gender, sexual orientation, religion, zip code, health and ability status or any other consideration — have equal and inviolable dignity, value and opportunity to participate justly, fairly and fully in all dimensions of civic and economic life ... to prosper ... and to reach their full potential.

Since this country's inception, every facet of community life has been shaped by pervasive, enduring, corrosive and invidious structural and institutional impediments to racial equity and racial justice. The progress toward urban opportunity to which Kresge is dedicated cannot be accomplished without an explicit acknowledgment that these impediments have caused communities of color to suffer systemic and systematic underinvestment, active disenfranchisement, pernicious prejudice and visceral intolerance. Kresge's mission will be realized only when those impediments have been dismantled and pathways of equitable opportunity substituted in their place.

We commit to examining in all ways and at every opportunity how our foundation's work can repair, heal and renew communities to be places where diversity thrives, where inclusion and belonging is the norm, and where equity in all its forms is the outcome.

That commitment begins inside our own organization. We welcome difficult conversations and commit to continuous learning about how to do better. Through critical examination of the values, implicit biases, policies and practices that drive both our internal culture and external engagements, we will strive to fashion an institutional role that propels, rather than impedes, progress for the communities we aim to serve. We are unequivocal in our commitment to equity. We invite all to join us in it ... hold us to it ... help us deepen it ... and persevere until we achieve it.

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What's Going On

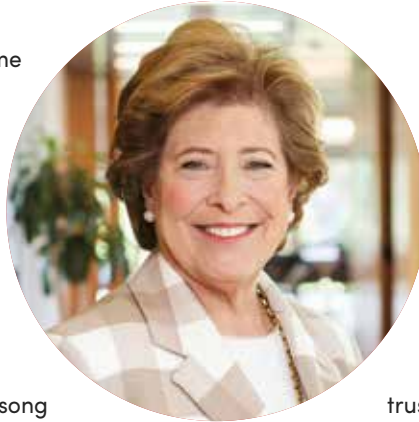
ELAINE D. ROSEN, CHAIR, THE KRESGE FOUNDATION

A few weeks into the stay-home orders issued in my community this spring — and in cities across the U.S. — I suffered a scratched cornea, necessitating a visit with my doctor. As I left my house for the first time in weeks and traveled the eerily still streets while wearing a home-made face mask, Marvin Gaye's song "What's Going On" came to mind. The song had calmly called on the nation's conscience when it debuted in 1971. I heard and felt it then, and in times of trouble since. Here it was in my head yet again.

*Mother, mother
There's too many of you crying*

I had been steeped almost 24/7 in devastating news coverage of the COVID-19 pandemic: from first responders in ICUs described as war zones to teachers attempting to feed and educate students and their families from afar; from reports of unfathomable morbidity rates among Black and Brown people succumbing to the virus to a dereliction of leadership at the highest levels. All of this was coupled with an economic cliff dive and an ensuing recession that was already wreaking havoc from Main Street to Wall Street.

During that quiet ride to my appointment, I recalled a decision Kresge President and CEO Rip Rapson and I had somewhat sheepishly made to cancel our in-person quarterly Board of Trustees meeting. The gathering was scheduled to take place mid-March in New Orleans. The cancellation did seem overly cautious at the time, but by March 9, the Big Easy had seen the first of what would



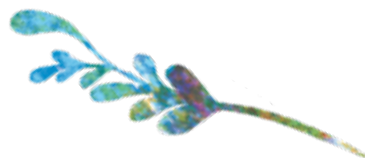
be an overwhelming tide of COVID-19 cases. Five days later, the city's first death was reported.

*Brother, brother, brother
There's far too many of you dying
You know we've got to find a way
To bring some lovin' here today*

For the first time, we conducted our trustee meeting virtually. As always in times of crisis and stress, our discussion was framed with the mandate "to promote human progress" — laid down by our founder Sebastian S. Kresge in 1924. Over the years, we have supported hundreds of nonprofit organizations working for change across the country; suddenly the vast majority of them were facing unprecedented need.

During that meeting, the board recertified the mission and purpose of the foundation and expressed our intent to double down on who Kresge is and what we stand for. Therefore, the foundation's first move would provide maximum flexibility to existing partners to sustain their critical work. In the weeks that followed, staff did that and more: They listened to community leaders, offered additional grant funding or extensions and provided other supports to ensure that these nonprofits in cities across America could continue the essential work of serving their constituents and advancing their own missions.

Meanwhile, as May approached, I did my own small part to flatten the curve by staying indoors. I spent the long days washing my hands, trying to limit news intake, staying engaged with work and making more time to connect with family and friends. I remained optimistic that Memorial





Day weekend would not only bring the unofficial start of summer, but also mark the transition to a new normal for a country on the other side of an epidemic.

I could not have been more wrong.

The murders of two Black men — Ahmaud Arbery at the hands of his white neighbors, then George Floyd, under the knee of a white Minneapolis police officer — and the outpouring of grief and rage that filled streets coast to coast gave fresh meaning to the song that was continuing to play in my head as a sort of soundtrack to these difficult times.

*Picket lines and picket signs
Don't punish me with brutality
Talk to me, so you can see
Oh, what's going on*

The horror weighed heavily on our hearts and in our minds when the board met again virtually in early June. We knew the marches were not a response to isolated incidents, but rather to an established pattern of entrenched violence against African Americans that has gone unpunished for centuries.

We don't know precisely what it will take to change our system of injustice. But we do know that the appalling silence and inaction of government can't continue. We don't have answers. But we do have an obligation to help discover them.

More than a decade ago, Kresge chose to enliven its mission with a focus on expanding opportunity in America's cities by challenging underlying inequities and injustices. Why? Because we've seen how systemic ineq-

uity has the potential to fast-track a fever to the ICU or a disagreement to a body bag. In 2019, we reaffirmed that commitment by adopting equity as our sixth foundational value. In this annual report, I invite you to learn more about the staff's most recent work to operationalize equity inside and outside the organization.

This foundation has the unique privilege and therefore an abiding obligation to deploy all our resources — human, financial and reputational — to be part of the solution. We will do just that, using our core values as unshakable guideposts just as we have during the course of the foundation's 96-year history. The smart, passionate and talented Kresge staff has never been more prepared for what is certain to be a complex and long fight, because the sweetest reward — equity — is literally a matter of life and death.

*Oh, you know we've got to find a way
To bring some understanding here today
C'mon talk to me
So you can see
What's going on*

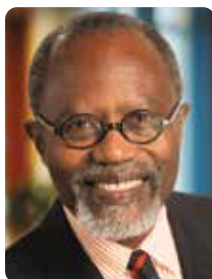
Being the chair of The Kresge Foundation Board of Trustees is a great privilege — not only to serve, but to learn alongside some of the most humane, generous and smart leaders of our time. My personal journey with Kresge wouldn't be possible without the guidance and mentorship of my predecessor, hero and dear friend, Irene Hirano Inouye. As if the world hadn't suffered enough, we were all rocked to the core by her death in April 2020. When I was new to the sector, Irene patiently taught me about philanthropy, modeled how to make hard decisions with grace and helped me see my role as first among equals. The Kresge Foundation



Irene Hirano Inouye (right) shares a toast with Elaine Rosen and Rip Rapson at the 2015 celebration of the expansion of Kresge's headquarters.



Richard Buery, Jr.

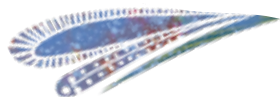


Phillip L. Clay



Steven K. Hamp

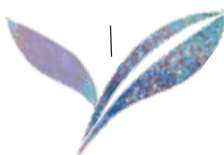
is a different — dare I say, better — institution because of the 16 years that Irene committed herself to its service. For that, we shall be forever grateful.



In 2019, the board was thrilled to welcome Richard Buery, Jr., as our newest member, who brings deep expertise in early childhood education and higher education access and success. These interests were seeded as a college student when he started a summer enrichment program in a Boston neighborhood and taught elementary school at an orphanage in Zimbabwe. Richard's combination of experiences, passion and skills is already proving invaluable to the board.

And we bid farewell and our deepest gratitude to trustees Phillip Clay and Steven Hamp, who retired in June 2020 after 12 and 18 years of service, respectively. Both gave immeasurably to the foundation, helping to shape our philanthropic strategy toward expanding opportunities in America's cities.

We don't get to choose our time here, but we do get to choose what we do in our time. As you read this report, the Kresge staff and trustees are likely refining our tactics, but not our mission. We have reaffirmed who we are and what we strive to do in the spirit of our founder's wishes. We have work to do. And we will do that work together.



The Tipping Point

RIP RAPSON, PRESIDENT AND CEO, THE KRESGE FOUNDATION

The COVID-19 pandemic has placed American cities in a path of long-term, cataclysmic disruption. Cities' ability to pre-serve basic services — from public health to fair elections — has been upended from every angle. All the while, the normative behaviors that undergird every dimension of urban life are unraveling to expose longstanding racial disparities that have undermined trust in the very institutions on which we depend.

In the months since the murder of George Floyd, residents nationwide have done what any vibrant civil society with a conscience should do: take to the streets with a sense of outrage aimed unapologetically and irreverently at redefining the rules of the road for racial injustice.

In its scale, its clarity of purpose and its promise of persistence, the current moment rivals the epochal upheavals of the 1960s. Beyond elevating and altering this country's discourse about racial inequities, the pressure emanating from the streets has set in motion a palpable sea-change in attitudes about how we face down our history and accelerate a long-delayed pivot toward justice. Leaders and institutions that might in the past have refrained from full-throated commitments to racial equity — out of fear of seeming strident,



alienating constituencies or appearing politically partisan — are proudly doing just that.

To be sure, there are few more difficult challenges than converting ardent protests into tangible changes to policy and behavior. Impatience is naturally diluted by its twin, the passage of time. The sharpness of an agenda born of unthinkable

police violence softens as the aperture widens to include the entirety of the justice system, to say nothing of the full spectrum of social and economic inequality.

We can't, however, permit those alarms to be dispositive. We have witnessed broad and ostensibly sincere acknowledgment from many corners of our country that racial inequity is structurally embedded in our civilization. As a country, we are finally awakening

to the pervasive biases that have been there all along: the historical accumulation of disadvantage in the way our economy works; the inequitable way services are delivered to Black and Brown people; the ways in which our children are introduced to opportunity.

The next step is more difficult: to accept as the inevitable corollary of heightened awareness



Residents peacefully gather during a Black Lives Matter protest in Washington, D.C.

While navigating from the Great Recession through municipal bankruptcy, the City of Detroit has translated systemic disinvestment, racial fractures and municipal dysfunction into a machinery of positive civic change.



the imperative of rebuilding the civic infrastructure of American society. Tackling root causes of racial inequity means deconstructing systemic impediments to progress and redesigning the way systems work. That is a very big, complex and long-term lift. There is little in our collective repertoire that will navigate us to a hopeful future if we chart our course using familiar and comfortable tactics.

But cities in crisis can be crucibles for new solutions.

The Kresge Foundation has some experience with that in Detroit. Over the past decade, as the city navigated from the Great Recession to the largest municipal bankruptcy in American history, it has translated systemic disinvestment, profound racial fractures and grievous municipal dysfunction into a machinery of positive civic change.

It could be said that Detroit's struggle — one that remains unresolved — was a microcosm for the world we are in today. It was rooted in racial divides. It was weighed down by inflexible capital markets that consistently failed to reach those in greatest need. It

was hampered by patterns of decisions ill-suited to the creativity needed in inclement times.

One of the lessons we have learned in Detroit is that the upstream work of reforming the social compact is far more nuanced, incremental and accretive than we might desire. The act of dismantling institutions requires painful changes to the complex web of social norms, economic interests and political inertias. Vested interests are powerful things, and that is the point.

The formula that has been used to reimagine in Detroit is similar to the formula used to depreciate an asset. Holding a construct of the broad result that was sought, we asked what systems needed to be changed or shed in order to get there. We then determined which parts of those systems still had value and should be carried forward and which parts were no longer serviceable and should be replaced with something different. Slowly, but consistently, a reasonable facsimile of the system we desired took shape in land-use policy, in early childhood education, in regional transportation, in entrepreneurship and in arts and culture. Along





the way there was more adding and shedding, but in all instances, reimagining made it possible.

That is likely far more technocratic and gradual than would appear to suit the moment. But perhaps not. Defunding police, for example, will inevitably be an act of depreciating the asset — retaining services best suited for law enforcement professionals while reallocating services that are better suited to mental health, social work and mediation specialists.

Rebuilding is different from fighting back, and both are needed. Progress will require a right-sizing, sequencing and pacing of all modes of change — pairing the streetwise energies and narratives of organizing, activism and pressure campaigns with the more deliberative methods of internal reform and structural change.

That kind of pairing, however, will demand a new repertoire of problem-solving that is grounded in a mindset that modulates from conflict to collaboration, from destruction to construction, from outrage to empathy. The very good news is that local leaders from all walks of life today are exhibiting exactly this kind of mindset.

The Kresge Foundation certainly doesn't have a recipe for how to deliver this in practice. But our experience in Detroit taught us that there is a precious time at the height of crisis: a gulf force moment when leaders in government, business, philanthropy and civil society are prepared to step back from a strict definition of their roles and realize the possibilities of more flexible forms of authority and responsibility.

One might assume that the strategies deployed during Detroit's period of unprecedented municipal collapse have little relevance to cities in less challenging situations. We have found the opposite. The pressures felt in the Motor City — tied to municipal finance, racial division, investment in neighborhood

businesses, public health, family economic mobility and countless others — are shared in varying extremes and forms by cities across America.

Shortly after the 2016 election, Kresge joined with the Urban Institute, Brookings Institution, Living Cities, The Aspen Institute and others to ask a dozen or so cities whether it made sense to work collectively on those challenges. The idea was to invite a city — say, Fresno or Minneapolis or Memphis or Kansas City — to identify a handful of gnarly municipal issues for which the resources of a philanthropy, coupled with the capacities of national research and policy institutions, might be helpful.

Each city was, of course, contextually idiosyncratic. But the commonalities have been striking. For instance, most cities lacked a nongovernmental platform to engage the next generation of community leadership in meaningful ways to build a racially and ethnically



The Shared Prosperity Partnership, an initiative that supports local efforts to create more inclusive economies, hosts roundtables such as this one in Kansas City and in cities around the country to understand their most pressing challenges, determine how philanthropy can provide meaningful support and elevate what is learned to inform the urban practice field.



*john a. powell
explains his
othering and
belonging
framework
during the 2016
Kresge staff
retreat.*



*Over the past several years,
Kresge staff members have worked
to develop a shared vocabulary;
understand more deeply; push
into their work more fully; and
operationalize more completely a
commitment to diversity,
equity and inclusion.*

inclusive community. Others acknowledged the difficulty of bringing private and public sector actors together for those conversations. All expressed the complexities in bringing capital flow to neighborhoods. And the need for improved data and analysis to inform public decision-making was universal.

If there is a single thread, it is the necessity for mechanisms that draw together sectors in ways that create a problem-solving alchemy formed by their unique skills, expertise and perspectives. Since beginning this work, we've increasingly seen emergent strategies in one city inform conversations in another. It is inspiring and contagious.

A Deeper Exploration of Equity

In 2019, The Kresge Foundation marked a pivotal moment in its nearly 100-year existence.

That's when the foundation adopted equity as a sixth organizational value. We also formalized an equity statement declaring that our progress toward urban opportunity simply cannot progress until we explicitly acknowledge that structural and institutional racism continues to endure. In the simplest terms: Our mission can only be realized after barriers to racial equity and racial justice are dismantled and are substituted with pathways to equitable opportunity. *(Read our full equity statement on page 5.)*

To be clear, the foundation's equity journey commenced many years ago. Ideals for a racially equitable and just society have been a centering motivation to our philanthropic work for much of our history, if not externally articulated and explicitly actualized in our operations and in our culture.

The turning point occurred in the summer of 2016 when our nation was rocked by a disturbing and disorientating set of events: a flurry of fatal police

shootings of unarmed Black men; the hate-crime attack at the Pulse nightclub; and a divisive presidential campaign that was unraveling the last remnants of national unity. That's when a group of Kresge employees stepped forward to ask if the organization could address equity more fully.

The answer was — unequivocally — yes. The resulting employee-led “Change Team” got to work on curriculum and learning events to ensure individual and group learning among all Kresge staff.

One of the first actions the group took was to organize a learning session with John A. Powell, the recognized expert on issues of civil rights, structural racism and poverty from the University of California, Berkeley's Osher Center for Strategic Studies and Institute.

With staff eager to carry on these initial efforts, nearly a quarter of the foundation's workforce joined the Change Team to help drive an intentional embrace of racial equity and to operationalize that learning within the foundation's four walls.

That included evaluating and recalibrating processes deep inside the workplace. From adjustments in our bereavement leave and flexible work policies to a deep look at our compensation, performance management, recruiting and vendor selection practices, everything made its way to the table. And putting forth an equity statement and adopting equity as a core value has been our way to collectively commit that every employee and every department has unending responsibility to advance equity.

All the while, foundation grantees and partners have played an integral role informing, modeling and further motivating our work toward racial equity. Countless adjustments and whole grantmaking initiatives have been developed by the foundation to

center equity in each of our strategies. I invite you to explore the many inspirational examples of *equity in action* in this annual report.

It's no surprise that this work has helped us be more honest with ourselves. We have made missteps along the way, and it is inevitable that there will be others. When all of our assumptions about community life, the economy, racial reconciliation and norms of mutual support have been turned **Inside Out & Outside In**, we have the opportunity — indeed, the obligation — to be audacious. There is no higher aspiration than equity forming the taproot of every move, and the wind in our collective sails feels refreshingly stronger than ever before.

“The ultimate measure,” as the great Martin Luther King, Jr., said, “is not where (one) stands in moments of comfort and convenience, but where (one) stands at times of challenge and controversy.”

Won't you join us?

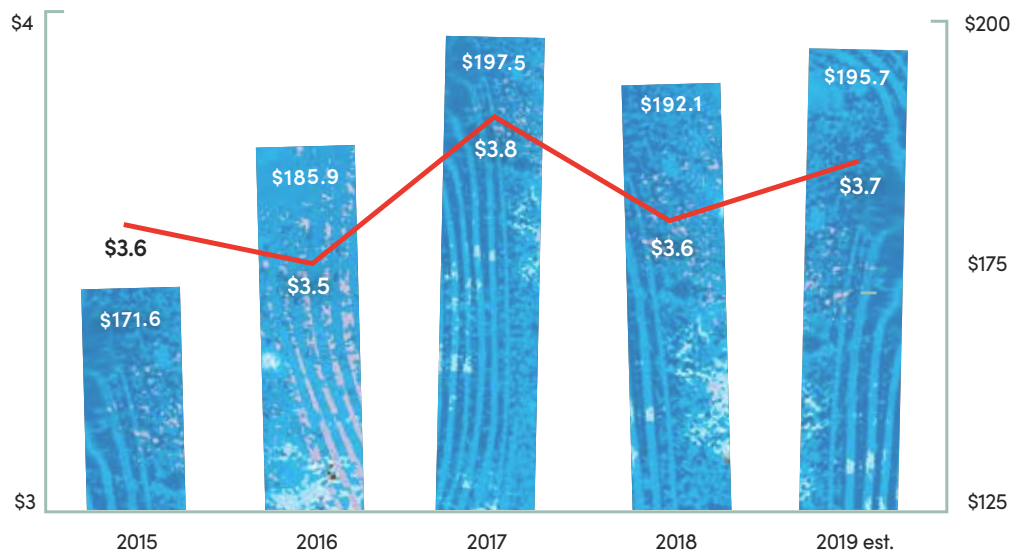


In 2019, Kresge formally adopted equity as its sixth organizational value.

2019 Financial Report

Our primary investment objective is to preserve and grow our endowment by generating returns greater than our spending on grants, social investments, administrative costs and inflation. We believe measuring our performance over market cycles of at least five years is appropriate. For the five years ending December 31, 2019, the endowment returned 5.6% annually, below our spending plus inflation target of 7.3%.

In 2019, the Board of Trustees approved 656 grants totaling \$165.7 million. In addition, we made nine social investment commitments totaling \$52.1 million through program-related investments, equity investments and guarantees.



Robert J. Manilla
Vice President, Chief Investment Officer



Amy B. Robinson
Vice President, CFO & Chief Administrative Officer

25% by '25 Initiative

A commitment to ensure that by **2025, 25%** of the foundation's U.S. assets will be invested with firms owned by **women and people of color**.

Operationalizing Equity Inside Out

As part of the foundation's diversity, equity and inclusion journey, several Kresge staff departments and cross-team work groups initiated critical examinations in 2019 of the values, implicit biases, policies and practices that drive operational decisions, including:

- **The Investment Office launched the 25% by '25 initiative**, a commitment to ensure that by 2025, 25% of the foundation's U.S. assets will be invested with firms owned by women and people of color. The team has also worked internally to revamp recruiting and hiring practices to ensure more diverse and inclusive candidate pools and is

encouraging others in the philanthropy and finance sectors to do the same.

- **With significant support from the Finance team**, the foundation began to reevaluate vendor contracting and hiring practices. Analyzing past vendor contracts, Kresge conducted a survey of vendors of all sizes to learn more about workforce demographics and other inputs as well as their efforts to promote diversity, equity and inclusion. Plans are underway to gain greater internal insight and aggregate data to guide how to best implement new vendor processes.

- **In her newly appointed role** as president of the Foundation Financial Officers Group (FFOG), a nonprofit organization of financial and investment officers of large private foundations, Kresge's Amy Robinson has adopted a learning agenda to help the group probe what operationalizing diversity, equity and inclusion looks like. In parallel, the group is evaluating how FFOG can support members' work in this area within their own organizations and circles of influence.

Strengthening the Equitable Creative Placemaking Field

REGINA R. SMITH, MANAGING DIRECTOR

Arts and culture remain vitally important during our country's most turbulent times.

Just as we are witnessing with the COVID-19 pandemic, people with low incomes and communities of color are impacted first and most negatively in moments of crisis.

Yet, even outside of crises, we must acknowledge the historic trauma and systemic racial injustices experienced by people with low incomes, the disinvestment in the places where they live and the normalized acts of exclusion.

As inequality grows and isolationism sets in, we need creative solutions to support the overall well-being of people's lives — building social cohesion, engaging communities, bridging differences and tackling issues of inequality.

The Creative Placemaking field contributes to long-term change by providing new avenues for arts, culture and community-engaged design to serve as central elements of community development and planning.

Since first launching our Creative Placemaking strategy in 2012, we have been thinking critically about how Kresge might best influence national field-building and support the next generation of Creative Placemaking leaders to ensure more equitable outcomes.

Therefore, in 2019 our strategy evolved to focus on strengthening the equitable Creative Placemaking field, increasing creative capacity to shape healthier neighborhoods and catalyzing creative



change in cities. Through this approach, we have elevated the field's influence on equitable outcomes by placing greater emphasis on activities that help undo underlying inequities and result in, among other outcomes, stronger social cohesion, increases in resident-driven action and positive narrative change.

To achieve this, we focused our funding on cohorts where we see the greatest promise for work specific to the Creative Placemaking field, including the launch of:

- **BASED (Building and Supporting Equitable Development):** This pilot initiative provides a platform for community and arts-based organizations to share their racial equity and inclusion best practices in community development.
- **Culture of Justice:** In collaboration with our Human Services Program and our Boys and Men of Color internal working group, this national initiative is supporting five organizations in cities that are using arts and culture to reimagine justice in their cities.
- **FreshLo (Fresh, Local & Equitable):** This joint effort with our Health Program provides funds for neighborhood-scale projects that integrate healthy food, Creative Placemaking, community development and equity into their work.

Already, these initiatives are achieving outcomes centered on arts, culture and community-engaged design that are contributing to more equitable places, more just systems and more resilient people with choices to lead self-determined, healthy lives.



Place-BASED Equity

When art creates community

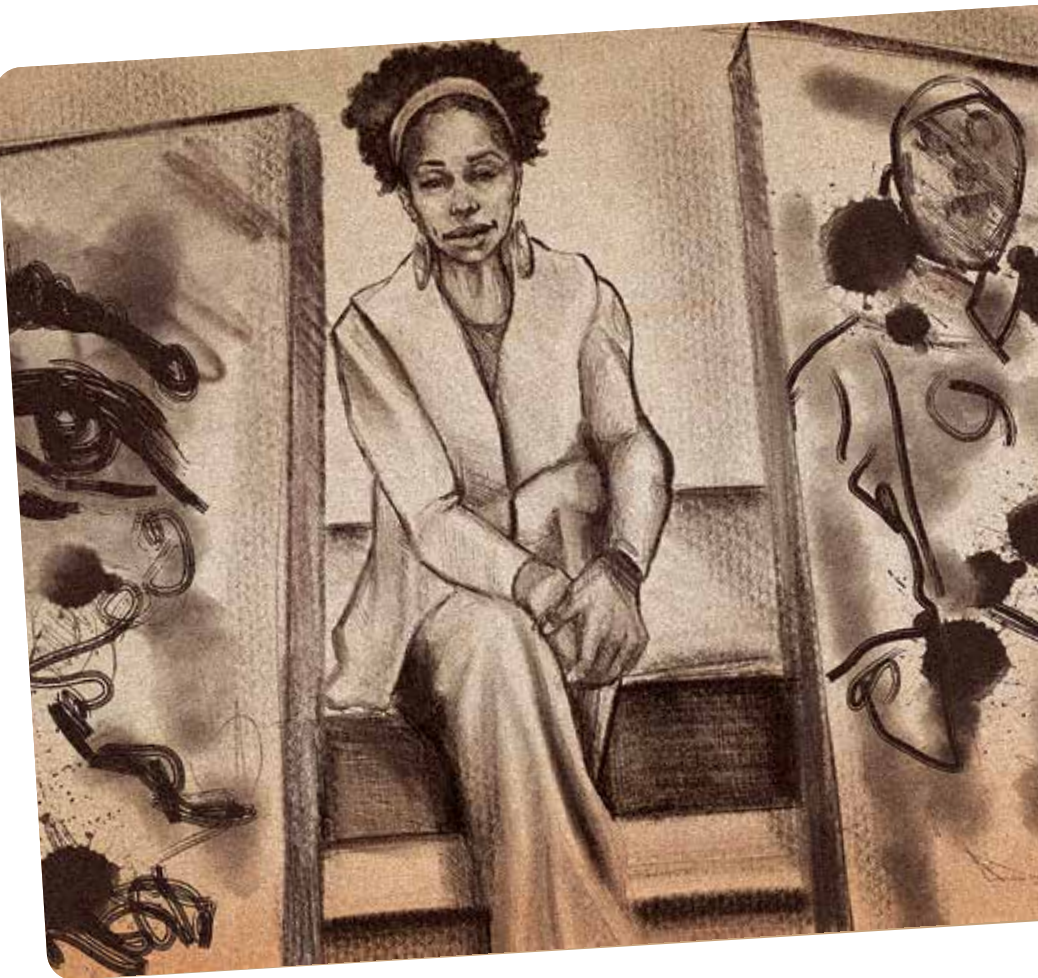
BY EMILY NONKO

Eureka Gilkey describes returning to her hometown of Houston, Texas to take on the role of executive director at Project Row Houses as a “nontraditional path.”

Gilkey had spent 20 years in Washington, D.C., holding senior leadership positions for Obama for America 2008, Emily’s List, NARAL and the Department of Housing and Urban Development under the Obama Administration.

The 27-year-old community-based organization is credited with revitalizing Houston’s Third Ward historic Black neighborhood by using art as a catalyst to address cultural, educational and social issues.

Project Row Houses hired Gilkey in 2015. That was less than a year after one of the organization’s founders, Rick Lowe, was awarded a MacArthur “genius grant.” Lowe, along with six



“WE’VE SEEN REALLY EXTRAORDINARY WORK IN BRINGING FORWARD ARTS AND CULTURE PRACTICES TO CREATE MORE EQUITABLE APPROACHES TO ALL THE CORE COMPONENTS OF COMMUNITY DEVELOPMENT.”

— Seth Beattie, *The Kresge Foundation*

other artists, was responsible for transforming 1 1/2 blocks of derelict shotgun houses in the Third Ward into community and cultural spaces some 20 years earlier. Gilkey joined the team after the organization had expanded to offer resources to artists, small businesses and local residents, including transitional housing for young mothers.

Gilkey spent her early years with the organization strengthening its infrastructure, particularly after Hurricane Harvey hit in 2017. Today, she says, “we have a lot of responsibility in defining socially engaged art and codifying that in a way people can see it’s a model, not just some buzzword.” The organization took up that task as part of an ambitious



IN HER OWN WORDS 'Project Row Houses Gave Me Community'

Project Row Houses' ability to empower residents of Houston's Third Ward through creative cross collaboration is particularly evident in its Young Mothers Residential Program, which provides housing and counseling on personal growth and parenting skills for young moms pursuing education and careers. Dr. Assata Richards, founder and director of the Sankofa Research Institute, shares her own experience as a participant.

I am a third-generation resident of the Third Ward, which is where Project Row Houses is located. My grandparents came from picking cotton and racial oppression in East Texas. They moved into the Third Ward because there was a public housing community where African Americans were allowed to live.

When I applied to the Young Mothers Residential Program (YMRP), poverty had beat me down and made me really question if I could become a first-generation college student with limited financial support. Because that's what I was trying to become. At the time, it felt like I was trying to cross a six-lane freeway. In the program, they assured me that if I put forth the effort, then they would support me in the ways necessary so my life would move forward. That's exactly what happened. We began to deal with my childhood traumas, building healthy relationships and developing an understanding of a career trajectory. I went back to school in



1997 as a freshman, and by 1999, I was graduating with honors, on my way to Penn State with a full fellowship to earn my Ph.D.

I worked as a Project Row Houses docent on the weekends when I graduated from the YMRP. It was something powerful to walk through those houses and see them transformed, and I began to understand the power of art and creativity. The artists transformed houses into creative expressions that addressed issues that were relevant, and that's what we were doing in the Young Mothers Program. Like the artists creating things in those houses, we were creating things out of our lives. Socially engaged art has value for me because I am a person who was impacted through that practice.

I got my Ph.D. and became a professor at the University of Pittsburgh, but I always understood a lot of sacrifices were made for me. I really

wanted to come back and demonstrate that my community can produce someone like me, and that the Ward was more than its challenges.

Project Row Houses gave me — as the Irish call it — the soft place to stand on the day my feet are sore. I developed a practice that led me to founding the Sankofa Research Institute, which uses some of the core components of socially engaged art practice. It's an intrinsic value for community and people, collaboration and equitable partnerships. They're all things that led to me discovering a type of research called community-based participatory research, which resonated with me and really reflected what I had seen and experienced at Project Row Houses. The mission of the institute is creating knowledge to strengthen communities. My very work is based on what Project Row Houses gave me, which is community.

Black women artists for Black Lives Matter march at Project Row Houses.



See how **Project Row Houses** has responded to COVID-19 at EquityInsideOut.org or by using this QR code.



Eureka Gilkey serves as executive director of Project Row Houses.



collaboration with industry leaders across the country in late 2019.

Equity-Focused Community Development

Project Row Houses is one of 11 arts and community development organizations that have received grant funding from the BASED (Building and Supporting Equitable Development) initiative. The three-year, \$8 million pilot effort launched by The Kresge Foundation's Arts & Culture Program provides a platform for continued learning of both leading practitioners and Kresge staff around emerging field priorities, such as strengthening racial equity and inclusion best practices within the community development sector.

"We've seen really extraordinary work in bringing forward arts and culture

practices to create more equitable approaches to all the core components of community development," says Seth Beattie, a senior program officer with Kresge's Arts & Culture Program, who oversees the BASED initiative.

The goal of BASED, Beattie says, is to bring organizations doing such distinct work into a collaborative, national learning community to develop a shared agenda for equitable Creative Placemaking. Organizations that merge arts and culture with racially equitable approaches to economic development, housing and community services are part of the collective.

"We recognize that the unique contribution of a cultural approach is that it brings so much creativity and does a

better job of capturing resident priorities," Beattie says.

Asian Economic Development Association (AEDA) is also a BASED grantee that works to expand economic opportunities for Asian Americans with low incomes in Minneapolis/Saint Paul. AEDA has launched Creative Placemaking efforts, such as the Little Mekong business and cultural district, where arts and cultural initiatives have supported relationship-building among St. Paul's Frogtown residents and merchants.

Another BASED grantee, the People's Emergency Center (PEC), provides affordable housing and other resources to residents of West Philadelphia to creatively strengthen neighborhoods and drive change. PEC, for instance,



Opposite page, an aerial view of Project Row Houses. Above, local entrepreneurs participate in a community market; right, a block party celebration.



partnered with Philadelphia's 16th Police District and a network of local arts organizations to host a year-long series of outdoor workshops, public performances and design-build events meant to foster dialogue about public safety and cultural identity.

Transferring Knowledge and Empowering Communities

For Project Row Houses, the arts, culture and Creative Placemaking practices embedded in the organization's DNA have evolved to address the needs of Houston's Third Ward.

"Since 2015, we've led anti-gentrification efforts in the neighborhood," Gilkey says.

That work prompted a partnership with Local Initiatives Support Corporation

(LISC) to launch a financial opportunity center with arts at its core. LISC's financial opportunity centers, which operate off a successful model to help low-income people reach their financial goals, have been supported by Kresge's Arts & Culture and Human Services programs.

"We'd be the first arts and culture organization in the city of Houston to take this partnership with LISC and expand it," Gilkey adds.

As part of BASED, Gilkey works with Michelle D. Johnson, a senior program officer with Kresge's Arts & Culture Program.

"This organization took its rich creative and cultural practices and applied them to the real-life challenges facing residents — lack of access to housing, open space

"THIS ORGANIZATION TOOK ITS RICH CREATIVE AND CULTURAL PRACTICES AND APPLIED THEM TO THE REAL-LIFE CHALLENGES FACING RESIDENTS — LACK OF ACCESS TO HOUSING, OPEN SPACE AND SOCIAL SERVICE SUPPORTS — AND INVESTED IN RESIDENTS' OWN IDEAS FOR MORE EQUITABLE AND INCLUSIVE APPROACHES."

— Michelle D. Johnson,
The Kresge Foundation

and social service supports — and invested in residents' own ideas for more equitable and inclusive approaches," Johnson says.

Gilkey's expertise will be shared with other community development peers who are participating in BASED. In July 2020, Kresge invited six additional organizations to join the BASED cohort.

"By expanding the BASED initiative, the Arts & Culture team is working to strengthen the pipeline of Creative Placemaking practitioners in American cities and invest in creative approaches that empower residents to drive change and restore wellness in their neighborhoods," says Regina Smith, managing director of Kresge's Arts & Culture Program. "Each grantee partner showcases strong models of integrating arts and cultural programming as tools to engage residents' voices and priorities to shape equitable community development."

Freelance writer Emily Nonko is based in Brooklyn, New York.

Striving for Equity: Degree by Degree

WILLIAM F.L. MOSES, MANAGING DIRECTOR

Our commitment to increasing equitable higher education access and success is the cornerstone of our grantmaking. We believe that a more equitable higher education system is one that enables historically underrepresented students — Black, Latino, Asian and Pacific Islander, Native American, first-generation and students from low-income households — to realize the promise of a college education at similar rates as their white or well-resourced peers.

For most graduates, degree attainment is tantamount to increased opportunity and economic security. Today's students pursue college degrees alongside caretaking, professional and other responsibilities. Access is simply not enough. Targeted supports, alongside equity-driven institutional practices, are critical to helping our students persist and earn degrees.

In 2019, we proudly partnered with several organizations that share our commitment to promoting more equitable educational outcomes.



The Thurgood Marshall College Fund, for example, is exploring innovative strategies to help former historically Black college and university students who stopped short of earning a degree restart their studies digitally and cross the degree-completion finish line.

Excelencia in Education, featured in this report, continues to provide targeted

technical assistance to colleges to help them enact policies to boost educational outcomes for Latino students. And our Boosting Opportunities for Social and Economic Mobility for Families (BOOST) initiative, a joint endeavor with Kresge's Human Services team, aims to strengthen partnerships between human services nonprofits and community colleges. These partnerships will connect people living with low incomes in cities to human service supports and educational pathways that advance social and economic mobility.

Working with our partners, we're constantly examining where equity gaps exist to deploy resources in targeted ways to expand opportunities for the students we are humbled to serve.





“IF SCHOOLS REALLY WANT TO SERVE LATINO STUDENTS INTENTIONALLY, THEY HAVE TO ADDRESS EQUITY. THERE’S NO WAY AROUND IT.”

— Deborah Santiago,
Excelencia in Education

Keeping Higher Ed Accountable

Excelencia in Education helps colleges be intentional about Latino student success

BY NATALIE GROSS

Sarita Brown and Deborah Santiago met while working for the U.S. Department of Education in the late 1990s. It was around the time the federal government started granting funds to colleges and universities with large numbers of Hispanic and Latino students, which put so-called “Hispanic-serving institutions” on the map.

The two women have dedicated their careers to making sure those institutions — and others — are living up to that description through their Washington, D.C.-

based nonprofit, Excelencia in Education. Using data, research and hands-on help for schools educating Latino students, they have been keeping higher education accountable for the last 16 years.

“We are explicit about the accelerating of Latino student success,” says Brown, Excelencia’s president. “We founded (Excelencia) to work with those who are ready and willing to hold themselves accountable for producing better results.”

For starters, that meant defining what “serving” should look like.

Majority Doesn’t Always Rule

“Sarita and I have seen that you shouldn’t assume that just because people comprise the majority of a college’s enrollment that the majority is served well,” says Santiago, Excelencia CEO and self-proclaimed “data nerd.” “You could have 50% of your students be Hispanic, and you do the same thing you’ve always done.”

According to Excelencia figures, 539 schools met the enrollment threshold to be deemed Hispanic-serving institutions (HSIs) in 2018–19, meaning their full-time



El Paso Community College was among institutions piloting the early-college concept.

student population is at least 25% Latino. Another 352 are considered emerging HSIs, a term popularized by Excelencia and now widely used to describe institutions with a Latino student population between 15 and 24%.

Excelencia contends that fewer than half of the schools are intentional about their service to Latino students.

"If schools really want to serve Latino students intentionally, they have to address equity," Santiago says. "There's no way around it."

FACILITATING SUCCESS – One student at a time

El Paso Community College President William Serrata has been relying on Excelencia in Education's research and work in the field of higher education since the organization was founded 16 years ago.

Serrata first heard of Excelencia while working at South Texas College. The organization was highlighting early-college high schools that made it possible for students to earn an associate degree while attending high school. Serrata was able to bring the resulting methods and best practices to his campus and build a similar program. At the time he was also a doctoral student writing his dissertation on Latino men in higher education — or, as he says, "more accurately, the lack thereof." So he began to rely heavily on Excelencia's data and research.

A few years later he became president of El Paso Community College — one of the institutions that had piloted the early-college concept with The University of Texas at El Paso (UTEP). Excelencia paired Serrata with a more seasoned leader, Diana Natalicio, who was the UTEP president. She would serve as his mentor and role model.

"It's both personally and professionally that I have used (Excelencia's) resources," says Serrata, who now serves on the nonprofit's board of directors.

Serrata's work has had tangible effects on accelerating the success of Latino students, which is Excelencia's mission. Drawing on the history

and the data Excelencia had made available, his team at South Texas College was able to consider similar types of systems and support.

By the time Serrata left South Texas College, 12 high schools were participating in the early-college program modeled after the work in El Paso. He considers Excelencia the "conduit" of that work.

"We were able to utilize those and say, 'OK, our population in South Texas is very similar,' and, as a result, utilized the best practice and evidence-based practice, and we saw the same thing," Serrata says. "We saw that educational attainment level was able to increase.

"You were able to create that college-going culture because you were getting them while they were still in high school."

Excelencia's partnership with institutions has sparked system-wide and equity-driven approaches to student success.

"The data that is produced on a regular basis by Deborah (Santiago) and Excelencia is just outstanding," he says. "The data is critical (for) ensuring that we're making good decisions — the best decisions — in order to facilitate and impact student success."

"YOU WERE ABLE TO CREATE THAT COLLEGE-GOING CULTURE BECAUSE YOU WERE GETTING THEM WHILE THEY WERE STILL IN HIGH SCHOOL."

— William Serrata, El Paso Community College



See how **Excelencia in Education** has responded to COVID-19 at EquityInsideOut.org or by using this QR code.



Sarita Brown (left) with William Serrata and Deborah Santiago. Below, Serrata and mentor Diana Natalicio.

Excelencia measures how schools are stacking up across three broad categories: data, practice and leadership. The organization investigates how well schools are enrolling, retaining and graduating Latinos. Other areas of focus include financial support and faculty diversity.

"These are areas where institutions can have a better impact to transform and better serve students," Santiago says.

Excelencia has been highlighting successful schools and programs for years in its Examples of Excelencia, using data to show what's really working on campuses, and how other schools can implement similar interventions.

Recently, it took the work further by launching a new Seal of Excelencia. This rigorous certification program recognizes schools that are successfully serving Latinos. The Seal, now in its second round of applications, is highly sought after by HSIs and non-HSIs alike.

"(Excelencia) tirelessly advocates on behalf of Latino students and is constantly sharing examples of best practices, of good behavior," says William F.L. Moses, managing director of The Kresge Foundation's Education Program, and a funder that Excelencia deems a "vital supporter." "With thousands of colleges in the United States, you can't really hope to make change by just working with individual colleges one-by-one. Rather, you need to have a systemic approach that identifies best practices and highlights those practices broadly, which is what Excelencia does."

Reframing the Discussion

Before Excelencia came on the scene, it wasn't unusual for Latino students to be characterized as "high school dropouts, English-language learners and undocumented immigrants," Brown says.



In 2000 — four years before Excelencia was founded — just 22% of Latino 18- to 24-year-olds were enrolled in college, compared to 39% of their white peers. Additionally, 15% of Latino 25- to 29-year-olds had obtained an associate degree or higher, while the same was true for 44% of their white counterparts, according to U.S. Department of Education statistics.

Excelencia's founders understood what others had not yet embraced: that Latino students are more likely to attend community college, enroll part time and not be as academically prepared or financially equipped as their peers, who fit the more traditional student profile.

"That actually is more indicative of the post-traditional student," Santiago says. "Institutions that are not adapting to serve that profile of student are not effectively serving, from our perspective."

She and Brown started Excelencia to give Latino students a voice and to work to reduce equity gaps. With their first research publication in 2004, "Latino Student Success at Hispanic-Serving Institutions," they started reframing the conversation. When they released their "How Latino Students Pay for College" publication in 2005, people — including policymakers — were starting to notice.

"People hadn't talked about Latinos in higher ed with anything other than demography and HSIs. And we went there," Santiago says. "That felt like quite an accomplishment."

By 2018, the latest year for which federal data is available, 36% of Latinos between 18 and 24 had enrolled in college; the percentage of 25- to 29-year-olds who



36%

of 18- to 24-year-old Latinos enrolled in college by 2018
versus 22% in 2000

31%

of 25- to 29-year-old Latinos had obtained an associate degree or higher by 2018 versus 15% in 2000

had earned degrees had more than doubled to 31%.

While it isn't possible to quantify exactly how much of that growth can be attributed to Excelencia, Brown and others familiar with the organization are confident their work has played a role. That's especially true when it comes to sparking specific discussions about what's working on campuses and gaining the support of institutional leaders — and the public — who want change.

"I don't think we'd be talking about 'serving' without Excelencia," Brown says.

'A Laser Focus'

Even as more and more organizations rise up and take on the charge of

bettering Latino student achievement, Brown is certain that as long as equity gaps persist, there's still a place and a need for Excelencia.

"Every day we are saying, 'It is unacceptable to live with this equity gap, and it is the responsibility of institutions to play a leadership role and to engage and serve this population,'" she says. "Deborah and I are not backing off on this one. We're just not."

That determination and unwavering mission is a big reason for the organization's success, says El Paso Community College President and Excelencia board member William Serrata.

Though Brown and Santiago have likely been given many opportunities to focus their research on the bigger higher education picture, they've never strayed from their "laser focus," he says, adding, "That is what drives their work, day in and day out, and it has brought national attention to this particular work."

Indeed, Excelencia's equity-based approach has had ripple effects for other student populations that include first-generation college students, those with low incomes and other underrepresented populations, who are the Kresge Education team's priority.

"Excelencia is, without question, an invaluable partner in our efforts to expand educational opportunity," Moses says. "With each campus partnership and countless data-driven insights, Excelencia is accelerating Latino student success."

Freelancer Natalie Gross writes from Arlington, Virginia.

Protecting Public Health Drives Climate Action

LOIS R. DEBACKER, MANAGING DIRECTOR

Imagine a future in which people in American cities are protected from the near and long-term impacts of climate change because their communities have transitioned to renewable energy, prepared for climate threats and elevated equity as a priority so everyone shares in the benefits of our climate action.



Kresge's Environment team believes such a future is attainable, if the right policy incentives are put in place; municipal leaders have access to the training, technical assistance and financing required to combat and adapt to climate change; and leaders with a firm commitment to equity — particularly leaders of color and those who authentically represent the interests of people with low incomes — are meaningfully involved in climate change-related decision-making.

During 2019, we continued to support work that directly addressed the equity implications of public policies and programs relevant to climate change, particularly those at the local level. Within our interest in transforming urban infrastructure that has critical implications for climate mitigation and adaptation, Kresge grantee partners developed frameworks for equitably transitioning to clean energy. They drafted justice-centered energy policies, provided technical guidance to advocates working on policy change and experimented with new methods to finance the deployment of solar energy to benefit people with low incomes.

Grantee partners supported through our Climate Resilient and Equitable Water Systems (CREWS) initiative pursued equitable solutions to urban flooding, which is exacerbated by climate change and disproportionately harms low-income communities and communities of color. Community-based organizations, environmental and environmental justice organizations, and utility leaders participated in place-based

Water Equity Tables; exchanged insights from

flood-prevention efforts in their respective communities; and infused meaningful commitments to equity in federal and state policy advocacy.

Also during 2019, Kresge's Environment and Health teams jointly launched the Climate Change, Health and Equity initiative, which engages health care institutions, health care and public health practitioners and community leaders in advancing policies and programs that address climate change while reducing inequitable health disparities. Protecting public health is a powerful motivator for climate action.

Reducing the pollution that causes climate change remains urgent. Kresge aims to broaden and deepen the movement of people and organizations advocating for action on climate change, while advancing racial and economic equity. It is a prerequisite to achieving a future in which all people can thrive and live healthy and safe lives despite the inevitable consequences of climate change.





Water Warriors

Meeting at the intersection of climate change, water and equity

BY LAURIE MAZUR

As the planet heats up, water crises are on the rise.

The specifics vary by place — flooding in the Gulf South; water shortages in California; utility shut-offs in Detroit. But one thing is true almost everywhere: Pervasive inequity means that water crises hit low-income communities and people of color first and worst.

This is also true: When those communities come together to share expertise and build solidarity, real change is possible — from neighborhoods on

the front lines of climate change to the halls of Congress. That's the idea behind the national Water Equity and Climate Resilience Caucus, launched by PolicyLink in 2018 with support from The Kresge Foundation.

The caucus works to shape solutions to water challenges, centering on the needs of front-line communities. Its members share information and a common cause.

"The caucus allows us to compare notes and say, 'Hey, what's happening in Flint (Michigan) is not unlike the water crisis in the Navajo Nation,'" says Kim Pate,

vice president of the NDN Collective, a South Dakota-based indigenous rights organization. "Then we can create widely shared awareness so that people can see the patterns and take collective action."

The idea for the caucus began to germinate in 2016, when Dr. Jalonnie White-Newsome joined the Kresge Environment Program as a senior program officer. At that time, "the intersection of climate change, water and equity was not really defined," she says. "There was a dearth of research, models of work and funding. It was a huge gap that needed to be filled."



"THE CAUCUS ALLOWS US TO COMPARE NOTES AND SAY, 'HEY, WHAT'S HAPPENING IN FLINT (MICHIGAN) IS NOT UNLIKE THE WATER CRISIS IN THE NAVAJO NATION.'"

— Kim Pate, NDN Collective



The national Water Equity and Climate Resilience Caucus combines in-person convenings with webinars and online networking.



See how **PolicyLink** has responded to COVID-19 at EquityInsideOut.org or by using this QR code.

The need for such work grew more urgent after the 2016 election, when the new administration began to dismantle a half-century's worth of environmental protections. But organizations working on water issues rarely focused on the population of greatest concern to Kresge: low-income communities of color in urban areas.

With the foundation's support, PolicyLink colleagues surveyed front-line groups to understand the challenges they confronted, and to see if there was a need for a grassroots forum on water and climate issues. The response? A resounding "yes."

"Front-line groups were hungry for a forum where community concerns stay centered, and local leadership is out in front," says Kalima Rose, vice president for strategic initiatives at PolicyLink. In this spirit, Rose recruited Colette Pichon Battle to serve as caucus co-chair.

The national Water Equity and Climate Resilience Caucus was born.

'Watchdogs for Each Other'

The caucus provides a dedicated space for front-line activists to set their own agenda and priorities. There have been in-person convenings as well as webinars and online networking. Work groups connect monthly to discuss safe and affordable water; climate-related drought, flooding and sea-level rise; and workforce and business opportunities in green water infrastructure. The groups also have collaborated on a climate resilience and water equity policy platform, which has informed legislation at the federal and state levels.

Caucus members learn from one another, creating powerful synergies and alliances.

IN HER OWN WORDS ...

Colette Pichon Battle

I grew up in Bayou Liberty, about 30 miles north of New Orleans. It's one of the last Creole enclaves in Louisiana, where there's a different language, a different culture — maintained because it was so deep in the bayou. It was a really nurturing and collective community. Deep roots, **beautiful connection to land and people and water**. That community was completely obliterated by Hurricane Katrina.

Since then, the knowledge has been growing for me that there was an even slower, bigger threat to the place I love: sea level rise, climate change. That's how I came into the work. This place means so much to me, and I now understand that it is under immediate threat. I've got to do something. So, I came home after Katrina and never left.

My experience taught me that while the disaster will hit everyone equally,

the recovery will be unequal. In New Orleans, the Lower Ninth Ward is where Black people were allowed to own homes. It flooded because it's the lowest-lying part of the city — drained swamp. The highest land is reserved for the wealthiest, whitest people. This society was engineered to maintain and advance a mainstream middle class, so you see in recovery **who gets to survive**, who gets to remain, who gets to recover. And it's not us.

I connected with PolicyLink after Katrina, when Kalima Rose was running their New Orleans office, helping front-line communities recover. Two years ago, we reconnected around the human right to water and decided to work together. Now the Gulf Coast Center for Law and Policy co-chairs the Water Equity and Climate Resilience Caucus with PolicyLink.

The caucus stands on equity and puts front-line solutions at the center of our collective work. The climate crisis requires structures that are socially resilient. You get to social resiliency through equity, and you get to equity by showing a continued commitment to justice in all of its forms. There must be acknowledgment and repair for past harms, which is reparation.

Front-line leadership drives the caucus. This is important because those leaders are often left out even when the equity issues get pushed correctly. Front-line leaders do not apologize for saying we need a human right to water, and that water is more than just a commodity. Those leaders have a courageousness that is lacking at the national level.

If you've been westernized, you don't believe in the rights of Mother Nature, because you understand

nature as separate from you. Front-line water protectors operate from a different starting point. Water is life. Protecting it is protecting everything on this planet — including people.

Water is such a simple word that you might think the topic is small. But the word is the lifeline to all topics. It is immense. Indigenous elders teach us that **water is a life force all its own**. We need to understand ourselves not just as individual humans but as a collective, not just today but for future generations. We do not have sacred permission to dominate the earth; we have a divine duty as stewards of a broader ecology.



Dr. Jalonne Whitesome (left) and Ronda Chapman of PolicyLink.

WHO GETS TO SURVIVE

For Monica Lewis-Patrick, president of We the People of Detroit, the caucus is “a library of resources, of influence, of expertise that you can call upon, that you can trust.”

And caucus members share tactics and strategies. For example, in 2019, caucus members in California — from the Community Water Center and Leadership Counsel for Justice and Accountability — helped secure a \$1 billion infrastructure fund for communities that lack access to clean water. Now advocates in Michigan are borrowing their playbook to promote similar statewide investments. And the Gulf Coast Center for Law and Policy developed a “Green New Deal”

for the Gulf South, which inspired the NDN Collective to create an analogous plan for Indigenous communities across the country.

Caucus members have also come to understand the complex connections among issues such as flooding and water quality.

“We’re not as isolated as we may think,” Pate says, “because these things are all interconnected.”

That deep understanding of linked challenges safeguards against “solutions” that solve one problem at the expense of another.

“We’re kind of like watchdogs for each other,” Pate says.

PolicyLink helps bridge the Water Equity and Climate Resilience Caucus with the Clean Water for All Coalition, which is primarily comprised of environmental groups with a presence in Washington, D.C., policy-making circles.

“The coalition and caucus complement one another,” says Ronda Chapman, a senior associate at PolicyLink who leads the coalition.

While the national coalition provides caucus members with real-time connection to policy developments,



“YOU HAVE FOLKS FIGHTING FOR AFFORDABILITY AND CLEAN WATER AND INFRASTRUCTURE. AND THEY ARE ALL SAYING, ‘WAIT A MINUTE — SOMETHING’S NOT RIGHT HERE.’ THAT BASIC CONCERN FOR WATER IS WHAT UNITES US.”

— Ronda Chapman, PolicyLink



Front-line activists come together to set their own agendas and priorities as part of the Water Equity and Climate Resilience Caucus.

caucus members bring equity principles and a grassroots perspective to those shaping federal policy. As a result, “the coalition has been shifting over the last year, identifying equity as a priority and a principle for how decisions are made,” Chapman says.

Water Warriors

Chad Lord has seen that shift up close. As senior director for water policy at the National Parks Conservation Association, Lord serves as co-facilitator of a water policy work group for the Clean Water for All Coalition.

Thanks to the caucus, he says, “There’s a deeper appreciation not only for equity,

but for inclusion. The caucus brings the voices of these amazing men and women — these water warriors — into the bigger conversation. And when you are inclusive, your focus and your policies change. That’s definitely happening, and it’s been a win for everybody involved.”

The focus on equity and inclusion has also led to concrete policy wins. Caucus members helped secure increased funding for clean water in 2019; contributed to pending human rights legislation that would prohibit water shut-offs for low-income households; and won new provisions in the pending reauthorization of the Water Resources Development Act that require the

Environmental Protection Agency to document water affordability issues and develop remedies in the next year.

And at a time when the environmental movement has been described as being dominated by overwhelmingly white “green insiders,” the caucus is strikingly diverse — demographically and otherwise. Its members hail from cities and rural communities in every region of the country, and they address a wide spectrum of issues.

“You have folks fighting for affordability and clean water and infrastructure,” Chapman says. “And they are all saying, ‘Wait a minute — something’s not right here.’ That basic concern for water is what unites us.”

Through shared understanding and purpose, the Water Equity and Climate Resilience Caucus helps members transcend differences that might otherwise divide them.

“There has been so much solidarity built,” White-Newsome says. “It goes across racial lines, it goes across geographic lines, it goes across scales and sectors — and that is pretty powerful.”

Laurie Mazur is based in Takoma Park, Maryland.

Community-Driven Efforts Are the Way Forward

DAVID D. FUKUZAWA, MANAGING DIRECTOR

I t is difficult to reflect on the Health Program's 2019 efforts to advance and center racial equity through its grantmaking and not consider the shadow cast in 2020 by a global pandemic that has affected every part of society, but especially communities of color. It is sadly no surprise to health disparities experts that a disease like COVID-19 would affect Black and Brown populations more acutely, since those with underlying conditions, such as high blood pressure, diabetes and obesity, are more likely to die from the disease or suffer more serious complications. These conditions in turn are deeply connected to segregation, lack of decent and affordable housing and healthy food options, toxic environments and exclusion from economic opportunity.

In 2019, approximately half of the Health Program's budget supported community-led efforts to address these types of inequities. These investments demonstrated our commitment to move resources closer to communities that are seeking to build power and our ability to address challenges to well-being, health and opportunity.



These grants went to organizations such as Chicanos Por la Causa in Phoenix, Arizona, or Make the Road in New York City to support tenant organizing and expand advocacy for healthy and affordable housing; La Mujer Obrera in El Paso, Texas, or Mandela Partners in Oakland, California, coming together to build a national network to advance equitable food-oriented development; and Catalyst Miami and Environmental Health Coalition in San Diego, which are organizing for climate change mitigation and reducing their communities' exposure to air pollution.

The Health Program has funded community-based efforts since its inception more than 11 years ago. Yet increasingly, we have recognized that policy solutions developed without the full engagement of impacted communities not only are less successful, but they also rarely confront the historic and racialized injustices that are at the root of poor health.

The way forward must include community-driven efforts back to recovery.





"WE REALIZED SEVERAL YEARS AGO THAT THE WAY HOUSING IMPACTS HEALTH IS MANIFOLD. IF YOU GET LEAD POISONING FROM A HOUSE OR DEVELOP ASTHMA, THAT'S PRETTY OBVIOUS. BUT THERE ARE OTHER WAYS THAT HOUSING CAN AFFECT HEALTH, AND WE BEGAN TO REALIZE ONE OF THE CHIEF WAYS WAS JUST HOUSING INSTABILITY ITSELF."

— David Fukuzawa,
The Kresge Foundation

Health & Housing

You can't have one without the other

BY JIM McFARLIN

In Sunni Hutton's St. Louis, Missouri, neighborhood, the housing stock is more than 100 years old. And with it comes 100 years of problems.

When issues surrounding old houses are not addressed, well-documented health risks stemming from the age of the structure and neglect of its interior can flourish — lead poisoning from paint and asthma from mold, to name just two. When those issues are combined with a shortage of housing that is affordable, unjust rent practices and a history of

racist housing policy, the impact is compounded when it comes to physical and mental health.

A volunteer for the national grassroots coalition Right to the City Alliance (RTTC), Hutton attended a convening of RTTC's "Homes for All in Nashville" campaign in 2018. She returned to the Gateway City energized and better equipped to make a change in her neighborhood. In short order, she and other volunteers organized three tenant unions.

"RTTC really gave us a framework to do that — an organizing model and support in every way you can think of," Hutton says. "We have set up a local infrastructure and are in the process of setting up fiscal sponsorship with them."

From the Community Up

Through the past decade, Kresge staff have learned important lessons about the relationship between sound housing and health. Time and again, Kresge staff have seen that solutions designed from the "community up," arising from

FROM THE GROUND UP

LIFTING UP

PASSION, URGENCY AND
ACCOUNTABILITY

IN A WORD: Leadership

One of the characteristics that attracted The Kresge Foundation to the Right to the City Alliance (RTTC) is its approach to leadership. For RTTC, leadership resides in the strength of the collective — **from the ground up**.



"We are committed to the idea that the folks who are most affected by the issues that the work is about have to lead," says Dawn Phillips, RTTC executive director. "They are the ones who know this stuff firsthand, and their perspective is critical for actually coming up with real solutions."

HEART AND SOUL

Because the housing crisis often hits hardest in marginalized communities — Black and Brown, immigrant, female and the formerly incarcerated — a key aspect of leadership for RTTC is **lifting up** those who are most affected and providing them with the tools and the ability to influence change.

"This is not a policy issue. This is not an academic issue. This is not a data issue," Phillips says. "This is an issue of the lives of their families' well-being, of their communities' well-being. For us, that's the **passion, urgency and accountability** that is needed to move the dial on issues that actually are very complex and very hard to change."

"It takes the **urgency**, the commitment, the drive of someone who lives this every day and is deeply invested in seeing it become better. They produce the heart and soul of the work."

GRASSROOTS DEMOCRACY

Two of RTTC's core principles are **democracy and self-determination**. True grassroots democracy requires that many people participate in the process of making collective decisions.

At the last RTTC National Alliance, more than 350 people came together to develop strategies collectively. A leadership assembly in November 2019 saw 80 representatives

Right to the City enlists residents to advocate for themselves.

from around the country united to continue to build on those strategies, each bringing input from their own communities and experiences. It is a **group-centered leadership approach**, as opposed to leader-centered groups, Phillips explains.

"People are not just representing themselves. They're thinking about the group that they came out of, the group they represent, whose interests they carry with them," Phillips says. "It is incredibly important that the people who are most impacted by the issues are crafting the solution — not only because they know the problem most intimately, but also because the process happens with a lot of people involved, and it takes a lot of people to implement the strategies that come out of the decision-making."

TRANSFORMING SYSTEMS

Many marginalized communities have a very troubled history with leadership, Phillips says, seeing it either as oppressive or overly directive.

"We like to think that leadership should facilitate more leadership," he says. "That leadership should help us become better versions of ourselves when we do things together."

"We are only able to lead if we can learn from each other. We are only able to teach if we can listen to each other. This is not just about housing. Housing is central and key, but we can't transform housing if we can't transform systems."

DEMOCRACY AND SELF-
DETERMINATION

350+

More than 350 people came together to develop strategies collectively at the last RTTC National Alliance.

80

representatives from around the country united to continue to build on those strategies at a leadership assembly in November 2019.



See how **Right to the City Alliance** has responded to COVID-19 at EquityInsideOut.org or by using this QR code.

GROUP-CENTERED
LEADERSHIP APPROACHWE CAN'T TRANSFORM
HOUSING IF WE CAN'T
TRANSFORM SYSTEMS



the participation of those most directly affected, are most likely to succeed.

"It is important that we invest in partners who help to push us forward in our thinking and sharpen our analysis about what we understand regarding equity and health," says Kresge Health Program Officer Katie Byerly.

RTTC, a 2019 recipient of funding from the foundation's Advancing Health Equity Through Housing initiative, fits that model precisely. RTTC is a national alliance of racial, economic and environmental organizations that is building a national movement for racial justice, urban justice, human rights and democracy. Foundation support enabled RTTC to expand health partnerships on behalf of Homes for All, a community-led, multi-sector movement for safe, affordable and healthy homes and neighborhoods.

"This partnership is meaningful because many national funders — certainly many national health funders — are still exploring or considering this type of investment," says RTTC Executive Director Dawn Phillips. "Kresge is one of the few national foundations that has made some significant level of investment in

Right to the City redistributes some of its Kresge funds to local organizations.



"THE FUNDS DON'T JUST STAY AT THE NATIONAL LEVEL, BUT WILL GO BACK TO REGIONS AND CITIES THAT ARE HISTORICALLY UNDERSERVED BY PHILANTHROPY."

— Dawn Phillips, RTTC

base-building and power-building work that engages people in real dialogue and decision-making."

Since its launch, Homes for All has grown to include 72 members in 43 cities representing 27 states. Unlike many groups working on housing, RTTC members are typically affiliated with community-based racial, economic or environmental justice organizations for whom housing has emerged as a priority. That national reach is exactly what David Fukuzawa, then-managing director of Kresge's Health Program, was looking for.

"The housing crisis has spawned dozens, if not hundreds, of different local advocacy groups," Fukuzawa says. "But they tend to represent special interests, whether it's housing development in a specific community or advocating for specific populations such as the homeless. There hasn't been a real national, or what you might call a trans-local, organization working for the housing community."

Taking on the Challenges

Hutton's St. Louis neighborhood is a prime example of RTTC at work. The last semblance of tenant organizing in St. Louis occurred in 1969 when public



When housing is affordable and accessible, neighborhoods and people thrive.

housing renters organized a strike that helped shape federal housing legislation. It would take another five decades — and volunteers like Hutton, working with RTTC — to reestablish the importance of tenant organizing and policy change arising from the ground up.

"We know they (RTTC) are bold enough to set a vision and not let anyone push them around," Hutton says. "We do some pretty serious work that faces opposition, especially when renters go up against corporate landlords."

"Having RTTC on our side has been huge in making sure we are prepared to take on those fights."

Fukuzawa cites data from the National Low Income Housing Coalition stating there is no place in America where someone earning minimum wage can afford a two-bedroom apartment. In fact, he says, about 12 million severely

burdened renter households pay 50% or more of their income on rent alone.

"We realized several years ago that the way housing impacts health is manifold," Fukuzawa says. "If you get lead poisoning from a house or develop asthma, that's pretty obvious. But there are other ways that housing can affect health, and we began to realize one of the chief ways was just housing instability itself."

Bouncing from a parent's house to a friend's couch to living in your car because the landlord raised the rent 200% can take a physical and emotional toll. Multiple studies show that when housing is affordable and accessible, neighborhoods and people thrive. Children who stay in the same school do much better academically. Older adults live longer because they are more socially connected.

And according to Byerly, who has known of Phillips' work since the foundation funded the previous organization he headed, Causa Justa::Just Cause in Oakland, California, the impact can be even broader.

"We know the house itself can be a unit of health, but the neighborhood is also," Byerly says. "Are there sidewalks? Streetlights? Is there green space? Are there other networks within the neighborhood, helping to build that system of care we're seeing as so important, like child care facilities or base-building organizations? When people struggle to maintain a home ... all those other pieces of stability in their lives become much more difficult. People-power is critical to tackle housing as a collective issue that is impacting population health; it's not just an individual concern."

RTTC is using Kresge funding to deepen its national health partnerships and support local members to align their vision and efforts with partners from the public health and health care sectors.

"We are also excited that a portion of the Kresge funds will be regranted and redistributed to some of these local organizations," Phillips says. "So the funds don't just stay at the national level, but will go back to regions and cities that are historically underserved by philanthropy."

Byerly says that's Kresge's intent.

"We trust Right to the City," she says, "because they are the people doing this work on the ground every day."

Writer Jim McFarlin is based in Champaign, Illinois.



Advancing Social and Economic Mobility for Families

RAQUEL T. HATTER, MANAGING DIRECTOR

When we achieve racial equity, a person's racial identity no longer predicts his or her educational attainment, health, wealth and well-being. To build it, we must eliminate the long-standing structural and systemic barriers that stand in people's way and ensure that everyone has the opportunity and power to climb the social and economic ladder and achieve their dreams.

For the Human Services Program, racial equity is the principle that guides all of our grantmaking activity. Centering this principle, we worked with our partners throughout 2019 to advance social and economic mobility for children and families through person-centered systems change driven by innovation at multiple levels.

We learned from our Next Generation grantees how they activated new strategies and solutions to achieve racial equity and expanded the initiative to include cohorts in Detroit and Memphis.

In cities like New Orleans, we worked to advance racial equity by supporting cross-sector efforts, anchored by public and nonprofit human services organizations, to change systems and create the circumstances for families to thrive.

We invested in leaders of color and explored ways to broaden our awareness of the use of and need for capital to advance social and economic mobility through high-road business practices,



inclusive talent pipelines and minority entrepreneurship.

Together with the Education Program, we launched the Boosting Opportunities for Social and Economic Mobility initiative.

BOOST aims to strengthen partnerships between community colleges and human services nonprofits to connect

low-income individuals with critical human service supports and educational pathways that will lead to a more secure and prosperous future.

As always, our work was grounded in power sharing, partnership, co-learning and co-creating with organizations from multiple sectors, families and communities.

We believe that dismantling inequities, and the institutional racism embedded within them, must be at the heart of what we do. We move forward with a relentless resolve to work with our partners across the nation to create a better, brighter and more equitable future for everyone.





Mothers Lead the Way for Mobility

BY LOREN BERLIN

Every mother wants her family to thrive.

But not every family starts with the same resources and support to survive, let alone thrive. The structure of our systems and society, coupled with the stories we tell ourselves about families living in poverty, is holding millions of families back.

The public benefits programs that 59 million people in the U.S. rely on aren't designed to help families thrive. The

supports are highly restrictive, preventing families from making decisions based on their needs and the conditions in their communities. Most of those programs reduce or terminate assistance as an individual's financial situation improves, even slightly. The result is a system that penalizes individual progress, negates important economic opportunities and limits access to critical benefits programs for people who live in poverty.

"The punitive nature of these programs fuels a false narrative that families don't

need the resources when, in reality, they absolutely do but are afraid to access them for fear they may lose other benefits they also need," says Aisha Nyandoro, CEO of Springboard to Opportunities, a Mississippi-based nonprofit organization that works with people living in subsidized housing to help them reach their educational, work and life goals.

Springboard focuses almost exclusively on Black women and children because they are more likely to live in deep poverty than any other demographic group. Based on



“AT KRESGE, THE HUMAN SERVICES TEAM FOCUSES ON PERSON-CENTERED SYSTEMS CHANGE, BECAUSE WE BELIEVE THAT THE SYSTEM SHOULD BE INCLINED TOWARD HELPING PEOPLE REALIZE THEIR OWN VERSION OF THE AMERICAN DREAM.”

— Raquel T. Hatter,
The Kresge Foundation

Moms Proving How Money Matters

The Magnolia Mother's Trust (MMT) is an example of “guaranteed income,” a fixed amount of money that people receive **without any strings** attached for a set period of time.

Unlike the Earned Income Tax Credit, one of the federal government's primary channels to assist people living in poverty, this approach demonstrates and **validates that moms know what is best** for their families, and how to leverage resources to meet the needs and **aspirations** of their families.

Instead, recipients are selected based on criteria such as geography, race or income. The MMT's 20 pilot participants — Black mothers living in subsidized housing and earning less than \$12,000 annually — **received \$1,000 a month** for 12 months. They could spend the money in whatever ways they saw fit.

“We wanted to test what would happen if we **empowered Black women** to be the authors of their own lives, with the understanding that they, and they alone, know what their families need,” explains Aisha Nyandoro, CEO of Springboard to Opportunities, the nonprofit behind the MMT.



Springboard to Opportunities takes a human-centered approach to providing support that leads to meaningful change.



Springboard to Opportunities focuses on supporting Black moms and their children because they are more likely to live in deep poverty than others.



2018 Kids Count Data Center figures, 32% of Black children were living in poverty in the United States, as compared to 11% of white children.

Meanwhile, the U.S. Census reports that Black women earn an average of 61 cents for every dollar earned by a white man and are eight times more likely to work jobs that pay poverty-level wages. The families that Springboard works with tend to live paycheck to paycheck, battling a public benefits system that could meaningfully help them break cycles of intergenerational poverty.

Instead, it undermines what they are doing to work toward a better future.

Changing the Narrative

The fundamental problem is one of design. “The policies and programs that constitute America’s social safety net are based on what individuals who are not living in poverty believe to be the needs of those living in poverty — instead of feedback from families with lived experiences of poverty,” Nyandoro says.

An effective approach is human-centered design, which places the

needs of those affected at the center of the process. In practice, this means designing programs intended to help individuals and families move out of poverty together with those families. It means recognizing the expertise of families with lived experience, and balancing that with the knowledge of people who implement and analyze the system.

“At Kresge, the Human Services team focuses on person-centered systems change, because we believe that the system should be inclined toward helping people realize their own version

A second guaranteed income pilot will include starting savings accounts for children.



“THE POLICIES AND PROGRAMS THAT CONSTITUTE AMERICA’S SOCIAL SAFETY NET ARE BASED ON WHAT INDIVIDUALS WHO ARE NOT LIVING IN POVERTY BELIEVE TO BE THE NEEDS OF THOSE LIVING IN POVERTY — INSTEAD OF FEEDBACK FROM FAMILIES WITH LIVED EXPERIENCES OF POVERTY.”

— Aisha Nyandoro,
Springboard to Opportunities



See how **Springboard to Opportunities** has responded to COVID-19 at EquityInsideOut.org or by using this QR code.

of the American Dream,” says Raquel T. Hatter, managing director of The Kresge Foundation’s Human Services Program. “We make positive assumptions that all people are capable and have agency.”

Operationalizing people-centered design is not as simple as bringing the people living in poverty — whose voices are so frequently unheard in the United States — to the table. While that is an important step, meaningful systems change requires fundamentally rewriting popular misconceptions regarding people living in poverty, Nyandoro says.

“If you bring new people to the table, but everyone else around the table stays the same and still believes the same philosophies and ideologies, you’re not changing the table, so you aren’t changing the narratives that are the basis for poor program designs,” she explains. “You have to change the narrative, and to do that, you have to change the narrator. That means making sure that individuals with lived experiences of poverty have an opportunity to tell their truth and not have someone else tell that story on their behalf.”

SELF-DETERMINATION ————— DIGNITY

Being Seen and Heard

Guaranteed income programs like the Magnolia Mother’s Trust aim not only to **restore dignity and self-determination** to people living in poverty, but also to fill critical gaps in the nation’s support system for children and families. They seek to address barriers that families face daily, which stem from structural and historical racism and a web of disparate and sometimes conflicting policies and requirements that prevent families from being able to realize their own version of the American Dream. In Mississippi, a state with one of the highest poverty rates and the lowest median income in the country, fewer than 2% of eligible families receive benefits through the federal Temporary Assistance to Needy Families program; those who do receive benefits only average \$170 a month.

“None of our families utilize TANF, because they’ve done it in the past and been sanctioned or found that other benefits they

knew they needed could be put at risk,” Nyandoro says. “Obviously, there’s a big policy change that’s needed, but there is also a need to show the positive impact of cash. The guaranteed income model is the perfect mechanism for delivering that resource to our families and demonstrates its value.”

An evaluation of the MMT pilot showed that the women spent the funds on nutrition, credit repair, education and other critical needs.

“The narrative in this country says that people living in poverty are wasteful and cannot be trusted with money, that we have to save ourselves from ourselves, but it’s not true,” Nyandoro says. “That’s just the story we tell ourselves to be comfortable with the rules and regulations we have put in place as a country.

“Research shows that when individuals are given cash, they

solve daily problems and position themselves for a better future, and that’s exactly what we have seen with the MMT.”

Based on the success of the MMT, Springboard is preparing to launch a second guaranteed income pilot, again with Black moms living in deep poverty. Now the initiative will expand to include 80 moms and also their children. A children’s savings account will be started for each child with the goal of **breaking the cycle** of intergenerational poverty. The women also have the chance to participate in monthly community-building opportunities to develop social capital and grow as leaders.

“This isn’t just about right now,” Nyandoro says. “This is about how we can make sure that those 80 women are seen, and how we can get to a place where the millions of families living in federally subsidized housing, and other people living in poverty, **are seen and heard and listened to.**”



With support from Magnolia Mother's Trust, Tia Cunningham was able to pay off bills and repair her credit.



It's that desire to change the narrator — to give people the power to tell their own stories and the agency to make their own choices — that is behind Springboard's "radically resident-driven" program that looks to those affected to identify areas of need and then partners with them to create programs to address the issues.

"The beauty of Springboard's approach is that it affirms what people bring to the table," Hatter says. "A group of true experts get together and are being tapped to co-create solutions with partners like Dr. Nyandoro."

The Magnolia Mother's Trust

One of those true experts is Tia Cunningham, a 40-year-old single mother of three who works in an assisted living facility. In 2018, Cunningham joined The Magnolia Mother's Trust (MMT), a pilot program launched by Springboard to provide 20 Black mothers earning less than \$12,000 annually with \$1,000 a month, free from traditional regulations that hold families back, for one year. Growing out of repeated conversations in which families identified cash as a fundamental need, the MMT was designed by the women who participated in the program in partnership with Springboard staff.

"The MMT is really us saying that we can make change that centers on the real needs of real families," Nyandoro says, "and not only that we can, but we should because that's how we effect change, sustain change and allow families to be empowered and amplify their voices."

The results are impressive. Over the course of the year, the percentage of

participants with a completed high school education rose from 63 to 85%, and the number of families able to pay all their bills without additional support increased from 37 to 80%. The mothers collectively paid off more than \$10,000 in predatory debt.

Cunningham was able to use the money for the most pressing issues facing her family. Specifically, the cash went toward overdue medical bills and helped her begin to repair her credit. She and her fiancé were also able to save enough for a down payment on a house. Today, they live in their new home.

As the pilot was being completed, Springboard and the MMT worked with other organizations involved in universal and/or guaranteed basic income projects, including the Economic Security Project; the universal basic income project in Stockton, California; and The Aspen Institute's Financial Security Program. Springboard was also positioned to take the MMT to the next level with a larger study involving about 80 women in 2020.

But so far, for Cunningham, participation in the MMT has been a game changer.

"We have the kids in a better neighborhood in a better area, and they go to a better school, so I got that part settled," she says. "Now I am looking for a better job."

"The Magnolia Mother's Trust made me realize that I want to do more. This is not it; there is more out there, and I want to push myself to do more."

Freelance writer Loren Berlin is based in Evanston, Illinois.

Moving Resources to Where They Matter Most

CHANTEL RUSH, MANAGING DIRECTOR

As a program focused on creating transformative change for people living in historically under-resourced places, Kresge's American Cities Program team has always known the extent to which our work advances racial and ethnic equity. It depends on two factors: where and how.



and are led by people of color, we advance equity by ensuring those in power reflect the communities they serve.

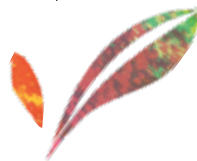
A focus on racial and ethnic equity also means rebuilding citywide systems, reverse engineering them to ensure shared prosperity in place, at scale. We provided grants to organizations focused on this outcome at three levels. First, we partnered with national think tanks that support cities to create these results through the

Shared Prosperity Partnership. Second, we supported Local Initiatives Support Corporation and Living Cities, national intermediaries working to advance equity. Finally, we provided direct support to local organizations, such as the New Orleans Business Alliance and the Central Valley Community Foundation in Fresno. Each is focused on making economic, workforce and community development systems work for people with the fewest resources.

Going forward, a more intentional lifting up of racial and ethnic equity will continue to drive the development and execution of every single one of our strategies.

By working in cities predominately populated by people of color, and often overlooked by national philanthropy, we advance equity by shifting resource flows. In 2019, we increased our focus on two such places — Memphis, Tennessee and Fresno, California.

By serving disinvested neighborhoods, we are attempting to right historical wrongs. For instance, in April 2019, we launched Kresge Innovative Projects: Memphis. This initiative provided a total of \$2 million to 20 organizations in Memphis neighborhoods. Each organization is leading a project designed to catalyze positive neighborhood change. By partnering with local leaders and supporting organizations that serve



A Pledge to the Next Generation in This Moment

WENDY LEWIS JACKSON, MANAGING DIRECTOR

Once again, Detroit ingenuity is at the epicenter of our nation's crises. We see a 100-year health pandemic intersecting with America's 400-year pandemic of systemic racism. We see a global uprising against racial injustice. And as we watch these headwinds play out in Detroit, we know we must redouble our commitment to provide the next generation with a more equitable city.

Our Detroit Program's perspective is best summarized in a quote from the 1960s that still resonates from groundbreaking author and civil rights activist James Baldwin: "Not everything that is faced can be changed, but nothing can be changed until it is faced."

It's essential that as a community we face the hard truths of inequality and then have the courage to challenge the structures that perpetuate inequality — and not just address the symptoms. Looking back on 2019, our commitments to tackling the root causes seem all the more relevant.

Those 2019 investments:

- **Moved capital closer to the ground** through neighborhood investments. Kresge has a powerful track record of fortifying neighborhood collaboration and



strengthening problem-solving capacity. This, in turn, augments the ability of residents and neighborhood organizations to forge more meaningful and effective partnerships.

- **Reflected an equity analysis in all of our strategies** to enhance the community's ability to gauge the efficacy of the city's efforts to rebuild inclusively. This permitted the design of accountability structures, such as Detroit Future City's Center for Equity, Engagement and Research, which Kresge conceived to provide ongoing, systematic assessments of how effectively public, private and nonprofit recovery strategies are advancing inclusion and opportunity.

- **Prioritized distributive leadership approaches** that vested significant decision-making opportunities among a broad group of dynamic and responsive leaders across multiple sectors.

In Detroit, solutions must confront the systemic racial exclusion that has been a defining characteristic of the region's economic landscape. That's what Baldwin was saying half a century ago. It's what a young generation in the streets is saying today.

We take inspiration from both as we work toward a better future.



Facing the Equity Challenge:

How Detroit and Minneapolis are bridging the gaps between commerce and community

BY JOHN GALLAGHER

Many American cities have enjoyed a comeback in recent years, particularly in their downtown cores.

But such revitalization has made it painfully obvious that not all city residents have been benefiting to the same degree. Indeed, the income and wealth gaps between educated workers in the downtown cores and residents with low incomes in the neighborhoods have remained stubbornly hard to close. This has led The

Kresge Foundation to increasingly turn its attention to issues of equity and inclusive growth in U.S. cities.

That focus is illustrated by Kresge's support for two organizations through its American Cities and Detroit programs: the Center for Economic Inclusion (CEI) in Minneapolis/St. Paul and Detroit Future City (DFC) in Kresge's hometown. Both organizations are working to measure and move the needle on metrics of income, wealth and opportunity in real and significant ways.



"PEOPLE HAVE BEEN THINKING ABOUT PLACE-BASED TRANSFORMATION FOR A LONG TIME. THEY'VE THOUGHT ABOUT, 'HOW DO I STRENGTHEN NEIGHBORHOODS? HOW DO I STRENGTHEN CITIES?' BUT THEY HAVEN'T NECESSARILY HAD A CLEAR FOCUS ON ENSURING THAT THE LEAST WELL-OFF BENEFIT FROM THE CHANGE."

— Chantel Rush,
The Kresge Foundation



Tawanna Black is founder of the Center for Economic Inclusion in Minneapolis/St. Paul.



They are also serving as role models for similar efforts in other cities. CEI has already worked with more than 20 city organizations from Connecticut to California, says founder Tawanna Black.

"We've had foundations, business leaders and government leaders reach out and ask us to come in to help them begin to think much differently about how they build economic inclusion and inclusive growth," Black says. "We're really happy to do so and partner helping other regions craft different models that really build on what has been good work — but it hasn't gotten to great yet."

CEI is a top city-based partner in the Kresge-led Shared Prosperity Partnership initiative. A collaboration between Kresge, the Brookings Metropolitan Policy Program, the Urban Institute and Living Cities, the partnership convenes local leaders in select communities to focus on challenges to inclusive growth. The effort provides data, research and access to national experts, networks and financial resources. The Shared Prosperity Partnership supported CEI in its initial efforts to convene two local roundtables starting in summer 2018.

Elevating the Metric

Black led a funders' collaborative for five years before founding CEI in 2018. She saw that while there were many good programs in place for workforce training, education and other needs, no single entity devoted itself to closing the

racial wealth gap. "A new approach was needed," she says.

A couple of metrics illustrate the problem. Over the past 10 years, the Minneapolis/St. Paul

metro area saw healthy increases in productivity, average annual wages and standard of living, all in the 7% or better range.

Over the same 10 years, the relative poverty gap between white metro residents and people of color decreased by only 0.6%. And the median earnings gap narrowed by only \$521, with white people still out-earning people of color by more than \$15,000 a year.

"And if you were to total up the dollars spent and the number of efforts

was paying attention to before we elevated that metric."

With data produced in partnership with Brookings, CEI has been building shared accountability "where we help leaders connect data to action," Black says.

CEI connects metrics such as graduation rates at colleges and workforce development, so leaders can think about how well people fare after they come out of workforce development programs, and what wage equity looks like, as well as factors such as housing affordability for rental markets.

"What leaders in this region asked us to do is really be that spotlight and remind them of the commitments that they've made — draw their attention back to it, so we don't forget those commitments — but also that we learn

"WE KNOW THAT ... BETWEEN DETROITERS AND SUBURBANITES IN TERMS OF WAGES, EVEN WHEN ALL THINGS ARE THE SAME — THE JOB IS THE SAME, THE EDUCATION IS THE SAME — THERE'S STILL ABOUT A \$20,000 WAGE GAP. UNDERSTANDING THAT AND WHAT IT ACTUALLY REQUIRES TO CLOSE THAT GAP IS GOING TO BE REALLY, REALLY IMPORTANT."

— Anika Goss, Detroit Future City

expected to address them, I'm certain they would total well over \$50 million to \$75 million throughout this region," Black says. "So to only have made a 1% impact on that is completely unacceptable. And yet, when we think about racial equity, it's a statistic that nobody

the promising practices that are going to move results," Black says.

Lifting All Boats

In Detroit, Anika Goss, executive director of Detroit Future City (DFC), was reaching a similar conclusion. Having been a long-



Woodbridge Neighborhood Development Corporation plans to use a Kresge Innovative Projects: Detroit grant to reactivate an abandoned elementary school into a neighborhood hub.

time leader with the Local Initiatives Support Corporation, Goss assumed her role at DFC about four years ago. DFC was formed in 2013, following the release of the Detroit Strategic Framework Plan — a citywide community engagement effort and series of strategies for creating job growth and economic prosperity. Among its most notable recommendations were ways to utilize Detroit's vast supply of vacant land, revitalize commercial corridors and strengthen neighborhoods.

But even as the greater downtown district has seen increasing success in recent years, it was clear that a gulf existed between downtown and the neighborhoods. There are other problems as well.

"We know that ... between Detroiters and suburbanites in terms of wages, even when all things are the same — the job is the same, the education is the same — there's still about a \$20,000 wage gap," Goss says. "Understanding that and what it actually requires to close that gap is going to be really, really important."

Goss recently announced the creation of DFC's Center for Equity, Engagement and Research to create a baseline of key measurables by which to track progress. Alice G. Thompson, CEO of the nonprofit Black Family Development Inc. in Detroit and a DFC board member since its inception, is thrilled with the direction the organization is taking.

"For me personally, it's the most exciting thing since we began Detroit Future City," she says. "Anika is really broadening our vision of what we should be doing in our city. Anika knows we need to share information that can be used by the foundation world, by the city, by industry, to really ensure Detroit is a city that is making decisions with a clear lens on equity, and what that should look like."

Some of the studies and reports DFC has published in the recent past, such as a finding that Detroit has evolved from a city of home ownership to one of primarily renters, have already moved the debate on poverty and equity in important ways, Thompson adds.

"It has helped to inform many of us who are doing this work," she says.

Dr. George Swan III, an educator and consultant who has served on the DFC board from the beginning, says the mission of the office always included the notion of inclusive growth, but that it became more obvious in recent years.

"Burden sharing becomes very important," he says. "I think that speaks to those who have been in the city for generations and not able to participate in the viability of what's going on in downtown and Midtown and certain parts of the city. It's a challenge. The question is how to make people feel that they have the ability to be included. So, inclusion becomes a key element of the rising tide that's going to lift all boats."

Connecting the Dots

Both Black and Goss hope to change the narrative on how leadership addresses issues of poverty, income and unemployment. They want to shift the spotlight from perceived limitations of people with low incomes to a more systematic approach focusing on employers and leaders in government and civic life.

Goss says excuses for not hiring Detroiters don't cut it. She lists a few: "They're not ready, they're not qualified, they can't pass the drug test or the criminal background test," Goss says. "Or the only jobs we get excited about for Detroiters are very low-level baseline jobs, like hourly wage jobs."

Anika Goss is executive director of Detroit Future City, dedicated to creating economic prosperity for Detroiters.



But those jobs don't offer a career path for growth — an enormous problem that Goss says "is giving pause to everyone."

In Minneapolis/St. Paul, CEI has already held workshops for more than a thousand local leaders in business, government and civic life. But Black says the more important metrics of success will come in years ahead when those promising outputs translate into real outcomes for people of color with low incomes.

And it won't be enough for employers to commit to hiring or wage goals if those are viewed as just another set-aside. The goal is to see real change become part of how business is done.

"Are they seeing people of color come into the workforce, stay in the workforce and advance up the channel as a result?" Black asks. "Are they seeing more dollars being spent with businesses (of color) than before? And is that spending leading to creating more family-sustaining jobs than it was before?"

Creating inclusive policies means helping leaders "come inside their own institutions and say, 'What levers can you pull to impact that — things like not only pay, but what benefits do you offer?'" Black adds. "Can you supplement transportation for workers who may live very far away from where your business location is? Can you supplement housing affordability for your workers — things like minimum wage that haven't gone far enough to drive equity? We help leaders connect those dots."

A Strong Equity Agenda

Wendy Lewis Jackson, managing director of Kresge's Detroit Program, notes that a lot of Kresge's efforts in Detroit from the mid-2000s through the mid-2010s were focused on the city's core, helping create Detroit's RiverWalk waterfront promenade and fund the QLINE streetcar line.

"As we began to look at what's going to be required for Detroit to fully come back with a more just and healthy economy, it was apparent that we needed a much

stronger equity agenda that was focused on neighborhoods," she says.

Chantel Rush, managing director of Kresge's American Cities Program, echoes Jackson's words.

"People have been thinking about place-based transformation for a long time," Rush says. "They've thought about, 'How do I strengthen neighborhoods? How do I strengthen cities?' But they haven't necessarily had a clear focus on ensuring that the least well-off benefit from the change."

Goss says it's a matter of thinking differently about inclusivity.

"If the person that you're seeing now who looks to you to be someone who is really, really low income — if that person has every opportunity, just like you do, to access wealth, to improve their own condition for her family, to live in a neighborhood that's really great, the same kind of neighborhood that you want to live in? If that is the vision, it requires a herculean effort from every single one of us to participate in a new system for that person to be able to achieve that."

Freelance writer John Gallagher is based in Detroit, Michigan.

“AS WE BEGAN TO LOOK AT WHAT’S GOING TO BE REQUIRED FOR DETROIT TO FULLY COME BACK WITH A MORE JUST AND HEALTHY ECONOMY, IT WAS APPARENT THAT WE NEEDED A MUCH STRONGER EQUITY AGENDA THAT WAS FOCUSED ON NEIGHBORHOODS.”

— Wendy Lewis Jackson, *The Kresge Foundation*



A rendering of the Manistique Community Treehouse, slated for completion in 2021 with support from Kresge Innovative Projects: Detroit.



See how **Detroit Future City** and the **Center for Economic Inclusion** have responded to COVID-19 at EquityInsideOut.org or by using these QR codes.



Detroit, Memphis Projects Focus on Neighborhoods

Kresge Innovative Projects: Detroit (KIP:D) is committed to advancing resident-driven priorities through transformative projects that build on the assets and distinctive attributes of neighborhoods. A signature grantmaking initiative of the foundation's Detroit Program, KIP:D has supported nearly 100 such efforts since 2015.

“One of the things that became obvious to us as we thought about an equitable approach to

the city’s overall development is that you couldn’t just invest in downtown or Midtown without thinking how that connects to the neighborhoods,” explains Wendy Lewis Jackson, managing director of Kresge’s Detroit Program.

In 2019, Kresge’s American Cities Program sought to translate the approach that had worked in Detroit to strengthening neighborhoods in other cities. That has begun with Memphis,

another Kresge focus city, where Kresge Innovative Projects: Memphis (KIP:M) supports 20 grantees including The Collective (The CLTV).

Projects such as The CLTV in Memphis and the Manistique Community Treehouse in Detroit could seem modest in themselves. But they illustrate Kresge’s understanding of and commitment to a more equitable recovery strategy for American

cities, including neighborhoods like Orange Mound and Jefferson-Chalmers.

As Jackson says, it’s not enough to hope for a spin-off benefit from a more robust downtown. Recovery requires direct involvement at the neighborhood level.

“It must be intentional,” Jackson says. “It won’t happen unless you do things to make it happen.”

The Collective gathers artists and residents in Memphis.



City of Detroit Metro Detroit

Population

670,031 4,326,442

Area in square miles

138.75 3,889.8

Density: People per square mile

5,144.3 1,112.3

Race



Income & Poverty

Median household income

\$29,481 \$60,513

Per capita income

\$17,338 \$33,733

Poverty rate

36.4% 14.3%

FOUND IN TRANSLATION

Taking lessons learned from one city and applying them in another

To advance equity and inclusive growth in America's cities, The Kresge Foundation also drills down to support neighborhood-specific projects.

Two such efforts — one in Memphis and one in Detroit — exemplify that work.

THE COLLECTIVE IN MEMPHIS

The lack of opportunity and venues for Black artists was the inspiration behind Victoria Jones' creation of The Collective (The CLTV) in Memphis. A 2014 graduate of Middle Tennessee State University, where she helped found the Black Student Union, Jones had been thinking since her student days about diversifying the city's cultural base.

Out of school, one of her first gigs was putting on an exhibition for a Black artist that drew disappointingly few visitors. So, she founded The CLTV as an arts organization to provide a promotional platform and resources for artists of color.

In the almost five years since its founding, The CLTV has grown into a thriving community of artists.

Jones' decision to locate The Collective in the historic Memphis neighborhood known as Orange Mound was deeply personal. Founded after the Civil War, Orange Mound is said to be the first neighborhood in America founded by and for African Americans. It has always been a place of vibrant Black culture, but it suffered disinvestment and other urban ills in the late 20th century.

While Jones grew up in a military family and moved a lot, her extended family is rooted in Memphis. That's why Orange Mound became her choice.

"This has been my only consistent (place), making this my home," she says.

The district not only symbolizes Black self-determination, but it emphasizes how Black artists do not necessarily need the validation of mainstream cultural institutions for success.

"We had to make an intentional decision to activate the spaces we cared most for, the ones that reflected our narratives — where we live, our aunts, cousins, the folks that look like us," Jones says, adding with emotion, "Memphis has always been home for me."

"I've always been hyperaware of the legacy of Orange Mound. It felt like where we belonged."

Much of this work takes place in The CLTV's space known as The Complex (The CMLPX), which opened in early 2019 in Orange Mound. It now includes two galleries, a workspace/computer lab and an open studio space. Rotating exhibitions and artist- and resident-driven events are also part of the offerings.

Jones says The CLTV employs a staff of about 10, almost all under 30 and "very excited and very energized and a little rebellious." They serve upwards of 200 artists and community residents working in all forms of media, from dance and music to art and writing. But regardless of the medium, it all comes down to storytelling.

"A lot of times, Black folks get told who we are. Rarely do we get the chance to tell our own stories," Jones says. "We've seen this emerging community of young Black creatives who just needed the space to do the work, to be energized, to be inspired."

Looking beyond art itself, Jones hopes The CLTV can energize Orange Mound through property development. In fall 2019, Kresge gave The CLTV a grant to support the development of community space in a project called "Cultivate the Mound." Jones envisions the space serving as a resource center and convening location for Orange Mound residents, as well as studio and living space for artists of color.

"I'm looking forward to a bigger impact in the neighborhood itself," she says. "A big shift for us is going to be in property



Tammy Black and her colleagues in the Manistique Block Club.

ownership. We Black folks don't own a lot in the city.

"We have a responsibility to Orange Mound to invest in a way it wasn't invested in before."

MANISTIQUE COMMUNITY TREEHOUSE

An unusual type of community center is rising in a distressed neighborhood on Detroit's lower East Side with Kresge's support. The district known as Jefferson-Chalmers suffered from widespread closures and abandonment in past decades, but has been mounting a comeback in recent years.

The Manistique Block Club is among the groups making that happen by taking the lead on its own street. Its signature project is the Manistique Community Treehouse, to be built as a safe place for children, seniors, veterans and others to gather, play, learn and grow.

Tammy Black, a lifelong resident and project leader for the Manistique Community Treehouse, explains that the idea grew from within her family.

"It started from me being a mother of children who are considered slow learners. I do a lot of skill-building things," she says. The family enjoyed "Treehouse Masters" on the Animal Planet network. It's a program that introduces viewers to creative and playful treehouse designs. As she watched one day, Black thought that a treehouse could be the ideal concept for the community center she wanted to build. She hoped to provide a safe place

for children and teens to grow and heal, and to connect with seniors and others in the community.

The treehouse won't actually perch amid branches, but renderings show it will indeed look like a treehouse — albeit one that is accessible via ramp. Black's organization received a grant through the Kresge Innovative Projects: Detroit initiative in 2019 to advance the effort. Construction was to begin in mid-2020 with completion later in the year.

Black describes the treehouse as a place of growth and healing, where neighbors who may be socially isolated — particularly the elderly and people with disabilities — can connect with one another and "share their wisdom" with children. All kinds of events are planned, from an investment club to home repair instruction to a dance class and horticulture therapy for seniors, veterans and children.

And while the treehouse is rooted in the Jefferson-Chalmers community, Black adds, "We're not just limiting it to Jefferson-Chalmers. Anybody who needs a positive place to be" will be welcome. Her only rule: "No negativity!"

Betty Mills, wearing a gray jacket in the group photo above, lost her life as a victim of the COVID-19 pandemic. Betty was a vice president of the Manistique Block Club and active in the treehouse project. Kresge honors her as emblematic of the many Detroiters working toward better neighborhoods in a better city.



According to the St. Paul-based Metropolitan Council, the Minneapolis/St. Paul region is characterized by low-income areas and high-income areas, which emerged from redlining practices that go back at least seven decades. Data shows that inequality is increasing across geographic areas, as it is across individuals and households.

City of Minneapolis	Region
Population	
429,606	3,629,190
Area in square miles	
53.97	7,636.2
Density: People per square mile	
7,088	475.3
Race	
63.8% White	75%
19.4% Black	9%
9.6% Hispanic	6%
Income & Poverty	
Median household income	
\$58,993	\$79,578
Per capita income	
\$37,071	\$40,772
Poverty rate	
19%	8.5%

Race

Income & Poverty

Investing to Make Real Community Impact

AARON SEYBERT, MANAGING DIRECTOR

Kresge's Social Investment Practice has always sought to find ways to bend capital to support communities that need it most. And data show the communities most overlooked by traditional markets are too often communities of color.



investors like Kresge, investments in these Zones will fail to provide a positive impact in Black and Brown communities. Instead, we expect the few Zones that border well-off areas, and those that include them, will see the bulk of the investment.

In 2019, we made a point to find new ways to center racial equity in our work. As a team, we evaluate every deal with our approval committee against multiple criteria, including how each will address racial disparities.

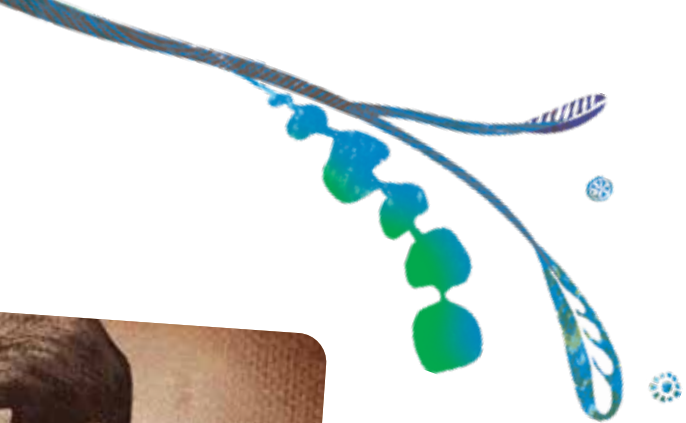
That intentionality led to two investments in the Massachusetts Housing Investment Corporation (MHIC). A companion program-related investment loan and guarantee totaling \$6 million will address the social determinants of health, which are disproportionately harmful for people of color in low-income neighborhoods in Boston. With that support, MHIC and the Conservation Law Center partnered to begin work toward investing in three health-related enterprises in 2019.

We also entered the Opportunity Zones market in 2019. We went there explicitly because we believe that without interventions and influence from mission-minded

In response, we made two guarantee commitments, totaling \$22 million, to support funds centered on providing real community impact, run by fund managers willing to agree in underwriting to monitoring and disclosing the impact of the investments.

Finally, we ventured into a state new to us — Alaska. There, we partnered with colleagues from our Arts & Culture team to invest in Cook Inlet Housing Authority. This PRI advanced racial equity by investing in Creative Placemaking-led development in one of the most impoverished and underserved neighborhoods in Anchorage: Spenard, a neighborhood composed primarily of people of color, including nearly 50% Native Alaskan.

It was a busy year — my first as managing director. My goal here is to keep moving work forward that centers equity in all its forms.



Bridging the Wealth Gap

Ensuring financial health in good times — and bad

BY KRISTA JAHNKE

The U.S.'s gnarly wealth gap pervades communities across the country, but no more than in the South.

"If you look at the map of persistent poverty areas in the United States, there are tremendous concentrations throughout the South," says Cathie Mahon, president and CEO of Inclusiv, a partner of The Kresge Foundation. "These areas of low wealth are not evenly distributed across the map."

Nor are they evenly distributed by race. From 1983 to 2013, the wealth of median

Black and Latino households decreased by 75% and 50% respectively, while median white household wealth rose by 14%.

There are many historical and structural reasons for that gap. One is widespread predatory and exclusionary financial practices by the mainstream banking industry. Those practices include banks restricting some products and services to high-income communities, charging certain clients excessive transaction fees while limiting lending to them or selling predatory loans, Mahon says.

"IT'S ABOUT REALLY REBUILDING THE PATHWAYS TO WEALTH ACCUMULATION AND BRIDGING THE RACIAL WEALTH DIVIDE IN THE COMMUNITIES THEY'RE SERVING."

— Cathie Mahon, *Inclusiv*



Joe Evans of Kresge (left) and Cathie Mahon of Inclusiv announce the Southern Equity Fund at Inclusiv's 2019 national conference.



Southern Equity Fund by the Numbers

\$5 million

Kresge made \$5 million in contributions to the Southern Equity Fund.

\$40 million

The fund closed with nearly another \$40 million.

60 times

A study of secondary capital tracked loans from 2010 to 2015 and found that every dollar of secondary capital was rolled over or reinvested 60 times.

Because of data like this, Kresge's Human Services Program works to advance social and economic mobility by applying a racial equity lens and addressing the wealth gap, says Joelle-Jude Fontaine, a senior program officer.

Community development credit unions (CDCUs) are one vehicle for this work. Inclusiv is a membership organization for CDCUs, which are financial institutions that provide fair and equitable loans and other financial and wealth-building services.


Mahon saw a need to extend the reach of CDCUs in the South so more branches could open to take on new customers,

all while doing their part to address the racial wealth gap. She needed partners.

"We asked ourselves, 'How do we direct resources to areas where the expansion of credit union services can have the most impact?'" Mahon says. "'How do we make change happen?'"

Secondary Is Primary

Kresge and Inclusiv partnered to address the critical capital barrier to extending the work of CDCUs — a lack of secondary capital. Because CDCUs are typically much smaller than mainstream banks and large credit unions, they're deemed risky by regulators and undergo more scrutiny — especially those that are



THE WORK OF HOPE

Credit union serves long-neglected communities

Bill Bynum first learned of credit unions and their power growing up in Bynum, North Carolina.

As he explains it, the town was “named after the people who owned my people.”

The assistant principal at his high school operated a small credit union out of his garage to serve the Black community, and Bynum’s grandmother did her banking there.

“That’s where my grandmother took out the money to pay for the suit that I wore to college,” Bynum recalls.

He donned that suit as he headed off to The University of North Carolina at Chapel Hill, believing his path would take him to law school.

“I thought of myself as the next Thurgood Marshall,” he says.

But after graduating, he stumbled into work with a burgeoning community organization called Self-Help Credit Union, which served the Black community in Durham, North Carolina.

The credit union movement in the South is the clear beneficiary of that career change, as Bynum discovered his passion and went on to found one of the biggest in Hope Credit Union in 1995.

UPPING THE ANTE: SECONDARY CAPITAL

Now with \$300 million in assets, Hope Credit Union operates across much of the South and serves some 100,000 clients, more than 60% of whom were previously unbanked or underbanked.

DEFINING IDEAS

“Secondary Capital I and Secondary Capital II loans are subordinated, long-term debt available to credit unions with low-income designation from their regulator. Although they are loans, secondary capital counts as net worth for regulatory purposes. Secondary capital can be leveraged by growing CDCUs to expand safe and affordable lending to local communities.”

— Inklusiv

Early on in Hope’s trajectory, Bynum discovered the utility of secondary capital, especially as he tried to close a pernicious racial wealth gap and address poverty that dates back centuries.

“You cannot separate race and these conditions,” Bynum says. “We grew from roughly eight locations before the 2008 financial crisis to more than 30 locations now, and that was as traditional banks were closing their doors.” Some 93% of the branches that closed were in low-income census tracts — the same locations where 75% of Hope branches currently operate.

“We’re going into places (that) banks have neglected or departed — it’s not as if people in these communities suddenly stopped needing to buy homes or cars to go to work. That’s the work Hope does, and we couldn’t do it without secondary capital.”

IMPORTING WEALTH

The Kresge Foundation made a \$3 million secondary capital investment in Hope in 2016. It marked the foundation’s first foray into this type of investment. Hope is also in the pipeline for more secondary capital help through the new Inklusiv Southern Equity Fund.

With secondary capital, Hope can increase its community development work and open new branches; with the 2016 investment, for example, it was able to establish a branch in the Crosstown neighborhood of Memphis, Tennessee.

“We’ve got to import wealth into these communities where wealth has been extracted for generations,” Bynum says. “Having the secondary capital to be able to raise deposits from people who care about the mission and see Hope as a resource to address critical needs is incredibly important.”

While Hope has used secondary capital for decades, Bynum sees the Inklusiv fund as a welcome sign that more investors, including traditional banks, are now recognizing it as a low-risk and high-return way of supporting communities.

“It makes that resource more available to credit unions that might not have that infrastructure or the relationships that are necessary to tap into secondary capital,” Bynum says. “I think having an intermediary like Inklusiv and Kresge makes that resource much more attractive and accessible.”



See how the **Inklusiv Southern Equity Fund** has responded to COVID-19 at EquityInsideOut.org or by using this QR code.

“THE FUND WILL ENABLE THE RECEIVING CREDIT UNIONS TO TAKE ON AN ADDITIONAL \$300 MILLION OF DEPOSITS AND SERVE 30,000 NEW MEMBERS. THESE COOPERATIVES WILL IN TURN LEND THE NEW CAPITAL TO THEIR MEMBERS, OFFERING EQUITABLE FINANCIAL PRODUCTS THAT BUILD CREDIT AND WEALTH FOR FAMILIES.”

— Joe Evans, The Kresge Foundation



Students in a culinary job training program through community partner DC Central Kitchen also receive a basic savings account and 12 hours of financial management from a CDCU and Inclusiv member, Government Printing Office Federal Credit Union, located in Washington, D.C.

minority-led. All CDCUs must maintain a minimum of 10% equity, meaning for every \$1 owned, it can take \$9 of deposits. By contrast, the typical commercial bank ratio is between a minimum of 4 and 8% equity.

Secondary capital is one of few ways CDCUs can grow equity. It is subordinated, longer-term debt (of at least five years) from nonmembers that regulators count as equity. It lets CDCUs grow via deposits and increase overall development activity in the form of personal loans, mortgages and small business loans.

So in 2019 and early 2020, Kresge co-developed with Inclusiv the Southern Equity Fund. Kresge contributed a \$5 million equity investment, and the fund

closed with nearly another \$40 million, to be loaned to CDCUs across 17 Southern states via secondary capital loans.

“The fund will enable the receiving credit unions to take on an additional \$300 million of deposits and serve 30,000 new members,” says Joe Evans, Kresge’s Social Investment Practice portfolio manager. “These cooperatives will in turn lend the new capital to their members, offering equitable financial products that build credit and wealth for families.”

An Inclusiv study of secondary capital tracked loans from 2010 to 2015 and found that every dollar of secondary capital was rolled over or reinvested 60 times during that period. Still, despite this impressive performance, secondary capital loans are rarer than they should be.

“That \$45 million of secondary capital is going to spark tremendous economic activity,” Mahon says. “It will move us beyond proof of concept to become a vehicle by which we can start attracting more and more capital to the credit union movement from more mainstream investors. It’s scaling us to a higher level.”

Says Kresge’s Fontaine, “We see this as an opportunity to ensure greater intentionality in providing support and working with CDCUs led by people of color and committed to the economic development of these communities.”

Racial Equity: The Bottom Line

When it comes to advancing racial equity, Mahon says the fund will address it in multiple ways, but



primarily through supporting CDCUs that make equitable financial services available to disinvested communities across the South — those that are disproportionately communities of color.

“They think about combining savings, affordable banking services, affordable credit availability with financial coaching, with homeownership counseling opportunities and with home mortgage loans,” Mahon says. “It’s about really rebuilding the pathways to wealth accumulation and bridging the racial wealth divide in the communities they’re serving.”

With grant support, Inclusiv will provide technical assistance to minority-led

credit unions — especially African American organizations, which tend to be smaller, with assets under \$100 million. These credit unions frequently face pressure to merge with bigger institutions, even when they provide service to high market shares of individuals in their community.

Inclusiv will work with some of these organizations to strengthen their systems and business plans and, where appropriate, work to prepare them to include secondary capital as part of their growth plans.

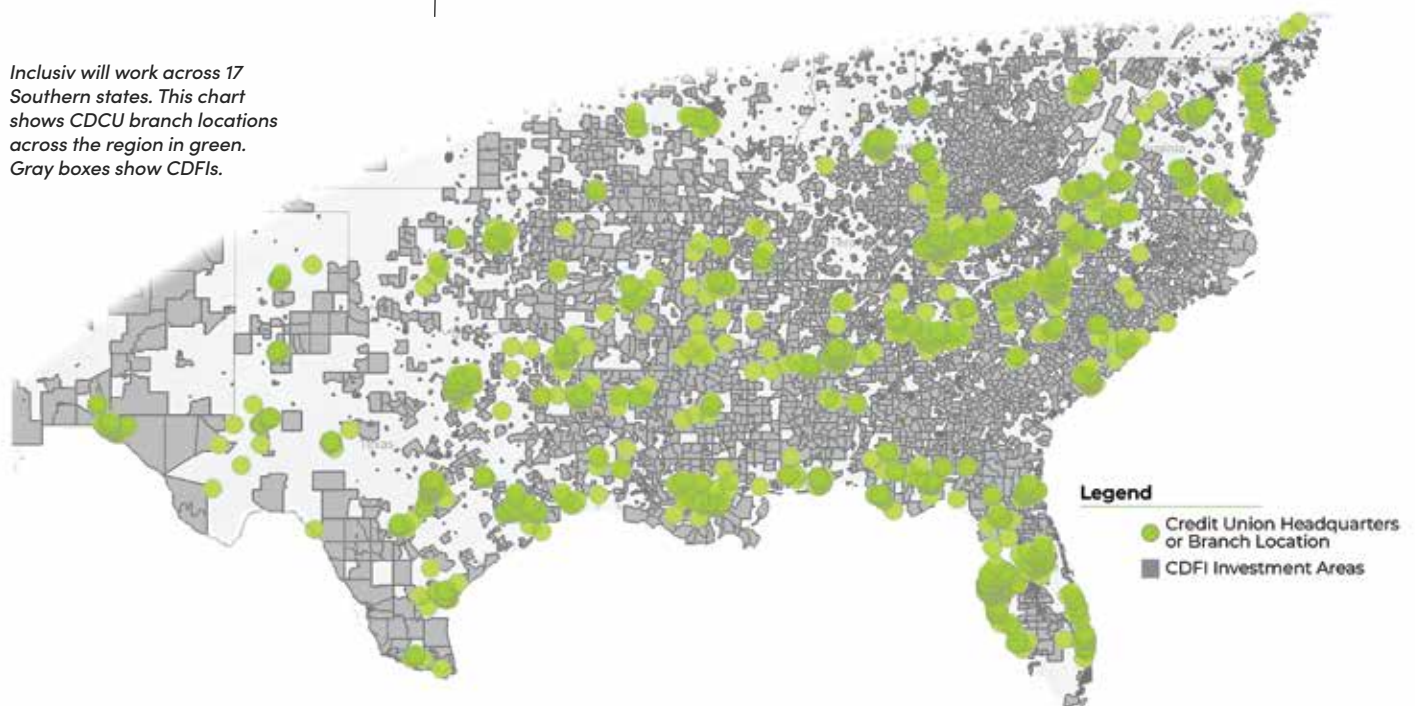
“We want to ensure the sustainability of those institutions to continue to serve the needs of their communities,”

Mahon says. “And for a lot of them, growth is the right trajectory, and that’s where we’re building the capacity of those institutions to make sure that their self-determination remains and grows.”

Finally, Inclusiv will come alongside CDCUs “to make sure that they’re constantly looking at and evaluating how their leadership reflects the communities that they’re serving,” Mahon adds.

Krista Jahnke is a senior communications officer for The Kresge Foundation.

Inclusiv will work across 17 Southern states. This chart shows CDCU branch locations across the region in green. Gray boxes show CDFIs.



LEARNING
THOUGHT LEADERSHIP

Clockwise, from top:
Chera Reid, Kresge's
director of strategic
learning, research and
evaluation; Juwon Harris,
Anna Cruz and Laura
Lamberti attend the 2018
American Public Health
Association Conference;
and Anna Cruz, Kresge's
strategic learning and
evaluation officer.



TOGETHER

LEARNING — AND UNLEARNING — TO ADVANCE EQUITY

Strategic Learning, Research & Evaluation

BY CHERA REID

GROWING OUR KNOWLEDGE ENDOWMENT

Established in 2015, Kresge's Strategic Learning, Research and Evaluation practice was charged with growing our knowledge endowment by drawing from the full suite of philanthropic tools — including evaluation and thought leadership — to advance urban opportunity and to enliven our values. We have an enduring commitment to transparency and orienting our efforts toward greater ownership among our nonprofit partners and communities.

"We are asking who benefits and who pays. We aim to be always in service of mission and ultimately to advance the work of people on the front lines of social change," says Anna Cruz, strategic learning and evaluation officer.

In our Environment Program, this takes shape by inviting multiple audiences to learn with us through the Climate Resilience and Urban Opportunity (CRUO) initiative. The initiative, which focused on deepening the climate change expertise of groups firmly grounded in equity, included a summative evaluation and a teaching case — both as written ways to return learning back to the system. The

teaching case, invited by the Johnson Center for Philanthropy, was the first-ever about grantmaking with a racial equity lens. Demonstrating a willingness to be open about our successes and challenges creates an opportunity for philanthropic and social sector practitioners to learn deeply from the experience and to bring insights back to bear on their equity-minded efforts.

LEARNING — AND UNLEARNING — TOGETHER

We match our evaluative approaches with the goals of our grantmaking strategies. We often need to learn — and unlearn — in real time so that we can act with the urgency that our strategies demand. Our commitment to learning and unlearning together comes to life with the Fresh, Local and Equitable initiative (FreshLo), a neighborhood-level change effort in 13 communities that is focused on advancing equity through the contributions of creative placemaking and food-oriented development. Together with evaluation partner Learning for Action and national program office Daisa Enterprises, the foundation focused on bringing equity principles in evaluation to life.

We had to slow down our thinking enough to see our assumptions about

how we were framing the evaluation, what kinds of data we were privileging, and who would benefit. As part of its learning and unlearning process, Kresge hosted a national event with Grantmakers for Effective Organizations to consider what the FreshLo experience teaches about what it takes to advance equitable evaluation. Participants grappled with evaluation orthodoxies the team confronted and the hard decisions and challenges they experienced, and they reflected on what, in retrospect, the team could have done differently. The event included action planning with all participants naming their personal commitments to learning and unlearning.

INVITING EXPERTS IN EQUAL MEASURE

We believe in the power of convening and communities of practice to connect learning with action. For instance, as grantee partners described their aspirations, the FreshLo team listened closely and realized we needed to change our frame to reflect their ideals. We heard the expertise of those who hold the



vision for their communities and centered a major part of the FreshLo evaluation on their feedback. With self-determination as a theme, we expanded the FreshLo evaluation plan to define success in more traditional economic terms.

In the words of Dr. Maria Rosario Jackson, senior adviser to the team, "There is an opportunity to lift up voices and the perspectives of people who have proximity and lived experience that historically have not been at the center of formal evaluation."

Chera Reid, Ph.D., is The Kresge Foundation's director of strategic learning, research and evaluation.

UNLEARNING

VOTING RIGHTS

IMMIGRANT RIGHTS

ELECTION, CENSUS AND IMMIGRANT RIGHTS TAKE CENTER STAGE IN 2019

The Kresge Foundation Opportunity Fund

BY CHRISTINE JACOBS

The Opportunity Fund dedicated its 2019 resources toward three key priority areas: Preparing for the 2020 general election by investing in power-building, voting rights and voting access in the United States; ensuring a

fair and accurate 2020 Census and supporting the new redistricting reform commission in Michigan; and affirming immigrant rights and legal protections.



The Opportunity Fund centered its strengthening democracy portfolio in 2019 on organizations working to remove impediments to voting and to promote full voter participation. We invested in nonprofits focused on voter education, activation and

registration, digital and in-person organizing and civic engagement among a diverse coalition of Americans in the lead-up to the 2020 general election. We reached students

and young adults (Civic Nation, Fair Elections Center, Young Invincibles and Funders' Collaborative on Youth Organizing); Latino voters (Mijente); Asian Americans (South Asian Americans Leading Together and 18 Million Rising); and Arab American community leaders in Detroit and other cities (ACCESS). The fund also sponsored the Funders' Committee for Civic Participation's 2019 Convening in Detroit.

The Opportunity Fund also sought to advance efforts to ensure a fair and full Census count in 2020 and joined other funders in supporting the Census Equity Fund, which works nationally to promote "Get-Out-the-Count" efforts to reach historically undercounted populations, such as African American, Native American, Latino, Asian, senior, immigrant and low-income communities. The Kresge Foundation also took the unprecedented step of submitting an amicus brief with the U.S. Supreme Court, opposing the Trump administration's efforts to add a citizenship question to the U.S. Census. Such a question would have depressed the count in some communities and could have subsequently been used to exclude people from being represented in redistricting efforts. The fund also supported Count MI Vote's public education and civic engagement campaign to inform Michiganders about the new redistricting commission, how to apply to become a commissioner and how to participate in the new federal and state district map-making process.

The Opportunity Fund additionally created — alongside the Community Foundation for Southeast Michigan, the C.S. Mott Foundation and a national immigration philanthropic affinity group — the region's first immigration and refugee roundtable. Nationally, the Opportunity Fund made grants to expand legal representation available to immigrants (such as our support of the Southeast Immigrant Freedom Initiative of the Southern Poverty Law Center), and grants to a

robust network of state-based immigrant rights advocates through our participation in the Four Freedoms Fund.

Kresge also sponsored the 2019 National Immigrant Integration Conference in Detroit — the largest gathering of immigrant and refugee rights advocates and policymakers in the nation — that uplifted and addressed the most pressing issues facing immigrant and refugee communities in the U.S. Kresge Trustee Kathy Ko Chin, who also serves as president and CEO of the Asian and Pacific Islander American Health Forum, was a plenary speaker. And Ari Simon, Kresge's former vice president and chief program and strategy officer, who oversaw the Opportunity Fund, shared his family's immigrant and refugee story, and how those experiences drew him to the work of immigrant and refugee rights.

Christine Jacobs is deputy director of external affairs and communications for The Kresge Foundation.



Kresge Trustee Kathy Ko Chin addresses the 2019 National Immigrant Integration Conference in Detroit.

United States
Census
Bureau

A FAIR AND ACCURATE
2020 CENSUS

American Cities Program

Grants: 53
Total Committed:
\$19,410,248



Arlington Community Foundation

Arlington, Va.
\$192,000

The Aspen Institute

Washington, D.C.
\$90,000

Binghamton Development Corporation

Memphis, Tenn.
\$45,000

BLDG Memphis

Memphis, Tenn.
\$70,000

Blues City Cultural*

Memphis, Tenn.
\$80,000

BRIDGES USA

Memphis, Tenn.
\$30,000

The Brookings Institution

Washington, D.C.
\$200,000

The Brookings Institution

Washington, D.C.
\$25,000

The Brookings Institution

Washington, D.C.
\$1,250,000

Carpenter Art Garden

Memphis, Tenn.
\$130,248

Center for Economic Inclusion

St. Paul, Minn.
\$300,000

Center for Transforming Communities

Washington, D.C.
\$70,000

Central Valley Community Foundation

Fresno, Calif.
\$1,275,000

The Collective The CLTV*

Memphis, Tenn.
\$80,000

Communities Unlimited*

Memphis, Tenn.
\$130,000

The Community Foundation for Greater Atlanta

Atlanta, Ga.
\$300,000

Community LIFT*

Memphis, Tenn.
\$1,380,000

Dallas Foundation A Tx Nonprofit Corporation*

Dallas, Texas
\$750,000

Detroit Strategic Framework, Inc.

Detroit, Mich.
\$280,000

Explore Bike Share

Memphis, Tenn.
\$150,000

Greater Milwaukee Committee for Community Development

Milwaukee, Wis.
\$150,000

The Greater New Orleans Foundation*

New Orleans, La.
\$1,140,000

The Greater New Orleans Foundation

New Orleans, La.
\$100,000

Hattiloo Theatre*

Memphis, Tenn.
\$90,000

Heights Community Development Corporation

Memphis, Tenn.
\$115,000

Historic Clayborn Temple*

Memphis, Tenn.
\$100,000

Hospitality Hub of Memphis

Memphis, Tenn.
\$140,000

Innovate Memphis

Memphis, Tenn.
\$960,000

Innovate Memphis

Memphis, Tenn.
\$300,000

Invest Detroit Foundation

Detroit, Mich.
\$444,000

Juice Orange Mound

Memphis, Tenn.
\$134,000

Knowledge Quest*

Memphis, Tenn.
\$50,000

Let's Innovate Through Education*

Memphis, Tenn.
\$150,000

Living Cities - The National Community Development Initiative

New York, N.Y.
\$2,250,000

Local Initiatives Support Corporation

New York City, N.Y.
\$975,000

Louisiana Disaster Recovery Foundation

Baton Rouge, La.
\$60,000

Memphis Filmworks*

Memphis, Tenn.
\$75,000

Memphis Medical District Collaborative

Memphis, Tenn.
\$450,000

Memphis Slim Collaboratory

Memphis, Tenn.
\$100,000

Momentum Nonprofit Partners

Memphis, Tenn.
\$400,000

New America Foundation

Washington, D.C.
\$750,000

OUTMemphis

Memphis, Tenn.
\$35,000

Pathway Lending

Nashville, Tenn.
\$200,000

Service Year Exchange*

Washington, D.C.
\$344,000

Soulsville Foundation*

Memphis, Tenn.
\$125,000

Syracuse University

Syracuse, N.Y.
\$30,000

U3 Advisors

Philadelphia, Pa.
\$111,000

United Housing

Memphis, Tenn.
\$120,000

University of Chicago

Chicago, Ill.
\$190,000

Urban Institute*

Washington, D.C.
\$2,165,000

Vollintine Evergreen Community Association

Memphis, Tenn.
\$130,000

Whole Child Strategies

Memphis, Tenn.
\$50,000

The Works

Memphis, Tenn.
\$150,000

Arts & Culture Program

Grants: 60
Total Committed:
\$16,901,176

American Planning Association

Chicago, Ill.
\$300,000

Arts Cleveland

Cleveland, Ohio
\$240,000

Asian Economic Development Association

Saint Paul, Minn.
\$100,000

Asian Economic Development Association

Saint Paul, Minn.
\$400,000

Athens Land Trust

Athens, Ga.
\$100,000

Bedford Stuyvesant Restoration Corporation

Brooklyn, N.Y.
\$400,000

Bountiful Cities Project

Asheville, N.C.
\$100,000

Broadway Housing Communities

New York, N.Y.
\$400,000

The Carnegie Hall Corporation*

New York, N.Y.
\$240,000

Center for Great Neighborhoods of Covington

Covington, Ky.
\$100,000


Center for Land Reform

Flint, Mich.
\$25,300

Citizen Engagement Lab Education Fund

Oakland, Calif.
\$250,000



City of Providence, Rhode Island Providence, R.I. \$60,000	Foundation for Louisiana New Orleans, La. \$165,000	Metropolitan Area Planning Council Boston, Mass. \$10,000	The Rebuild Foundation Chicago, Ill. \$600,000	Arts League of Mich. Detroit, Mich. \$175,000
Cook Inlet Housing Development Corporation Anchorage, Ala. \$500,000	Foundation for Louisiana New Orleans, La. \$155,000	National Arts Strategies Alexandria, Va. \$700,000	Regents of the University of California at Berkeley Berkeley, Calif. \$200,000	Association of Black Foundation Executives New York, N.Y. \$75,000
Define American Louisville, Ky. \$35,000	Gala, Inc. - Grupo de Artistas Latinoamericanos Washington, D.C. \$150,000	National Public Housing Museum Chicago, Ill. \$300,000	Riverworks Development Corporation Milwaukee, Wis. \$100,000	Auntie Na's House Detroit, Mich. \$150,000
Denver Housing Authority Denver, Colo. \$370,000	German Marshall Fund of the United States Washington, D.C. \$130,829	New Museum of Contemporary Art New York, N.Y. \$100,000	Rockefeller Philanthropy Advisors New York, N.Y. \$1,747	Bailey Park Project Detroit, Mich. \$35,000
Designing Justice & Designing Spaces* Oakland, Calif. \$240,000	Grantmakers in the Arts Bronx, N.Y. \$30,000	Next City Philadelphia, Pa. \$200,000	Rockefeller Philanthropy Advisors Brooklyn, N.Y. \$1,500,000	Bing Youth Institute Detroit, Mich. \$100,000
Dudley Street Neighborhood Initiative Roxbury, Mass. \$400,000	Inner-City Muslim Action Network Chicago, Ill. \$100,000	Noli CDC Corporation Lexington, Ky. \$400,000	Share Our Strength Washington, D.C. \$315,000	Boggs Educational Center Project Team Detroit, Mich. \$150,000
East Bay Asian Local Development Corporation Oakland, Calif. \$400,000	Inner-City Muslim Action Network Chicago, Ill. \$400,000	Northeastern University Boston, Mass. \$250,000	Social and Environmental Entrepreneurs Richmond, Va. \$240,000	Bridging Communities Detroit, Mich. \$70,000
East Bay Center for the Performing Arts Richmond, Calif. \$600,000	Japanese American Cultural & Community Center Los Angeles, Calif. \$500,000	Operation Restoration* New Orleans, La. \$240,000	SOURCE Studio Burnsville, N.C. \$180,000	Bridging Communities Detroit, Mich. \$20,000
EcoDistricts* Portland, Ore. \$300,000	Junebug Productions New Orleans, La. \$300,000	People United for Sustainable Housing Incorporated Buffalo, N.Y. \$400,000	Starfire Council of Greater Cincinnati Cincinnati, Ohio \$25,000	Brightmoor Alliance Detroit, Mich. \$150,000
Efforts of Grace New Orleans, La. \$160,000	Juxtaposition Minneapolis, Minn. \$100,000	People's Emergency Center Philadelphia, Pa. \$400,000	Voice of Calvary Ministries Jackson, Miss. \$100,000	Brilliant Detroit Detroit, Mich. \$35,000
The Enterprise Center Community Development Corporation Philadelphia, Pa. \$400,000	Local Initiatives Support Corporation* New York City, N.Y. \$1,100,000	Policylink Oakland, Calif. \$600,000	<div> <div></div> <div> Detroit Program Grants: 104 Total Committed: \$28,308,185 </div>  </div>	The Brookings Institution Washington, D.C. \$85,000
Focus: HOPE Detroit, Mich. \$60,000	Massachusetts Institute of Technology Cambridge, Mass. \$3,300	Policylink Oakland, Calif. \$75,000		Chandler Park Conservancy Detroit, Mich. \$150,000
	Massachusetts Institute of Technology Cambridge, Mass. \$250,000	Project Row Houses Houston, Texas \$400,000		Clark Park Coalition Detroit, Mich. \$150,000
			ARISE Detroit! Detroit, Mich. \$400,000	Cody Rouge Community Action Alliance Detroit, Mich. \$150,000

College for Creative Studies
Detroit, Mich.
\$450,000

Community Development Advocates Detroit
Detroit, Mich.
\$50,000

Community Development Advocates Detroit
Detroit, Mich.
\$400,000

Community Development Advocates Detroit
Detroit, Mich.
\$255,000

Congress of Communities
Detroit, Mich.
\$150,000

Council of Mich. Foundations
Grand Haven, Mich.
\$180,000

CultureSource
Detroit, Mich.
\$4,000

CultureSource
Detroit, Mich.
\$291,000

CultureSource
Detroit, Mich.
\$222,650

Data Driven Detroit
Detroit, Mich.
\$170,000

Detroit Educational Television Foundation WTVS-Channel 56 in Detroit
Wixom, Mich.
\$23,500

Detroit Hispanic Development Corporation
Detroit, Mich.
\$150,000

Detroit Justice Center
Detroit, Mich.
\$35,000

Detroit Public Schools Foundation
Detroit, Mich.
\$152,100

Detroit Revival Engaging American Muslims
Detroit, Mich.
\$35,000

Detroit Sound Conservancy
Detroit, Mich.
\$17,500

Detroit Strategic Framework
Detroit, Mich.
\$315,000

Detroit Strategic Framework
Detroit, Mich.
\$850,000

Detroit Symphony Orchestra Hall
Detroit, Mich.
\$50,000

Downtown Detroit Partnership
Detroit, Mich.
\$75,000

Eastern Market Corporation
Detroit, Mich.
\$7,500

Eden Gardens Community Association
Detroit, Mich.
\$150,000

El Paso Community Foundation
El Paso, Texas
\$5,000

FoodLab Detroit
Detroit, Mich.
\$35,000

Green Living Science
Detroit, Mich.
\$25,000

Greening of Detroit
Detroit, Mich.
\$35,000

Heritage Works
Detroit, Mich.
\$50,000

High Scope Educational Research Foundation
Ypsilanti, Mich.
\$30,000

IFF
Chicago, Ill.
\$210,000

IFF
Chicago, Ill.
\$68,686

IFF
Chicago, Ill.
\$1,250,000

In Our Backyards
Brooklyn, N.Y.
\$300,000

Invest Detroit Foundation
Detroit, Mich.
\$100,990

Invest Detroit Foundation
Detroit, Mich.
\$1,899,010

Jefferson East
Detroit, Mich.
\$750,000

Live6 Alliance
Detroit, Mich.
\$300,000

Local Initiatives Support Corporation
Detroit, Mich.
\$350,000

M-1 RAIL
Detroit, Mich.
\$1,000,000

M-1 RAIL
Detroit, Mich.
\$1,000,000

Marygrove College
Detroit, Mich.
\$750,000

Marygrove College
Detroit, Mich.
\$1,000,000

Marygrove College
Detroit, Mich.
\$750,000

Marygrove College
Detroit, Mich.
\$350,000

Marygrove Conservancy
Detroit, Mich.
\$500,000

Marygrove Conservancy
Detroit, Mich.
\$2,500,000

Marygrove Conservancy
Detroit, Mich.
\$1,119,449

Marygrove Conservancy
Detroit, Mich.
\$1,250,000

Marygrove Conservancy
Detroit, Mich.
\$1,100,000

Mathematica Policy Research
Ann Arbor, Mich.
\$57,500

Metro Solutions
Detroit, Mich.
\$150,000

Mexicantown Community Development Corporation
Detroit, Mich.
\$149,000

Mich. Community Resources
Detroit, Mich.
\$50,000

Mich. Community Resources
Detroit, Mich.
\$127,000

Mich. Community Resources
Detroit, Mich.
\$255,000

Mich. Community Resources
Detroit, Mich.
\$356,000

Mich. Future
Ann Arbor, Mich.
\$150,000

Mich. Humane Society
Bingham Farms, Mich.
\$35,000

Michigan Nonprofit Association
Lansing, Mich.
\$250,000

Midtown Detroit
Detroit, Mich.
\$450,000

MoGo
Detroit, Mich.
\$150,000

Net Impact
Oakland, Calif.
\$30,000

Northend Christian Community Development Corporation
Detroit, Mich.
\$50,000

Plowshares Theatre Company
Lathrup Village, Mich.
\$75,000



School Readiness Consulting, LLC
Silver Spring, Maryland
\$50,000

The Sheltering Arms
Atlanta, Georgia
\$210,000

Shorebank Enterprise Detroit
Detroit, Mich.
\$225,000

Sierra Club Foundation
Oakland, Calif.
\$400,000

Signal-Return
Detroit, Mich.
\$53,500

Southwest Detroit Business Association
Detroit, Mich.
\$10,000

Southwest Detroit Community Justice Center
Detroit, Mich.
\$130,000

Southwest Housing Solutions
Detroit, Mich.
\$10,000

Starfish Family Services
Inkster, Mich.
\$10,000

Starfish Family Services
Inkster, Mich.
\$559,000

Tides Foundation
Detroit, Mich.
\$25,000

TSNE MissionWorks
Boston, Mass.
\$35,000

TSNE MissionWorks
Boston, Mass.
\$50,000

U3 Advisors
Philadelphia, Pa.
\$350,600

University of Detroit Mercy
Detroit, Mich.
\$50,000

University of Detroit Mercy
Detroit, Mich.
\$43,000

University of Detroit Mercy
Detroit, Mich.
\$37,500

University of Detroit Mercy
Detroit, Mich.
\$25,000

University of Detroit Mercy
Detroit, Mich.
\$255,000

University of Detroit Mercy
Detroit, Mich.
\$165,000

Urban Neighborhood Initiatives
Detroit, Mich.
\$5,000

Urban Neighborhood Initiatives
Detroit, Mich.
\$150,000

The Villages Community Development Corporation
Detroit, Mich.
\$20,000

Wayne State University
Detroit, Mich.
\$150,000

Woodbridge Neighborhood Development Corporation
Detroit, Mich.
\$150,000

Young Nation
Detroit, Mich.
\$148,700

Detroit Arts Support

Grants: 73
Total Committed:
\$4,890,000

826michigan
Ann Arbor, Mich.
\$15,000

ACCESS
Dearborn, Mich.
\$90,000

Akropolis Quintet
Northville, Mich.
\$30,000

All the World's a Stage
Clinton Twp., Mich.
\$15,000

Allied Media Projects
Detroit, Mich.
\$45,000

Art Center
Mount Clemens, Mich.
\$30,000

Arts and Scraps
Detroit, Mich.
\$45,000

Arts League of Michigan
Detroit, Mich.
\$75,000

Birmingham Bloomfield Art Center
Birmingham, Mich.
\$75,000

Chamber Music Society of Detroit
Detroit, Mich.
\$15,000

Charles H. Wright Museum of African American History
Detroit, Mich.
\$105,000

College for Creative Studies
Detroit, Mich.
\$180,000

Cranbrook Educational Community
Bloomfield Hills, Mich.
\$105,000

CultureSource
Detroit, Mich.
\$75,000

Dearborn Symphony Orchestra
Dearborn, Mich.
\$15,000

Detroit Artists Market
Detroit, Mich.
\$30,000

Detroit Chamber Winds and Strings
Southfield, Mich.
\$45,000

Detroit Children's Choir
Detroit, Mich.
\$30,000

Detroit Educational Television
Wixom, Mich.
\$120,000

Detroit Educational Television
Wixom, Mich.
\$120,000

Detroit Historical Society
Detroit, Mich.
\$105,000

The Detroit Institute of Arts
Detroit, Mich.
\$210,000

Detroit International Jazz Festival Foundation
Harper Woods, Mich.
\$105,000

Detroit Public Library
Detroit, Mich.
\$45,000

Detroit Public Theatre
Detroit, Mich.
\$75,000

Detroit Repertory Theatre
Detroit, Mich.
\$60,000

Detroit Symphony Orchestra Hall
Detroit, Mich.
\$225,000

Detroit Zoological Society
Royal Oak, Mich.
\$210,000

Downriver Council for the Arts
Wyandotte, Mich.
\$30,000

Eisenhower Dance Ensemble
Southfield, Mich.
\$45,000

Far Conservatory of Therapeutic and Performing Arts
Birmingham, Mich.
\$45,000

Garage Cultural
Detroit, Mich.
\$30,000

Great Lakes Chamber Music Festival Operating Corporation
Southfield, Mich.
\$45,000

Grosse Pointe War Memorial Association
Grosse Pointe Farms, Mich.
\$15,000

The Heidelberg Project
Detroit, Mich.
\$75,000

The Henry Ford
Dearborn, Mich.
\$105,000



Detroit Arts Support



The Detroit Arts Support initiative was established in 2007 to support the organizations that are the backbone of arts and culture in metropolitan Detroit. Since then, Kresge has invested roughly \$29 million in these organizations. And since 2010, Kresge has partnered with the Erb Family Foundation on a common application, simplifying the process for applicants. In 2019, Hudson-Webber Foundation and DeRoy Testamentary Foundation joined in a single application-review process – but with all four foundations continuing to make individual decisions. That led to the allocation of a collective \$12.2 million to 74 organizations.



Living Arts works to engage youth in high-quality arts experiences to build confidence and empathy.



Creators of Culture

Along with a round of Detroit Arts Support funding, 2019 saw the launch of Creators of Culture by CultureSource. Funded by Kresge, the Erb Family Foundation and the Hudson-Webber Foundation, Creators of Culture provided \$3,000 grants to smaller, younger, less-formal producers who do not meet the minimum requirements of the Detroit Arts Support initiative (e.g., having no full-time staff). CultureSource announced its first 41 Creators of Culture grants in 2019.



Young Detroiters have greater opportunities to engage with and participate in the arts thanks to the work of groups like Heritage Works (top). Drummer Vinnie Colaiuta at the Detroit Jazz Festival (above). Living Arts provides opportunities for young people to engage in art (left).

Heritage Works
Detroit, Mich.
\$45,000

Holocaust Memorial Center
Farmington Hills, Mich.
\$105,000

InsideOut Literary Arts Project
Detroit, Mich.
\$105,000

Jewish Ensemble Theatre
Walled Lake, Mich.
\$45,000

Living Arts
Detroit, Mich.
\$45,000



Macomb Community College Foundation
Warren, Mich.
\$105,000

Marygrove Conservancy
Detroit, Mich.
\$30,000

Matrix Theatre Company, Inc.
Detroit, Mich.
\$60,000

Michigan Opera Theatre
Detroit, Mich.
\$105,000

Michigan Science Center
Detroit, Mich.
\$105,000

Michigan State University
East Lansing, Mich.
\$45,000

Mosaic Youth Theatre of Detroit
Detroit, Mich.
\$105,000

Motown Historical Museum
Detroit, Mich.
\$75,000

Museum of Contemporary Art Detroit
Detroit, Mich.
\$105,000

Music Hall Center for the Performing Arts
Detroit, Mich.
\$105,000

Pewabic Pottery
Detroit, Mich.
\$105,000

Planet Ant Theatre
Hamtramck, Mich.
\$30,000

Plowshares Theatre Company
Detroit, Mich.
\$45,000

Power House Productions
Detroit, Mich.
\$30,000

Rackham Symphony Choir
Grosse Pointe, Mich.
\$15,000

The Scarab Club
Detroit, Mich.
\$30,000

Signal-Return
Detroit, Mich.
\$15,000

Southwest Detroit Business Association
Detroit, Mich.
\$15,000

Sphinx Organization
Detroit, Mich.
\$105,000

Stagecrafters
Royal Oak, Mich.
\$15,000

Teen HYPE
Detroit, Mich.
\$75,000

Theatre Ensemble
Rochester, Mich.
\$75,000

Troy Historical Society
Troy, Mich.
\$15,000

University of Michigan - Dearborn
Dearborn, Mich.
\$30,000

Village Fine Arts Association
Milford, Mich.
\$15,000

Wayne State University
Detroit, Mich.
\$105,000

Wayne State University
Detroit, Mich.
\$75,000

Wayne State University
Detroit, Mich.
\$30,000

Wayne State University
Detroit, Mich.
\$30,000

Wayne State University
Detroit, Mich.
\$105,000

YMCA of Metropolitan Detroit
Detroit, Mich.
\$30,000

Young Nation
Detroit
\$30,000



Education Program
Grants: 69
Total Committed:
\$22,451,250

Achieving the Dream
Silver Spring, Md.
\$25,000

Achieving the Dream
Silver Spring, Md.
\$750,000

Achieving the Dream
Silver Spring, Md.
\$700,000

Achieving the Dream
Silver Spring, Md.
\$48,000

Administrators of the Tulane Educational Fund
New Orleans, La.
\$24,000

American University
Washington, D.C.
\$50,000

Asian and Pacific Islander American Scholarship Fund
Washington, D.C.
\$115,000

Campaign for College Opportunity
Los Angeles, Calif.
\$500,000

Catholic Charities Archdiocese of Hartford*
Hartford, Conn.
\$495,000

Center for Family Services*
Camden, N.J.
\$25,000

Center for Urban Families*
Baltimore, Md.
\$495,000

The Century Foundation
New York, N.Y.
\$130,000

Civic Nation
Washington, D.C.
\$50,000

CollegeSpring*
Oakland, Calif.
\$600,000

Common Application
Arlington, Va.
\$350,000

Community Foundation of the Ozarks
Toledo, Ohio
\$450,000

Council of Large Public Housing Authorities
Washington, D.C.
\$300,000

Dillard University
New Orleans, La.
\$100,000

Education Commission of the States
Denver, Colo.
\$120,000

Education Commission of the States
Denver, Colo.
\$1,350,000

Education Trust
Washington, D.C.
\$15,000

Fair Elections Center*
Washington, D.C.
\$100,000


Florida Atlantic University
Boca Raton, Fla.
\$375,000

Georgia State University Research Foundation
Atlanta, Ga.
\$453,750

Grand Valley State University
Allendale, Mich.
\$20,000

Grantmakers for Education*
Portland, Ore.
\$50,000

Imentor
New York, N.Y.
\$300,000

Institute for Women's Policy Research Washington, D.C. \$50,000	National League of Cities Institute* Washington, D.C. \$625,000	Rutgers University Foundation New Brunswick, N.J. \$375,000	University of Central Florida Foundation Orlando, Fla. \$450,000	Catalyst Miami* Miami, Fla. \$100,000
Institute of International Education New York, N.Y. \$330,000	National Postsecondary Strategy Institute Chicago, Ill. \$350,000	South African Institute for Advancement Braamfontein, Johannesburg \$25,000	University of New Orleans New Orleans, La. \$75,000	Center for American Progress Washington, D.C. \$60,000
International Documentary Association Los Angeles, Calif. \$45,000	New America Foundation Washington, D.C. \$140,000	St. Petersburg College Largo, Fla. \$50,000	University of Pretoria Hatfield, Conn. \$360,000	Center for American Progress Washington, D.C. \$300,000
James B. Hunt Jr. Institute for Educational Leadership and Policy Foundation Cary, N.C. \$125,000	Northeast Wisconsin Technical College* Green Bay, Wis. \$495,000	Stephen C Rose Legacy Foundation* Providence, R.I. \$100,000	The University of Texas at Austin Austin, Texas \$40,000	Center for Earth Energy and Democracy Minneapolis, Minn. \$300,000
John N. Gardner Institute for Excellence in Undergraduate Education Brevard, N.C. \$60,000	Onondaga Community College* Syracuse, N.Y. \$495,000	Tacoma Housing Authority Tacoma, Wash. \$500,000	The University of Texas at Austin Austin, Texas \$150,000	Center for Neighborhood Technology Chicago, Ill. \$200,000
La Plaza de Encuentro Gathering Place* Albuquerque, N.M. \$25,000	Peoplefirst Partnership Memphis, Tenn. \$300,000	Teachers College Columbia University New York, N.Y. \$400,000	Young Invincibles* Washington, D.C. \$300,000	Center for Planning Excellence Baton Rouge, La. \$275,000
MDRC New York, N.Y. \$1,000,000	Pierce College District Number 11* Puyallup, Wash. \$25,000	Temple University Philadelphia, Pa. \$10,000	Young Invincibles Washington, D.C. \$200,000	Clean Energy Group Montpelier, Vt. \$350,000
Miami Dade College* Miami, Fla. \$25,000	Portland Community College* Portland, Ore. \$495,000	Temple University Philadelphia, Pa. \$800,000		Climate Central Princeton, N.J. \$600,000
Michigan College Access Network Lansing, Mich. \$1,350,000	The Regents of the University of California Los Angeles Los Angeles, Calif. \$150,000	Tennessee College Access and Success Network Nashville, Tenn. \$225,000		Coalition of Communities of Color* Portland, Ore. \$100,000
Michigan College Access Network Detroit, Mich. \$375,000	The Regents of the University of Michigan Ann Arbor, Mich. \$100,000	Thurgood Marshall College Fund Washington, D.C. \$500,500	American Council for an Energy Efficient Economy Washington, D.C. \$400,000	Detroit Economic Growth Association* Detroit, Mich. \$525,000
National Consumer Law Center* Boston, Mass. \$200,000	Research Foundation of the City University of New York* New York, N.Y. \$495,000	uAspire Boston, Mass. \$600,000	American Rivers Washington, D.C. \$150,000	Dorchester Bay Economic Development Corporation Boston, Mass. \$100,000
	Rio Hondo College Whittier, Calif. \$45,000	United Negro College Fund Washington, D.C. \$2,000,000	American Society of Adaptation Professionals Ypsilanti, Mich. \$550,000	Earth Economics Tacoma, Wash. \$500,000
			Aspen Global Change Institute Basalt, Colo. \$32,940	

Environment Program

Grants: 78
Total Committed:
\$19,379,737.30

Eastside Community Network*
Detroit, Mich.
\$100,000

Emerald Cities Collaborative
Washington, D.C.
\$50,000

The Energy Foundation
San Francisco, Calif.
\$50,000

Environmental Grantmakers Association
New York, N.Y.
\$7,500

Environmental Health Coalition*
National City, Calif.
\$100,000

Environmental Health Coalition
National City, Calif.
\$85,057

Environmental Leadership Program
Greenbelt, Md.
\$250,000

Fair Share Housing Center
Cherry Hill, N.J.
\$285,000

Funders' Network for Smart Growth and Livable Communities
Coral Gables, Fla.
\$655,000

Global Adaptation and Resilience Investment Working Group
New York, N.Y.
\$250,000

Global Philanthropy Partnership
Chicago, Ill.
\$8,406.30

Global Philanthropy Partnership
Chicago, Ill.
\$440,000

Go Austin Vamos Austin*
Austin, Texas
\$100,000

Got Green*
Seattle, Wash.
\$100,000

The Greater New Orleans Foundation*
New Orleans, La.
\$450,000

Great Lakes Aquatic Habitat Network and Fund
Petoskey, Mich.
\$200,000

Green Diversity Initiative
Washington, D.C.
\$250,000

Greenlining Institute
Oakland, Calif.
\$300,000

Greenlink Analytics
Atlanta, Ga.
\$400,000

Greenprint Partners
Chicago, Ill.
\$175,000

Groundswell
Washington, D.C.
\$300,000

Groundwork New Orleans
New Orleans, La.
\$50,000

Health Care Without Harm*
Reston, Va.
\$400,000

Healthy Gulf
Houston, Texas
\$100,000

Healthy Gulf
New Orleans, La.
\$14,000

Healthy Gulf
New Orleans, La.
\$143,000

Healthy Schools Campaign
Chicago, Ill.
\$75,000

Homewood Children's Village*
Pittsburgh, Pa.
\$100,000

Innovation Network for Communities
Tamworth, N.H.
\$540,000

Institute for Building Technology and Safety
Ashburn, Va.
\$297,434

Institute for Governance and Sustainable Development
Washington, D.C.
\$50,000

Institute for Market Transformation
Washington, D.C.
\$300,000

Institute for Sustainable Communities
Montpelier, Vt.
\$150,000

Island Press - Center for Resource Economics
Washington, D.C.
\$700,000

Leadership Counsel for Justice and Accountability*
Fresno, Calif.
\$100,000

Michigan Community Health Worker Alliance*
Troy, Mich.
\$120,000

Movement Strategy Center
Oakland, Calif.
\$10,000

Movement Strategy Center
Oakland, Calif.
\$650,000

National Association for the Advancement of Colored People
Baltimore, Md.
\$700,000

National Association for the Advancement of Colored People
Baltimore, Md.
\$10,000

National Foundation for the Centers for Disease Control and Prevention*
Atlanta, Ga.
\$203,000

New Jersey Future
Trenton, N.J.
\$300,000

The New School
New York, N.Y.
\$310,000

New Venture Fund
Washington, D.C.
\$450,000

New York City Energy Efficiency Corporation
New York, N.Y.
\$20,000

Partners for a Healthier Community*
Springfield, Mass.
\$100,000

Partnership for Southern Equity*
Atlanta, Ga.
\$100,000

Partnership for Southern Equity*
Atlanta, Ga.
\$300,000

Physicians for Social Responsibility*
Los Angeles, Calif.
\$100,000

Policylink
Oakland, Calif.
\$400,000

River Network
Boulder, Colo.
\$270,000

Rose Foundation for Communities and the Environment
Oakland, Calif.
\$221,250

Share Our Strength
Washington, D.C.
\$350,000

Tides Center
Oakland, Calif.
\$158,000

Trustees of Columbia University in the City of New York
New York, N.Y.
\$409,150

Trustees of Columbia University in the City of New York
New York, N.Y.
\$45,000

ULI Foundation
Washington, D.C.
\$600,000

UPROSE*
Brooklyn, N.Y.
\$100,000

Urban Sustainability Directors Network
Port Washington, Wis.
\$35,000

Urban Sustainability Directors Network
Port Washington, Wis.
\$1,000,000



**West Harlem
Environmental Action***
New York, N.Y.
\$100,000

**World Resources
Institute**
Washington, D.C.
\$200,000

Health Program

Grants: **78**
Total Committed:
\$25,941,216.50



**Alameda County Public
Health Department***
Oakland, Calif.
\$300,000

**American Heart
Association - Dallas**
Dallas, Texas
\$400,000

**Arlington County
Virginia Department of
Human Services***
Arlington, Va.
\$300,000

**Baltimore Regional
Housing Partnership**
Baltimore, Md.
\$100,000

Benefits Data Trust
Philadelphia, Pa.
\$500,000

**Binghamton
Development
Corporation**
Memphis, Tenn.
\$25,000

**Blue Cross Blue Shield
of Massachusetts
Foundation for Expanding
Healthcare Access**
Boston, Mass.
\$19,000

**Blue Cross Blue Shield
of Massachusetts
Foundation for Expanding
Healthcare Access**
Boston, Mass.
\$25,000

Bread for the City
Washington, D.C.
\$100,000

**Centro Obrero del
Fronterizo**
El Paso, Texas
\$100,000

Chicanos Por La Causa
Phoenix, Ariz.
\$200,000

**Citizens' Housing and
Planning Association**
Boston, Mass.
\$400,000

Community Catalyst
Boston, Mass.
\$150,000

Community Catalyst
Boston, Mass.
\$400,000

Community Catalyst
Boston, Mass.
\$125,000

Community Catalyst
Boston, Mass.
\$205,000

**Connecticut Fair
Housing Center**
Hartford, Conn.
\$100,000

**Conservation Law
Foundation**
Boston, Mass.
\$327,300

**Conservation Law
Foundation**
Boston, Mass.
\$78,600

DAISA Enterprises
South Hadley, Mass.
\$87,240

DAISA Enterprises*
South Hadley, Mass.
\$172,982

DAISA Enterprises
South Hadley, Mass.
\$80,350

Dream of Wild Health
Minneapolis, Minn.
\$100,000

Elijah's Promise
New Brunswick, N.J.
\$100,000

**Environmental Health
Watch**
Cleveland, Ohio
\$25,000

Fair Food Network
Ann Arbor, Mich.
\$890,000

FoodCorps
Portland, Ore.
\$600,000

**George Washington
University**
Washington, D.C.
\$105,513

**Georgia State University
Research Foundation**
Atlanta, Ga.
\$100,000

Health Leads
Boston, Mass.
\$500,000

**Health Management
Associates***
Lansing, Mich.
\$132,330

Hennepin County*
Minneapolis, Minn.
\$300,000

Hope Community
Minneapolis, Minn.
\$100,000

**Lafayette Habitat for
Humanity**
Lafayette, La.
\$60,000

**Latino Center for
Prevention and Action in
Health and Welfare**
Santa Ana, Calif.
\$400,000

**Lincoln Institute of Land
Policy***
Cambridge, Mass.
\$3,600,000

**Louisiana Public Health
Institute**
New Orleans, La.
\$50,000

**Low Income Investment
Fund***
San Francisco, Calif.
\$1,600,000

Make the Road New York
Brooklyn, N.Y.
\$400,000

Megaphone Strategies*
Washington, D.C.
\$200,000

Miami Workers Center
Miami, Fla.
\$100,000

**Michigan League for
Public Policy***
Lansing, Mich.
\$900,000

**Michigan Public Health
Institute**
Okemos, Mich.
\$436,015

**Michigan State
University**
East Lansing, Mich.
\$524,211

**Montbello Organizing
Committee**
Denver, Colo.
\$100,000

Montgomery County*
Rockville, Md.
\$300,000

**National Academy of
Sciences**
Washington, D.C.
\$300,000

**National Academy of
Sciences**
Washington, D.C.
\$500,000

**National Housing
Institute***
Montclair, N.J.
\$360,000

**The Neighborhood
Developers**
Chelsea, Mass.
\$400,000

New Venture Fund
Washington, D.C.
\$1,000,000

Occidental College
Los Angeles, Calif.
\$111,214

**Partnership for
Community Action**
Albuquerque, N.M.
\$100,000

**Partnership for the
Public Good**
Buffalo, N.Y.
\$400,000

Placeful Company
New York, N.Y.
\$25,000

**Planned Parenthood of
Michigan**
Ann Arbor, Mich.
\$500,000

Planting Justice
Oakland, Calif.
\$100,000

PolicyLink
Oakland, Calif.
\$500,000

**Project HOPE - The
People-to-People Health
Foundation**
Bethesda, Md.
\$250,000

Public Health Institute
Berkeley, Calif.
\$300,000

Public Health Institute
San Francisco, Calif.
\$550,000

Rainier Valley Corps
Seattle, Wash.
\$100,000

Right to the City Alliance
New York, N.Y.
\$600,000

Right to the City Alliance
Jackson, Miss.
\$400,000

RiverStone Health Foundation
Billings, Mo.
\$100,000

Sankofa Community Development Corporation
New Orleans, La.
\$100,000

Solano County Health and Social Services*
Fairfield, Calif.
\$300,000

Sustainable Agriculture and Food Systems Funders
Santa Barbara, Calif.
\$325,000

Tides Foundation
San Francisco, Calif.
\$137,812

Trust for America's Health
Washington, D.C.
\$100,000

Trust for America's Health*
Washington, D.C.
\$175,000

University of North Carolina at Chapel Hill
Chapel Hill, N.C.
\$824,649

The University of Texas Health Science Center at Houston
Houston, Texas
\$349,000

Vanguard Community Development Corporation
Detroit, Mich.
\$100,000

Virginia Organizing
Charlottesville, Va.
\$15,000

West Harlem Environmental Action
New York, N.Y.
\$400,000

Winrock International Institute for Agricultural Development
Little Rock, Ark.
\$600,000

Yakima Valley Conference of Governments
Yakima, Wash.
\$100,000

Human Services

Grants: 63
Total Committed:
\$17,294,600



Allegheny County Department of Human Services
Pittsburgh, Pa.
\$500,000

American Public Human Services Association
Arlington, Va.
\$950,000

Arizona Community Foundation
Durham, N.C.
\$50,000

Asian & Pacific Islander American Health Forum
Oakland, Calif.
\$350,000

The Aspen Institute
Washington, D.C.
\$190,000

Association for Enterprise Opportunity
Washington, D.C.
\$250,000

Catalyst Miami
Miami, Fla.
\$10,000

Center for Urban Families
Baltimore, Md.
\$200,000

Center for Urban Families
Baltimore, Md.
\$10,000

Center on Budget and Policy Priorities
Washington, D.C.
\$800,000

Children's Services Council of Florida
Tallahassee, Fla.
\$650,000

Community LIFT
Memphis, Tenn.
\$250,000

Congreso de Latinos Unidos
Philadelphia, Pa.
\$10,000

County of Olmsted
Rochester, Minn.
\$500,000

Dakota County
West St. Paul, Minn.
\$254,600

Dorothy Day House
Memphis, Tenn.
\$250,000

Eastern Michigan University Foundation
Ypsilanti, Mich.
\$30,000

Economic Mobility Pathways
Boston, Mass.
\$10,000

Economic Policy Institute
Washington, D.C.
\$50,000

Financial Innovations Center
Chicago, Ill.
\$100,000

The Forum for Youth Investment
Washington, D.C.
\$200,000

Hispanic Unity of Florida
Hollywood, Fla.
\$500,000

IDEO.org
New York, N.Y.
\$300,000

Ikaso Consulting
San Bruno, Calif.
\$250,000

Inclusiv
New York, N.Y.
\$100,000

Jeremiah Program
Minneapolis, Minn.
\$500,000

Jobs for the Future*
Boston, Mass.
\$750,000

Juma Ventures
San Francisco, Calif.
\$10,000

Knowledge Quest
Memphis, Tenn.
\$250,000

Latin American Youth Center
Washington, D.C.
\$200,000

Latin American Youth Center
Washington, D.C.
\$10,000

Latino Memphis*
Memphis, Tenn.
\$150,000

Leadership for a Networked World
Cambridge, Mass.
\$950,000

Leadership for a Networked World
Cambridge, Mass.
\$125,000

LIFT
Washington, D.C.
\$10,000

Maricopa County Human Services Department
Phoenix, Ariz.
\$500,000

Martha Obryan Center
Nashville, Tenn.
\$500,000

Mary's Center for Maternal and Child Care
Washington, D.C.
\$500,000

MDC
Durham, N.C.
\$400,000

Metropolitan Action Commission
Nashville, Tenn.
\$500,000

Michigan Department of Health and Human Services
Lansing, Mich.
\$500,000

More Than Words
Waltham, Mass.
\$10,000

The National Alliance for Hispanic Health
Washington, D.C.
\$400,000

National Center for State Courts
Williamsburg, Va.
\$75,000

National Council on Crime and Delinquency
Madison, Wis.
\$25,000

National Parent Leadership Institute
Wilton, Conn.
\$350,000

National Skills Coalition
Washington, D.C.
\$400,000

National Skills Coalition
Washington, D.C.
\$50,000

New Door Ventures
San Francisco, Calif.
\$10,000

Project for Pride in Living
Minneapolis, Minn.
\$10,000

Protagonist Technology
San Francisco, Calif.
\$150,000

Protagonist Technology
San Francisco, Calif.
\$75,000

Regents of The University of Minnesota
Minneapolis, Minn.
\$550,000

Restaurant Opportunities Centers ROC United
Seattle, Washington
\$50,000

Root & Rebound
Oakland, Calif.
\$500,000

Springboard to Opportunities
Jackson, Miss.
\$400,000

Stewards of Change Institute*
Centerport, N.Y.
\$600,000

The Sycamore Institute
Nashville, Tenn.
\$100,000

United Way of the Mid-South
Memphis, Tenn.
\$150,000

Urban Strategies
Saint Louis, Mo.
\$250,000

UTEC
Lowell, Mass.
\$10,000

Washington State Department of Social and Health Services
Olympia, Wash.
\$500,000

Yale University
New Haven, Conn.
\$10,000

Social Investment Practice

Investments: 9
Total Committed: **\$52,100,000**

Arctaris Opportunity Zone Fund[†]
Chestnut Hill, Mass.
\$15,000,000

Baltimore Environmental Impact Bond
Baltimore, Md.
\$3,100,000

Community Capital Management[†]
Weston, Fla.
\$7,000,000

Cook Inlet Housing Development Corporation
Anchorage, Alaska
\$3,000,000

IFF[†]
Chicago, Ill.
\$3,000,000

Inclusiv
New York, N.Y.
\$5,000,000

LOCUS Impact Investing (CIGP)[†]
Richmond, Va.
\$10,000,000

Massachusetts Housing Investment Corporation
Boston, Mass.
\$5,000,000

Massachusetts Housing Investment Corporation[†]
Boston, Mass.
\$1,000,000

Social Investment Practice

Grants: 10
Total Committed: **\$1,140,500**

Case Western Reserve University*
Cleveland, Ohio
\$100,000

Case Western Reserve University*
Cleveland, Ohio
\$50,500

Enterprise Community Partners
Columbia, Md.
\$50,000

Global Impact Investing Network
New York, N.Y.
\$25,000

Goodwill of Greater Washington
Washington, D.C.
\$50,000

Local Initiatives Support Corporation
New York, N.Y.
\$25,000

LOCUS Impact Investing
Richmond, Va.
\$50,000

LOCUS Impact Investing
Richmond, Va.
\$690,000

Mission Investors Exchange
New York, N.Y.
\$50,000

Opportunity Finance Network
Philadelphia, Pa.
\$50,000

Opportunity Fund

Grants: 24
Total Committed: **\$4,435,000**

Allied Media Projects
Detroit, Mich.
\$75,000

Arab Community Center for Economic and Social Services
Dearborn, Mich.
\$300,000

Bend the Arc - A Jewish Partnership for Justice
New York, N.Y.
\$150,000

Community Foundation for Southeast Michigan*
Detroit, Mich.
\$150,000

Count MI Vote Education Fund*
Lansing, Mich.
\$160,000

Funders for Lesbian and Gay Issues
New York, N.Y.
\$150,000

Georgetown University
Washington, D.C.
\$100,000

Georgia State University Foundation
Atlanta, Ga.
\$300,000

Immigrant Justice Corps
New York, N.Y.
\$100,000

The Leadership Conference Education Fund
Washington, D.C.
\$400,000

Mijente Support Committee
Phoenix, Ariz.
\$75,000

National Center for Youth Law*
Oakland, Calif.
\$100,000

National Domestic Workers Alliance*
New York, N.Y.
\$150,000

National Immigration Law Center
Los Angeles, Calif.
\$75,000

National Legal Aid and Defender Association*
Washington, D.C.
\$275,000

National Partnership for New Americans*
Chicago, Ill.
\$75,000

NEO Philanthropy
New York, N.Y.
\$600,000

NEO Philanthropy
New York, N.Y.
\$25,000

New Venture Fund
Washington, D.C.
\$250,000

Protect Democracy Project
Washington, D.C.
\$200,000

Regents of the University of California at Berkeley*
Berkeley, Calif.
\$250,000



Rockefeller Family Fund
New York, N.Y.
\$300,000

**South Asian Americans
Leading Together**
Takoma Park, Md.
\$100,000

ThinkTennessee*
Nashville, Tenn.
\$75,000

Special Initiatives/ Other

Grants: 22
Total Committed:
\$2,834,179

Achieve Mission
Washington, D.C.
\$179,000

The Aspen Institute
Washington, D.C.
\$125,000

**Campaign for Black
Male Achievement**
New York, N.Y.
\$200,000

**The Coalition of Schools
Educating Boys of Color***
Waltham, Mass.
\$25,000

Community Partners
Beacon, N.&
\$110,000

**Community Wealth
Partners**
Washington, D.C.
\$499,000

**CompassPoint Nonprofit
Services**
Oakland, Calif.
\$235,000

Council on Foundations
Washington, D.C.
\$5,000

Crossroads Ministry
Vineburg, Calif.
\$18,000

**Funders for Lesbian and
Gay Issues**
New York, N.Y.
\$45,000

Hispanics in Philanthropy
Oakland, Calif.
\$75,000

Independent Sector
Washington, D.C.
\$75,000

Interaction Institute
Boston, Mass.
\$151,679

**Management Assistance
Group**
Washington, D.C.
\$356,000

Management Center
Washington, D.C.
\$69,000

**National Compadres
Network**
San Jose, Calif.
\$125,000

**National Council of
Nonprofits**
Washington, D.C.
\$100,000

**Native Americans in
Philanthropy**
Los Angeles, Calif.
\$45,000

**Philanthropy for Active
Civic Engagement**
Washington, D.C.
\$30,000

**Rockefeller Philanthropy
Advisors**
New York, N.Y.
\$50,000

**Rockwood Leadership
Institute**
Oakland, Calif.
\$166,500

**Southeast Asia Resource
Action Center**
Washington, D.C.
\$150,000

Presidential Discretion

Grants: 22
Total Committed:
\$2,723,389

**Asian American-Pacific
Islanders in Philanthropy**
Oakland, Calif.
\$15,000

The Aspen Institute
Washington, D.C.
\$25,000

Borealis Philanthropy
Minneapolis, Minn.
\$200,000

**Center for the Study of
Social Policy***
Washington, D.C.
\$380,000

**Community Foundation
for Southeast Michigan**
Grosse Pointe Farms,
Mich.
\$100,000

**Detroit Educational
Television Foundation**
Wixom, Mich.
\$120,889

Good Jobs First
Washington, D.C.
\$30,000

**Hawaii Community
Foundation**
Honolulu, Hawaii
\$200,000

**Lehrman Institute of
American History**
New York, N.Y.
\$50,000

MDC, Inc.
Durham, N.C.
\$100,000

**Museum of African
American History***
Detroit, Mich.
\$50,000

**Museum of African
American History***
Detroit, Mich.
\$50,000

**Museum of African
American History***
Detroit, Mich.
\$125,000

**Neighborhood
Associates Corporation**
Washington, D.C.
\$52,500

New York University
New York, N.Y.
\$100,000

**Nonprofit Information
Networking Association**
Boston, Mass.
\$250,000

**President and Fellows of
Harvard College**
Cambridge, Mass.
\$60,000

**Regents of The University
of Minnesota**
Minneapolis, Minn.
\$200,000

**Robert A. Toigo
Foundation**
Oakland, Calif.
\$15,000

ULI Foundation
Washington, D.C.
\$50,000

University of Cape Town
Rondebosch, South Africa
\$450,000

Urban Institute
Washington, D.C.
\$100,000

Trustees



Elaine D. Rosen
Chair, The Kresge
Foundation
Board Chair, Assurant
Inc.



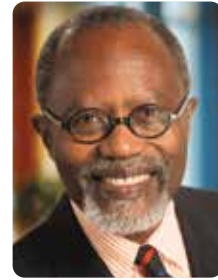
James L. Bildner
CEO, Draper Richards
Kaplan Foundation
Adjunct Lecturer,
Harvard Kennedy School



Richard Buery, Jr.
President,
Achievement First



Kathy Ko Chin
President and CEO,
Asian & Pacific Islander
American Health Forum



Phillip L. Clay*
Professor Emeritus
of City Planning,
Massachusetts Institute
of Technology



John Fry
President, Drexel
University



Steven K. Hamp*
Chair, New Economy
Initiative
Chair, Michigan
Education Excellence
Foundation



Paul Hillegonds
CEO, Michigan Health
Endowment Fund
Chairman, Regional
Transit Authority of
Southeast Michigan



Cynthia L. Kresge
Physician Assistant,
Cancer Care Associates
P.C.



Cecilia Muñoz
Leave of absence
effective Sept. 1, 2020



Maria Otero
Former Undersecretary
of State, U.S.
Department of State



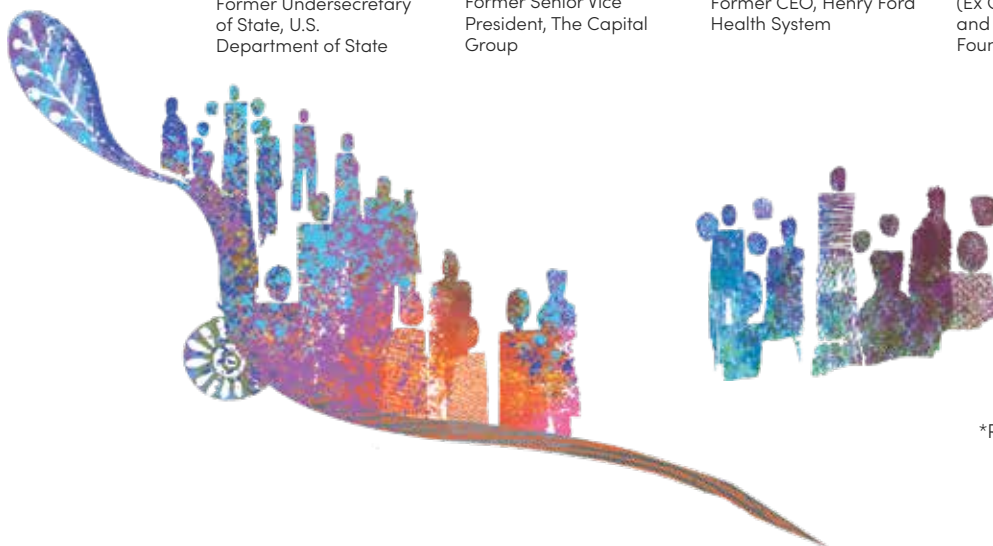
Paula B. Pretlow
Former Senior Vice
President, The Capital
Group



Nancy Schlichting
Former CEO, Henry Ford
Health System



Rip Rapson
(Ex Officio) President
and CEO, The Kresge
Foundation



*Retired June 2020

Staff

As of March 15, 2020



Sherry A. Appleton
Staff Accountant,
Finance



Julie Bagley
Assistant,
External Affairs &
Communications



Kimberly M. Bakaturski
Records & Office Assistant,
Facilities; Investment
Office



Stacey Barbas
Senior Program Officer,
Health



John A. Barker
Managing Director,
Investment Office



Seth D. Beattie
Senior Program Officer,
Arts & Culture



Shamar Bibbins
Senior Program Officer,
Environment



Jessica E. Boehland
Senior Program Officer,
Environment



Gemma M. Brundage
Assistant,
Talent & Human
Resources



Khalifah Buchanan
First Impression Specialist,
Facilities



Julie L. Burlingame
Social Investment Assistant,
Social Investments



Angela Butwin
Operations Assistant, Legal;
Information Technology;
Program Operations &
Information Management



Katherine Byerly
Program Officer,
Health



David Carrig
Digital Media Specialist,
External Affairs &
Communications



Rebecca Chamberlain-Creangă
Internal Communications
Officer, External Affairs &
Communications



Joselin E. Cisneros
Fellow,
Education



Jaime L. Cloud
Assistant to the VP, CFO,
CAO, Finance



Anna L. Cruz
Strategic Learning &
Evaluation Officer,
Strategic Learning,
Research & Evaluation



Stephanie Davison
Program Officer,
Human Services



Lois DeBacker
Managing Director,
Environment

Staff

As of March 15, 2020



Drew L. Dolan
Associate,
Investment Office



Alison R. Elgass
Investment Risk &
Operations Analyst,
Investment Office



Zenna Elhasan
Lead Attorney,
Legal



Joseph Evans
Portfolio Manager,
Social Investments



Olivia L. Ewing
Program Team Assistant,
Arts & Culture



Inés Familiar Miller
Associate Program Officer,
Arts & Culture



Sidra Fatima
Associate Program Officer,
American Cities



Craig Fields
Assistant Controller,
Finance



Joelle-Jude Fontaine
Senior Program Officer,
Human Services



Carla Forkin
Accounting Manager,
Finance



David D. Fukuzawa
Managing Director,
Health



Jon D. Gentry
Managing Director,
Investment Office



Elizabeth A. Goldsberry
Managing Director,
Investment Office



David G. Grabowski
Engineering Manager,
Facilities



Jacob A. Graveldinger
Systems Administrator,
Information Technology



Rebecca M. Guerriero
Fellow,
Environment



John William Guzman
Analyst,
Social Investments



Heather Hacker
Human Resources
Manager, Talent &
Human Resources



Kelly W. Harder
Senior Program Officer,
Human Services



Juwon V. Harris
Fellow,
Health

Staff

As of March 15, 2020



Raquel T. Hatter
Managing Director,
Human Services



W. Kim Heron
Senior Communications
Officer,
External Affairs &
Communications



Alejandro L. Herrera
Graphic Designer,
External Affairs &
Communications



Katherine A. Hoffman
Program Team Assistant,
American Cities; Detroit



Bryan Hogle
Senior Program Officer,
Detroit



Joyce Holliman
Associate,
Program Operations &
Information Management



Drew Hopper
Associate,
Investment Office



Annelise Huber
Associate,
Program Operations &
Information Management



Jonathan Hui
Program Officer,
Detroit



Wendy Lewis Jackson
Managing Director,
Detroit



Christine M. Jacobs
Deputy Director,
External Affairs &
Communications



Almir Jaganjac
Network & Security
Administrator,
Information Technology



Krista A. Jahnke
Senior Communications
Officer,
External Affairs &
Communications



Joi E. James
Fellow,
Detroit



Jennifer R. Jaramillo
Chief Talent Officer,
Talent & Human Resources



Jill A. Johnson
Program Team Assistant,
Environment



Michelle D. Johnson
Senior Program Officer,
Arts & Culture



Christopher Kabel
Senior Fellow,
Executive Office



Benjamin S. Kennedy
Vice President, Place-
Based Practice



Heather Kilgore
Payroll & Benefits
Coordinator,
Talent & Human Resources

Staff

As of March 15, 2020



Chae Kim
Fellow,
American Cities



Jennifer M. Kulczycki
Director,
External Affairs &
Communications



Laura Lamberti
Program Team Assistant,
Health



Kelly S. Leon
Communications Officer,
External Affairs &
Communications



Krista C. Lowes
Senior Program Team
Assistant,
Detroit; American Cities



Sheryl M. Madden
Deputy CFO & Controller,
Finance



Robert J. Manilla
Vice President & Chief
Investment Officer,
Investment Office



Rebecca Margavich
Assistant,
Investment Office



Sonita Martin
Program Team Assistant,
Human Services



Dexter C. Mason
Special Assistant to the
President,
Executive Office



Danielle McDonald
Assistant,
Facilities



Hannah L. McGraw
Talent Acquisition
Coordinator,
Talent & Human Resources



Marcus McGrew
Director,
Program Operations &
Information Management



Jessica McKay
Assistant,
Executive Office



Katharine M. McLaughlin
Communications Officer,
External Affairs &
Communications



Phyllis D. Meadows
Senior Fellow,
Health



Bethany Miller
Senior Program Officer,
Education



Nikita M. Miller
Director of Financial
Planning & Analysis,
Finance



Wendye D. Mingo
Managing Director,
Information Technology



Neesha Modi
Senior Program Officer,
Place-Based Practice

Staff

As of March 15, 2020



William F.L. Moses
Managing Director,
Education



Christian F. Mucha
Senior Associate,
Investment Office



Evrard A. Ndongmo
Analyst,
Investment Office



Thomas D. Nowinski
Risk & Operations
Associate,
Investment Office



Viktoria Palushaj
Associate,
Program Operations &
Information Management



Kevin A. Pearson
Building Technician,
Facilities



Venus B. Phillips
Director,
Investment Office



Cynthia K. Powors
Director,
Facilities



Sean Radatz
Cloud Infrastructure
Administrator,
Information Technology



Rip Rapson
President & CEO,
Executive Office



Chera Reid
Director,
Strategic Learning,
Research & Evaluation;
Executive Office



Amy B. Robinson
Vice President, CFO &
Chief Administrative
Officer,
Finance



Chantel M. Rush
Managing Director,
American Cities



Eugen N. Saffa
IT Service Manager,
Information Technology



Crystal Sewell
Human Resources
Director,
Talent & Human Resources



Aaron T. Seybert
Managing Director,
Social Investments



Ariel Simon
Vice President, Chief
Program & Strategy
Officer,
Executive Office



Genise T. Singleton
Program Operations
Manager,
Program Operations &
Information Management



Caroline Altman Smith
Deputy Director,
Education



Edward J. Smith
Program Officer,
Education

Staff

As of March 15, 2020



Regina R. Smith
Managing Director,
Arts & Culture



David J. Sullivan
Senior Accountant & Tax
Specialist, Finance



Derek D. Trombley
Apprentice Building
Engineer, Facilities



Samuel Kiyomi Turner
Program Coordinator,
Executive Office; Strategic
Learning, Research &
Evaluation



Glenda S. Ward
Director of Talent
& Organizational
Development, Talent &
Human Resources



Kaniqua S. Welch
Communications Officer,
External Affairs &
Communications



Jalonne White-Newsome
Senior Program Officer,
Environment



Michael Williams
Associate Program Officer,
Detroit; American Cities



Sharon Zimmerman
Assistant to the President
& Director of Executive
Office, Executive Office



Encore



Clockwise from above: Bassist Rick Robinson brings his Phantom Detroit to the AXD series; Mike Ellison and Raion Taiko close out "The Kresge Honors 2019" program; and a visitor takes in Shaun Nethercott's AXD installation, Neighborhood on the Edge.



10 Years of Kresge Arts in Detroit

Celebrating the creative community's richness and diversity

BY W. KIM HERON

You could say 2019 was a seismic year for Kresge Arts in Detroit.

Consider January 24 in the 1,600-seat Jack White Theater at Detroit's majestic Masonic Auditorium. Tributes to 10 of Detroit's iconic artists — from the music of impresario David DiChiera, to screaming guitar chords backing spoken reminiscences of rock-and-jazz photographer Leni Sinclair, to renditions of jazz compositions of Marcus Belgrave and Wendell

Harrison — are followed by the finale with spoken-word artist Mike Ellison. He gets the audience on its feet, swaying to a chant from Ethiopia — the birthplace of this Detroit transplant. Behind him the multiracial Raion Taiko ensemble thunders on traditional Japanese drums.

"One love, Detroit. One people, one city, one nation, one love," says Ellison, closing out "The Kresge Honors 2019" that would be broadcast (and streamed) later by the Detroit Public Broadcasting Service affiliate WTVS.

"It was a night that symbolized the foundation's hopes for the city's arts and culture community," says Kresge Foundation President and CEO Rip Rapon. "The energy, the goodwill and the sense of hope ... reminded us once again just how powerful a role arts and culture can play in uniting a community in shared purpose and aspiration."

The previous summer, The Kresge Foundation and Kresge Arts in Detroit (KAID) office of the College for Creative Studies, which administers the founda-



Clockwise from above: Ronald Ford, Jr. showcased Detroit dances such as the Jit and the Funkateer under the AXD banner; Kresge Eminent Artist Aneb Gloria House read her poetry at an event in her honor; and Robert Jones (hands folded) and Matt Watroba addressed Detroit's geographical divisions and their friendship in the AXD Twenty Minutes Apart presentation.



tion's flagship program for individual artists, launched a celebration of a decade of work. It included the release of "Elevating the Artist," a report documenting the initiative's abundant positive impacts on fellowship award recipients, the Detroit arts ecosystem and civic leaders and infrastructure. KAID touted a decade of work that distributed more than \$5 million to 200 artists in South-eastern Michigan – \$50,000 for lifetime achievements by Kresge Eminent Artists, \$25,000 for Kresge Artist Fellows and \$5,000 for Gilda Award winners.

The Jack White Theater event marked the transition from one decade to the next. Gloria House, an activist-scholar-academic administrator-poet who had worked in the Deep South at the apex of the civil rights movement before moving to Detroit, was named the 11th Kresge Eminent Artist.

Summer 2019 saw the announcement of another cohort of Kresge Artist Fellows, highlighting visual and literary arts, as well as the naming of Gilda Awardees in those catego-

ries. Kresge Artist Fellows are recognized for a track record of artistic achievement and high-quality work and the potential to grow in their artistic careers, while enhancing communities within metropolitan Detroit.

Gilda Awards, honoring late Detroit artist, professor and mentor Gilda Snowden, recognize early-career artists who are gaining momentum and demonstrate potential.

"We live the value of equity by ensuring that the community around us sees itself reflected in each year's award recipients and through our ongoing promotion of the creative projects and critical perspectives of the hundreds of artists who have received awards through the program," says KAID Executive Director Christina deRoos. "We are celebrating and reflecting the richness and diversity of our community in all its aspects."

W. Kim Heron is a senior communications officer for The Kresge Foundation.

Other 2019 highlights:

Parallel Visions

An exhibition at one of Detroit's most prestigious galleries, Wasserman Projects, showcased 13 Kresge Artist Fellows named in past years.

Landlord Colors: On Art, Economy, and Materiality

A sprawling Cranbrook Art Museum exhibition prominently featured several Kresge Fellows and Kresge Eminent Artist Charles McGee among its 60 artists from Detroit and around the globe. *Landlord Colors* highlighted works of the last 50 years connected to economic, social and cultural upheaval in what the *Detroit Free Press* called "one of the most ambitious projects in the history of the institution."

Never Silent, Never Still

This was the second feature-length film to capture all of a previous year's Kresge Artist Fellows.

AXD

This series of 19 performances and exhibitions was held across Detroit, featuring Kresge Artist Fellows with a mission to move the energy of the arts into Detroit neighborhoods.

Major Career Achievements

A number of Kresge Artist Fellows saw major successes, including filmmaker and 2014 Kresge Artist Fellow dream hampton. She was named one of *Time* magazine's 100 most influential people of the year, following the acclaim garnered by her *Surviving R. Kelly* documentary on the Lifetime cable channel.

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Jing Jing Tsong

Working from Salish Sea, in Washington state, Jing Jing Tsong focuses on multicultural concepts, with illustrations that combine traditional printmaking and digital techniques to create compositions of color, pattern and texture that add layers of meaning and cultural context. The U.S. Postal Service just announced her selection to illustrate the 2020 Hanukkah Forever stamp.



Feature Story Portraits

Sydney G. James

Detroit-bred and based fine artist, muralist and 2017 Kresge Fellow Sydney G. James explores themes of the racial and gender positioning of Black women in America, seeking to reposition the narrative to bring them to the forefront of the conversation. Her art expands figurative painting with bold brushwork, colors and imagery.



There's More Online

Visit EquityInsideOut.org to see and share these stories, letters and more. While there, look for updates on featured grantees and how they have been coping during the COVID-19 pandemic.



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Minimizing our environmental footprint

was a priority as we prepared this annual report. The soy- and vegetable oil-based inks used in printing are 91% free of volatile organic compounds. The report was printed on Mohawk Options paper, which is produced using sustainable practices.



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