

# A BOLD URBAN FUTURE

THE KRESGE FOUNDATION

# ANNUAL REPORT 2014













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# Introduction

East, west, north, south: Cities in their grit and glory are forging a new dynamism – each in its own way – through connection and cooperation. New players complement the tried and true; new possibilities offer a frank hope. There are new styles of decision-making, too, that are inclusive and distributed.

Those of us invested in community – the public, private, non-profit and philanthropic sectors – are stepping up, electing to participate beyond our traditional boundaries and areas of interest.

**What is emerging is a style of philanthropy that is visionary and strategic.** It is unafraid to ask hard questions and fearless in the face of great challenge. Unlike our practices of the past, almost nothing is off-limits today. We are willing to take risks and propose solutions commensurate with the size of the challenge at hand.

This new way of working has become central to the ethos at The Kresge Foundation. We believe this approach represents the next generation of philanthropy for us and for the entire sector. It arises from our aspiration to effect meaningful change in society. It has been shaped and tested by our efforts in Detroit.

The extraordinary circumstances associated with the city's bankruptcy propelled us in unexpected directions. It caused us to stretch and grow in ways we hadn't thought possible – creatively, analytically, collaboratively and financially.

**In these pages, you will come to see how we are expanding opportunities in America's cities through next-generation philanthropy.**

We invite you to read about the six core beliefs validated during our journey in Detroit.

Similarly, we will acquaint you with the contributions our national programs are making to the futures of cities across the United States.

Bold is not a goal; it is a byproduct of collective effort.

**Bold is the urban future that awaits us.**



# Letter From the Chairwoman

Our theme in this annual report is Bold Urban Future. One should approach using the term “bold” with some significant modicum of respect; most definitions, after all, imply confidence and courage. In our context, bold describes our aspirations – which should and do require courage.

## THE KRESGE FOUNDATION

The Kresge Foundation works to make measurable, positive change for those living in urban settings by expanding opportunities in America’s cities. We want people to have the tools they need to lead self-determined lives and to have the opportunity to join the economic mainstream.

I staunchly believe that we must deploy our resources responsibly and consistently over time. We do this as we weigh the ever-increasing needs of those struggling in our nation’s city centers against the sheer complexity of getting things done.

We regularly review and refine our foundation-wide strategy to make sure we are directing our resources at the intersection of greatest need and highest potential impact. Our focus on cities, first introduced in 2012, resulted from such a review. Our track record of grantmaking and social investing sharpened when we prescriptively trained our efforts on those places in the United States where high concentrations of the population live.

And every two years we review each program’s strategy. In 2014, for example, our Environment Program launched an initiative to fund climate-resilience planning, policy development and implementation efforts to advance the priorities and needs of low-income people in cities.

To responsibly aspire to boldness requires deep and ever deepening expertise. Kresge program officers are subject-matter experts. Their depth of knowledge enables us to carefully target responses based upon research, study and analysis. This knowledge informs our efforts to build the fields in which we work – arts and culture, education, environment, health, human services, and community development in Detroit.

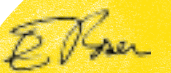
We often use our resources to convene. Bringing people together can be the first step in tackling a seemingly intractable problem. Other sectors, dependent in part on donations or public funding, rarely have the resources to draw disparate groups together. This is a point of pride for Kresge. Getting around a table with people who have never had such an opportunity creates conditions for forward movement. And with forward movement comes new thinking and opportunities for positive change.

Our Social Investment Practice has the same goal – positive change – using different methods. It completed its fifth year of operations in 2014 and is now an established complement to our grantmaking. Through social investing, Kresge has 37 active commitments under management, totaling \$76 million. We make low-interest loans, deposits, equity investments and guarantees to support projects and organizations that advance the strategic priorities of our programs. In doing so, we are able to help attract capital from other sources, such as financial institutions, private investors, other foundations, donors and government agencies. In each arrangement, we are willing to take more risk than private-sector financiers if and when there is commensurate opportunity to further our mission.

To be sure, what some might say was our boldest venture and biggest risk – with commensurate social good – was Kresge’s \$100 million grant to the Foundation for Detroit’s Future, an \$816 million fund known as the Grand Bargain that helped speed the resolution of the city’s bankruptcy. Was it a risk? Yes. Was it vital? Yes. Did it create conditions for social good? To us, absolutely.

I must publicly commend Rip Rapson and his able staff for their significant contributions to the conception and establishment of the fund. In Rip’s Letter From the President you will read about the lessons learned as a result of this historic and unprecedented commitment on Kresge’s part and how the foundation is applying those lessons to its future work.

We believe strongly that we can take action against complex problems rooted in urban areas. We have hope. We have a sizable endowment. We have a mission bestowed on us by our founder, Sebastian Kresge, to promote human progress. And we have sound strategies, precise in their focus and comprehensive in their approach. If Kresge is seen as bold, I am pleased: Our actions are aligning with our aspirations.



**Elaine D. Rosen**

Chairwoman of the  
Board of Trustees

THE KRESGE  
FOUNDATION



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# Letter From the President

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The story I am able to share is not a story of defeat, but a message of hope. It is about citizens from all walks of life from all across the city pulling together to find solutions: Detroiters resolved within the course of a single year the largest municipal bankruptcy in United States history. This is a tale of tenacity and audacity that prevented a lost decade of bankruptcy litigation. And it reflects a boldness of philanthropic aspiration.





**That is exactly what the Grand Bargain accomplished – the philanthropic infusion of some \$370 million led directly to what the Detroit Free Press rightly called “a miraculous outcome.”**

The Kresge Foundation's commitment to Detroit is long-standing, deep-rooted and formative to our identity. The investments we have made in this city over the past 90 years are among our greatest sources of pride. The major investments we have made in Detroit in the last decade, in particular, have been integral to the city's hopes of resurgence – hopes cast in grave doubt as the city's financial crisis became more visible and acute over the past three years. Understandably, dozens of communities have asked me to speak about what this might portend for them, and for America's cities overall.<sup>1</sup> In Milwaukee and Boston, Los Angeles and Raleigh, Minneapolis and Denver and others in between, people were concerned that their plight might not really be so different from ours.

I've tried to capture what was unique about Detroit's experience and, more importantly, what lessons might have application far beyond this city's boundaries. If America is to have the cities we deserve in the near future, there is no substitute for a clear-eyed assessment of our challenges, the necessary imagination across numerous sectors for a commensurate response – and the boldness to act.

It goes without saying that the paths leading a city to the doorstep of financial calamity – and there have been a dozen or so since 2008 – vary dramatically and that each city has to travel a unique road to reverse its circumstance.<sup>2</sup> And yet, bankruptcy in this iconic American city stood out not only for being the largest – in terms of both Detroit's size and the scale of its challenges – but also for appearing to be the most intractable.

“Intractable” probably doesn't adequately convey the sense of pessimism and fatalism that attended the Detroit filing: we heard words like impossible, hopeless, irreversible. The numbers alone were jaw dropping. The city's debt was estimated at \$18 billion, and it was projected that within 10 years, about two-thirds of the city's budget would be consumed just by the payment of retiree benefits.

The way back to solvency seemed equally daunting. Reducing pension benefits appeared to violate directly Michigan Constitution protections. The only significant assets potentially available to creditors were held in the art collection of the Detroit Institute of Arts, which had long operated independently of the city but whose assets were formally held on the city's balance sheet. Detroit was between Scylla and Charybdis – impairing pension obligations by 50 or 60 percent would have caused unspeakable hardships for thousands of retirees living on \$20,000 or \$30,000 a year; conducting a fire sale of the DIA's art would have dismantled and disgraced one of the crown jewels of Detroit's cultural patrimony.

Pursuing either option would have embroiled the city in lawsuits that ultimately could be resolved only by the U.S. Supreme Court, leaving the bankruptcy – and the city's future – in a purgatory that would have chilled investment, eroded civic hope and impaired efforts to move forward with the reimagining and rebuilding of the city.<sup>3</sup> Bringing the bankruptcy to a timely and consensual resolution became, therefore, the animating purpose of Foundation for Detroit's Future, also known as the Grand Bargain, in which the foundation community, the state of Michigan and the Detroit Institute of Arts assembled a fund to protect the pensions and safeguard the DIA's collection beyond creditors now and in the future. And that is exactly what the Grand Bargain accomplished – the philanthropic infusion of some \$370 million led directly to what the Detroit Free Press rightly called “a miraculous outcome.”<sup>4</sup>

It is critical to note that this boldness didn't simply emerge out of whole cloth from the extraordinary circumstances of a city on the precipice of economic disintegration, but was rooted in a set of core beliefs that had guided Kresge's behavior, and the behavior of its many partners, for the six or seven years leading to the bankruptcy. Kresge's core beliefs transcend our work in Detroit and shape just as formatively our efforts to improve the bedrock economic, social, cultural and environmental conditions in other American cities. You'll see evidence of that in the sections that follow about our programs in Arts & Culture, Education, Environment, Health and Human Services, and our Social Investment Practice.

In each of these, we work with grantees and partners, pursuing strategic interventions to improve the lives of low-income, underrepresented and disadvantaged children and adults. By creating opportunity, by unleashing the potential of residents, we enable a bold urban future.

**BELIEF #1: Philanthropy has to be prepared to cut from its safe and secure moorings to embrace a level of risk commensurate with the magnitude of the challenge at hand.**

The enormity of the bankruptcy challenge tore at the outer limits of philanthropy's long-established risk envelope. The stakes were so high and the risks of inaction so great that the practices of the past would simply not get us where Detroit needed to go. We had to tap our corpus for \$100 million – our largest grant ever – and not simply redirect money pre-allocated to rebuilding Detroit's physical, social and cultural fabric. We had to arc to the dream of a city reborn, not simply measure the situation against fine-tuned program priorities. We had to condition our support on fiercely negotiated conditions, not simply create a pool of unrestricted capital. We had to actively lead.

**BELIEF #2: Philanthropy, by shedding its territoriality, can multiply its efficacy by recognizing the potency of its undeniable interdependence.**

The partnership of the Grand Bargain was built on a foundation of mutual support that the philanthropies of Detroit have been building over the last decade. Ten of us collaborating to create the New Economy Initiative, aggregating capital to promote small-business development and entrepreneurialism. The Kresge, Ford and Kellogg foundations underwriting the creation of the Detroit Future City land-use framework. The philanthropic, banking, nonprofit and public sectors meeting monthly to discuss neighborhood priorities in the Detroit Neighborhood Forum. The Knight, Erb, Hudson Webber, McGregor and Kresge foundations investing in the vibrancy of the arts and cultural ecology. And countless other examples.

When, therefore, the question was called of whether philanthropy could pull together to provide the \$366 million necessary to catalyze the Grand Bargain, the answer was clear. The fabric of trust and cooperation was in place. Kresge and Ford stepped forward to commit \$225 million, and the other members of the coalition followed suit at levels appropriate to their size.

**BELIEF #3: Philanthropic leaders must be willing to act; they must create the space to hear and internalize the wisdom of our community's collective voice.**

The greatest heat of the bankruptcy trial was generated by the claims of creditors. But its resolution was equally contingent upon the creation of a “plan of adjustment” that created a road map for the city's long-term growth and economic health. That, in turn, depended on smart and pragmatic strategies to address the deeply complicated, emotionally sensitive and politically charged issue of how to address the fate of the city's vast stretches of vacant, blighted and underutilized land.

In 2011, Mayor Dave Bing's administration asked Kresge to help frame that kind of strategy. It was a process that had to navigate the delicate intersection of highly technical land-use planning and the collective voice of community residents. It was a rocky road. We had to redesign the community-engagement process to find the right set of processes, attitudes and tools. We had to continually renegotiate what roles city government, philanthropy and the community would play in directing and carrying out the work. We had to wrestle with the mind-numbing conceptual and practical complexities of reimagining a city whose population had shrunk from 2 million residents to 725,000.

We stayed the course over four years. What emerged was Detroit Future City, a community-derived road map for jobs, civic health, asset building and stronger neighborhoods across the city. It is more than just a plan; it is a framework that provides a basis for decisions in every dimension of community life – where we might redouble our investments in commercial corridors; invest in new mixed-use residential development; test ideas for urban farming, reforestation or innovative stormwater management. At all points along the way, the ideas and wisdom of residents needed to be folded in. At Kresge, we have committed that every dollar of the more than \$150 million we will invest in Detroit over five years will advance the recommended strategies within this framework and the processes by which community voice can continue to be heard.

**The stakes were so high and the risks of inaction so great that the practices of the past would simply not get us where Detroit needed to go.**

1. [https://www.youtube.com/watch?v=jHY1JtG5cE&list=PLQ-KRzRs\\_x91hw563nTQJGDMSB-4dArax&index=1](https://www.youtube.com/watch?v=jHY1JtG5cE&list=PLQ-KRzRs_x91hw563nTQJGDMSB-4dArax&index=1) at 1:07:25 ff.

2. <http://www.governing.com/blogs/by-the-numbers/municipal-bankruptcy-rate-and-state-law-limitations.html>

3. [http://en.wikipedia.org/wiki/Detroit\\_bankruptcy#cite\\_note-nyt-1](http://en.wikipedia.org/wiki/Detroit_bankruptcy#cite_note-nyt-1)

4. <http://www.freep.com/story/news/local/detroit-bankruptcy/2014/11/07/rhodes-bankruptcy-decision/18648093/>



**When we're able to connect to a city or a neighborhood through an individual or shared experience of its public spaces, there's a magnetic pull. You want to stay committed. You want to invest. You want to build a future.**

**BELIEF #4: Philanthropy must increasingly become comfortable in engaging the vicissitudes and ambiguities of public-sector policies and practices.**

There is an inherent tension between the accountabilities of elected office and the ostensible remove of philanthropy. As long as philanthropy stays in its "lane" by funding community-based nonprofit activity and by entertaining routine requests from City Hall, the relationship can remain on automatic pilot. But when foundations step inside the fence line of activities traditionally shaped and operated by the public sector, matters can get dicey. The bankruptcy certainly illustrated this. But Kresge's seven-year-long funding and advocacy for the M-1 Rail project casts this in even brighter relief.

Kresge has been the lead investor in, and perhaps most passionate advocate for, the construction of a streetcar line in the heart of Detroit. The line promises to become the first leg of a high-performing regional transit system comprising high-speed rail between Detroit and Chicago, improvements to existing rail and bus connections and state-of-the-art commuter transportation. And even in its early stages of construction, it has demonstrated its power to spur economic growth and social cohesion in the city for many years to come.

The \$170 million streetcar line is anchored by Kresge's \$50 million commitment, but draws on a combination of private, public and other philanthropic support as well. Its journey over the past half-dozen years has drawn Kresge into the lair of federal Department of Transportation policy, Michigan legislative battles and Detroit governance issues. It began with gnarly questions about philanthropy's appropriate role in giving birth to large-scale public works projects and meandered through such issues as Kresge's role as a backstop to potential public-funding shortfalls, our willingness to engage in high-visibility public-policy debates about state legislative priorities and our appetite for staying the course until the line is transferred to a public operating entity.

We should have expected no less when trying to overcome a fraught history of mass transit in the place that put the world on wheels, one car at a time. But it has required that we lock arms with public entities in ways that have suggested that the boundaries separating the public, private and philanthropic sectors are far more porous than they may appear. We look forward to celebrating with the public and friends from all those sectors when M-1, which began construction in summer 2014, opens in late 2016.

**BELIEF #5: Philanthropy can find key acupuncture points that trigger the power of places to reflect community identity and create the map for vibrant, equitable civic life.**

The stabilization of Detroit in the post-bankruptcy era, as noted above, will require audacious actions that convert underutilized, even socially and environmentally toxic, land into a network of civic spaces conducive to community health, economic vitality and positive social interaction.

Kresge has a long history of investing in public spaces. It's more than just enhancing a location. It's about creating an essence – identifying, elevating or assembling a collection of visual, cultural, social and environmental qualities that imbue a location with meaning and significance. When we're able to connect to a city or a neighborhood through an individual or shared experience of its public spaces, there's a magnetic pull. You want to stay committed. You want to invest. You want to build a future. These are the preconditions for civic transformation.

Kresge's signal investment of this kind is the \$50 million we put on the table more than a decade ago to challenge others to join in creating the Detroit Riverwalk, which now draws millions of residents and visitors each year. But we have also been proud to participate in transformative investments that have accelerated the pace and scale of development in the downtown and Midtown districts – the economic backbone of the city. And we have begun to ramp up dramatically investments intended to migrate some of the lessons we've learned from downtown and Midtown to neighborhood corridors – from Livernois-McNichols to the East Jefferson corridor, from the North End to Southwest Detroit.

**BELIEF #6: There is a moral imperative for privately endowed philanthropies like Kresge to stitch together the other beliefs in ways that will improve outcomes for low-income people living in America's cities.**

When all was said and done, the bankruptcy was about improving the life circumstances of the people of the city of Detroit. It presented a set of challenges and opportunities emblematic of other communities facing disinvestment, polarized structures of economic opportunity and racial division.

Cities present a density of activities, skills and ideas that serendipitously or intentionally circulate, recombine and catalyze, creating the preconditions for innovation. Their complex networks and diverse subcultures are more conducive to the dismantling of stale and unproductive approaches to stubbornly resistant problems in favor of the new or imaginatively recycled.

Detroit has begun to suggest a recipe for animating those qualities. Its experiences suggest that it is possible to absorb the stresses of change while retaining a community's essential identity, to reinvent essential functions without sacrificing the primacy of resident voice, to explore new principles of civic sustainability without dismantling the richness of community traditions, beliefs and institutions built up layer by layer over time.

**You start from the ground up.** Every neighborhood, each community, all the block clubs, all the schools, each of the businesses, all the informal networks of mutual support help form identity, contribute to innovation and ignite sparks of hope for a better future.

That is the import of our investments through the Kresge Innovative Projects: Detroit program, a three-year, \$5 million commitment we launched in early 2015 to tap the hunger and capacity of community-based nonprofits for neighborhood-level transformations. Through funding for 18 neighborhood efforts spread throughout the city, we sought to quickly light up the map of Detroit with the reality of positive change. An expansion of an iconic neighborhood park. The transformation of a transit corridor into a greenway with solar lighting. The renovation of a boxing gym to enable the expansion of youth mentoring programs. All tied to the framework of the Detroit Future City plan and all rooted in the powerful granularity of resident creativity.

Who knew that Shakespeare had Detroit in mind when he wrote in "The Tempest," "What's past is prologue." With debt loads recalibrated, creditor claims satisfied and structural deficits eliminated, Detroit is ready for the next act. We can contemplate how best to invest collectively in our future. We can set to work on changing the trajectory of civic ambition. We can amplify the patterns of engaged and effective partnership that we have begun to build among residents, businesses, the public sector at all levels, nonprofit organizations and philanthropy.

There is resonance in these lessons for so many American cities. We all seek to understand whether, and how, it is possible for post-industrial America to chart a course of inclusive, balanced economic recovery and social opportunity. We all are recalibrating civic roles in an era of federal retrenchment and state and municipal austerity. We all strive to crack open calcified and unproductive orthodoxies in favor of problem solving that tests assumptions, utilizes both empirical and qualitative data and invests in the infrastructure necessary to the task.

The future of America's cities depends on policies and practices of a higher order. They need to be forged with an attitude of objectivity, an openness to new and different perspectives, an ability to step outside of one's immediate experience, a fundamental respect for the process of unbridled civic discourse.

Detroit doesn't have all the answers – each community will necessarily construct a playbook based on its unique history, culture and capacities. But the day has come and gone when Detroit was easily dismissed as America's emblematic problem child. It is indeed a new day in Detroit, so stay tuned.

**I invite you to share the booklet attached above. And please stay in touch; I'm interested in your thoughts and suggestions as we work toward this future together.**





**SIX CORE  
BELIEFS HAVE  
THE POWER TO  
RESHAPE THE  
PHILANTHROPIC  
SECTOR FOR THE  
CHALLENGES OF  
THE 21ST CENTURY.**





By **Rip Rapson**

## A Treatise on the Future of Philanthropy

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*In 2013, with \$18 billion in debt, the city of Detroit entered the largest municipal bankruptcy in U.S. history. Rip Rapson, president and CEO of The Kresge Foundation, was on the front lines of efforts to bring about a speedy resolution, one that protected the pensions of city retirees and safeguarded the world-class art collection at the Detroit Institute of Arts, the city's most valuable asset.*

*Rapson and 10 other philanthropic leaders, together with the state of Michigan and the Detroit Institute of Arts, created an \$816 million fund, the Foundation for Detroit's Future – what has become known as the Grand Bargain. The fund enabled the art to be sold to a nonprofit trust, with the proceeds nearly fully funding retiree pensions. Equally as important, it prevented litigation that would have delayed indefinitely the essential and imperative work of city building.*

*Over the yearlong negotiations, Rapson put Kresge's six core philanthropic beliefs to the test. He found they served the institution well under the extraordinary circumstances of the bankruptcy. Here he offers the six beliefs as the building blocks for the philanthropic sector's next generation of grantmaking and social investing.*

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Photo by Douglas Schaible

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### Belief #1:

**Philanthropy has to be prepared to cut from its safe and secure moorings to embrace a level of risk commensurate with the magnitude of the challenge at hand.**

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The enormity of the bankruptcy challenge tore at the outer limits of philanthropy's long-established risk envelope. The stakes were so high and the risks of inaction so great that the practices of the past would simply not get us where Detroit needed to go. We had to tap our corpus for \$100 million – our largest grant ever – and not simply redirect money pre-allocated to rebuilding Detroit's physical, social and cultural fabric. We had to arc to the dream of a city reborn, not simply measure the situation against fine-tuned program priorities. We had to condition our support on fiercely negotiated conditions, not simply create a pool of unrestricted capital. We had to actively lead.

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## Belief #3:

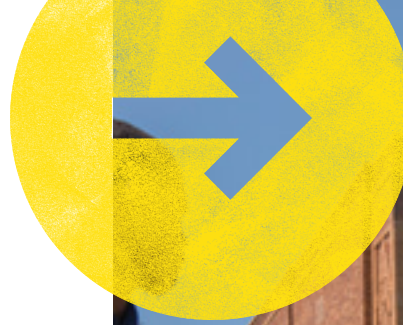
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The greatest heat of the bankruptcy trial was generated by the claims of creditors. But its resolution was equally contingent upon the creation of a "plan of adjustment" that created a road map for the city's long-term growth and economic health. That, in turn, depended on smart and pragmatic strategies to address the deeply complicated, emotionally sensitive and politically charged issue of how to address the fate of the city's vast stretches of vacant, blighted and underutilized land.

In 2011, Mayor Dave Bing's administration asked Kresge to help frame that kind of strategy. It was a process that had to navigate the delicate intersection of highly technical land-use planning and the collective voice of community residents. It was a rocky road. We had to redesign the community-engagement process to find the right set of processes, attitudes and tools. We had to continually renegotiate what roles city government, philanthropy and the community would play in directing and carrying out the work. We had to wrestle with the mind-numbing conceptual and practical complexities of reimagining a city whose population had shrunk from 2 million residents to 725,000.

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**Denby High School.**  
**Photo by Doug Coombe.**





M-1 Rail construction.  
Photo courtesy M-1 Rail.

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## Belief #4:

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We should have expected no less when trying to overcome a fraught history of mass transit in the place that put the world on wheels, one car at a time. But it has required that we lock arms with public entities in ways that have suggested that the boundaries separating the public, private and philanthropic sectors are far more porous than they may appear. We look forward to celebrating with the public and friends from all those sectors when M-1, which began construction in summer 2014, opens in late 2016.



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## Belief #5:

**Philanthropy can find key acupuncture points that trigger the power of places to reflect community identity and create the map for vibrant, equitable civic life.**

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The stabilization of Detroit in the post-bankruptcy era will require audacious actions that convert underutilized, even socially and environmentally toxic, land into a network of civic spaces conducive to community health, economic vitality and positive social interaction.

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Mt. Elliott Park.  
Photo by Bruce Giffin.





ARISE Detroit! Neighborhoods Day.  
Photo by Lon Horwedel.

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## Belief #6:

**There is a moral imperative for privately endowed philanthropies like Kresge to stitch together the other beliefs in ways that will improve outcomes for low-income people living in America's cities.**

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When all was said and done, the bankruptcy was about improving the life circumstances of the people of the city of Detroit. It presented a set of challenges and opportunities emblematic of other communities facing disinvestment, polarized structures of economic opportunity and racial division.

Cities present a density of activities, skills and ideas that serendipitously or intentionally circulate, recombine and catalyze, creating the preconditions for innovation. Their complex networks and diverse subcultures are more conducive to the dismantling of stale and unproductive approaches to stubbornly resistant problems in favor of the new or imaginatively recycled.

Detroit has begun to suggest a recipe for animating those qualities. Its experiences suggest that it is possible to absorb the stresses of change while retaining a community's essential identity, to reinvent essential functions without sacrificing the primacy of resident voice, to explore new principles of civic sustainability without dismantling the richness of community traditions, beliefs and institutions built up layer by layer over time.

**You start from the ground up. Every neighborhood, each community, all the block clubs, all the schools, each of the businesses, all the informal networks of mutual support help form identity, contribute to innovation and ignite sparks of hope for a better future.**

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This booklet is excerpted from The Kresge Foundation 2014 Annual Report.



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**Rip Rapson is president and CEO of The Kresge Foundation, a \$3.5 billion private, national foundation based in Michigan that works to expand opportunities in America's cities through grantmaking and investing in arts and culture, education, environment, health, human services, and community development in Detroit.**

**In 2014, the Board of Trustees approved 408 awards totaling \$242.5 million. That included a \$100 million award to the Foundation for Detroit's Future, a fund created to soften the impact of the city's bankruptcy on pensioners and safeguard cultural assets at the Detroit Institute of Arts. A total of \$138.1 million was paid out to grantees over the course of the year. In addition, the Social Investment Practice made commitments totaling \$20.4 million in 2014.**

**For more information, visit [kresge.org](http://kresge.org).**

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**On the cover: Detroit Institute of Arts. Photo by Doug Coombe.**

**This page: Dequindre Cut. Photo courtesy Detroit Riverfront Conservancy.**



# 2014 Financial Report

COMMUNITY

**Robert J. Manilla**

Vice President and  
Chief Investment  
Officer

THE KRESGE  
FOUNDATION



**Amy B. Robinson**

Vice President and  
Chief Financial Officer

THE KRESGE  
FOUNDATION

**The Kresge Foundation endowment generates the funding that we make available to nonprofit organizations.**

In 2014, the Board of Trustees approved 408 awards totaling \$242.5 million. A total of \$138.1 million was paid out to grantees over the course of the year. Our Social Investment Practice made another \$20.4 million available to organizations whose efforts support our goals through program-related investments.

During the year, we also contributed \$100 million to the Foundation for Detroit's Future, a fund created to soften the impact of the city's bankruptcy on pensioners and safeguard cultural assets at the Detroit Institute of Arts. Along with contributions from other philanthropic partners and the state of Michigan, the fund helped move the community through municipal bankruptcy with a speed and relative harmony that have helped rebuild confidence in the city – locally, regionally and nationally.

Kresge's commitment to the fund, also commonly referred to as the Grand Bargain, will not impinge on future grantmaking. We stand committed to support those most in need. The investment team and its partners will continue to work diligently to generate top quartile investment returns to fund these worthy causes.

For the five years ending Dec. 31, 2014, the endowment has returned 10.5 percent per annum. The return in 2014 was 12.0 percent.

The accompanying chart shows fluctuations in the endowment and annual qualified distributions. The latter include grants, program-related investments and IRS-qualified exempt expenditures.

Year	Endowment	Annual Qualified Distributions as Percentage of Endowment
2010	\$3.2 billion	5%
2011	\$2.9 billion	5%
2012	\$3.2 billion	5.5%
2013	\$3.4 billion	4.8%
2014	\$3.56 billion	5%



# 2014 Social Investment Report

In 2014, our Social Investment Practice made 12 new commitments totaling \$20.4 million. Kresge's investments aim to solve complex social problems with cross-sector solutions such as integrating social services into affordable housing, narrowing the digital divide in the health care safety net, financing small-business development in Detroit and supporting interventions to reduce juvenile recidivism. Over the course of the year, three loans were fully repaid and several others partially repaid, returning nearly \$3 million to the foundation for new investments.

Our 2014 investments bring active commitments to \$76 million, which has attracted an additional \$400 million from third-party investors to advance Kresge's program strategies.

## HEALTHY FUTURES FUND

New York, N.Y.  
\$1.25 million loan

Established by Kresge, Morgan Stanley and the Local Initiatives Support Corp. in 2012, the \$100 million fund utilizes Low-Income Housing Tax Credits and New Markets Tax Credits to expand access to health care and affordable housing for low-income residents. It supports the construction of affordable-housing units with integrated health services and the expansion of federally qualified health centers, fostering collaboration between affordable-housing developers and health care providers. This add-on investment builds on a previous commitment and was made in concert with increased commitments from Morgan Stanley and LISC.

## HOUSING PARTNERSHIP NETWORK

Boston, Mass.  
\$3 million loan

This investment supports the BUILD Health Challenge, a multifunder initiative of the Kresge, de Beaumont and Robert Wood Johnson foundations and the Advisory Board Co., a Washington-based firm that advises hospitals nationwide. BUILD – Bold, Upstream, Integrated, Local and Data-Driven – is expected to support community initiatives to improve health in as many as 14 low-income urban neighborhoods across the United States. This investment was made alongside related grant funding from our Health Program. At the end of 2014, funder commitments to the initiative totaled \$8.5 million.

## INVEST DETROIT

Detroit, Mich.  
\$1 million loan guarantee

This guarantee supports a \$5 million loan from Goldman Sachs Urban Investment Group as part of its 10,000 Small Businesses (10KSB) initiative. 10KSB is designed to help small businesses create jobs and economic opportunity through provision of access to business education, financial capital and support services. Our guarantee serves to offset a portion of the real and perceived risks of lending to small-business borrowers in underserved areas of Detroit.

## MASSACHUSETTS HOUSING INVESTMENT CORP.

Boston, Mass.  
\$1.8 million loan guarantee

This guarantee is matched by the Robert Wood Johnson Foundation and supports the Healthy Neighborhoods Equity Fund, an initiative carried out by the Massachusetts Housing Investment Corp. and the Conservation Law Foundation. The fund is expected to invest in up to 10 residential, commercial and/or mixed-use projects near current or planned public-transit hubs, to track a set of health metrics related to those projects and to assess the long-term impacts of transit-oriented development on individual and community health.

## NEIGHBORWORKS CAPITAL

Silver Springs, Md.  
\$5 million loan

This loan will be combined with \$2.5 million from NeighborWorks Capital to provide the initial capitalization of the NeighborWorks Strategic Growth Fund, which will offer enterprise-level financing to NeighborWorks member organizations providing affordable housing, community development and other services in all 50 states and the District of Columbia. Financing will be made available to organizations seeking to invest in operational efficiencies, expand or create revenue-generating activities and finance capital contributions to new real estate development subsidiaries. Kresge and NeighborWorks Capital will work together to attract additional market-rate capital to expand the fund.

## PARTNERING FOR IMPACT

(In support of Omada Health and Seamless Medical Systems)

This joint initiative of Kresge and the California HealthCare Foundation supports companies that have technology- or service-based solutions that extend the reach and effectiveness of the safety net – principally community health centers and clinics – by increasing patient access to care and lowering the cost of providing care. A complementary grant from our Health Program will be used to evaluate the effectiveness of the solutions.

### Omada Health

San Francisco, Calif.  
\$500,000 loan

Omada Health works in the emerging field of digital therapeutics. This investment extends the reach of an online prediabetes program to low-income populations via pilots in select clinics and increased access among Medicaid plans.

### Seamless Medical Systems

Santa Fe, N.M.  
\$750,000 loan

This investment accelerates the development of a technology product designed to improve the quality of patient intake, assessment and data, reduce billing errors and improve clinical office efficiency.

## SC COMMUNITY LOAN FUND

North Charleston, S.C.  
\$500,000 loan

The fund supports the development of vibrant, sustainable communities by providing loans, technical assistance and advocacy for affordable housing, healthy food retail and community facilities and businesses. This loan was made alongside a \$450,000 grant from our Health Program, allowing the expansion of the lender's healthy food financing and related activities.

## SOCIAL FINANCE

Boston, Mass.  
\$100,000 loan

This pay-for-success transaction supports New York State Workforce Re-Entry 2013 LLC, an effort to reduce recidivism in New York City and Rochester, N.Y. The investment allows the Center for Employment Opportunities to provide intensive services, including transitional employment and permanent job placement, to 2,000 recently released prisoners. A total of \$13.5 million has been raised for the project, primarily via private-sector investors. New York state and the U.S. Department of Labor will pay investors up to \$21.5 million in success payments for outcomes based on increased employment, reduced recidivism and completion of the job-training program.

## STRONG FAMILIES FUND

Lincoln, Neb.  
(In support of Community Development Trust, National Affordable Housing Trust and Great Lakes Capital Fund)

The Strong Families Fund is a joint effort by Kresge and the Robert Wood Johnson Foundation to finance social-service coordination in affordable family housing. The fund is a 10-year pilot intended to demonstrate how a pay-for-performance model can provide incentives for developers and investors to ensure that financing for service coordination is made available, and how a steady financing source for on-site service coordination produces measurably better outcomes for residents and investors as well as savings for the public sector. We have committed \$7.75 million to the initiative, including \$6.5 million in social-investment commitments and a \$1.25 million grant to the New York-based Corporation for Supportive Housing, which will administer the fund. The Robert Wood Johnson Foundation will provide \$4.8 million in grant funding, a significant portion of which will fund the outcome payments.

### Community Development Trust

New York, N.Y.  
\$3 million loan

We have partnered with Community Development Trust and Westpath, the pension and investment fund serving the United Methodist Church, to provide permanent financing to housing projects in the Strong Families Fund. Our loan provides credit enhancement and reduces the cost of capital to projects.

### National Affordable Housing Trust

Columbus, Ohio  
\$2 million loan guarantee

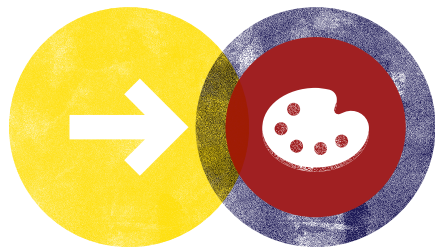
Lansing, Mich.  
\$1.5 million loan guarantee

### Great Lakes Capital Fund

guarantee

The above two guarantees will release project-level reserves for projects in the Strong Families Fund, enabling that money to be used for resident-service coordination. Our partners in the Strong Families Fund are Goldman Sachs Urban Investment Group, Key Bank, the National Affordable Housing Trust and Great Lakes Capital Fund.





## Arts & Culture

### ALTERNATE ROOTS INC.

**2012**  
Atlanta, Ga.  
\$100,000

The service organization brings together low-income residents, artists and anchor institutions to address issues in economically disadvantaged communities. A three-year, \$300,000 grant funds programs and services that contribute directly to the vitality of inner-city neighborhoods.

### ARCH DEVELOPMENT CORP.

**2013**  
Washington, D.C.  
\$250,000

The community-based organization incorporates the arts and the creative economy into its comprehensive approach to community revitalization in the historic Anacostia neighborhood, located in the nation's capital. A two-year, \$500,000 grant enables ARCH to continue existing programs and develop initiatives to reinvigorate the neighborhood by attracting artists, arts organizations and creative businesses to the central corridors.

### ARTSPACE PROJECTS INC.

Minneapolis, Minn.  
\$1.25 million

A national leader in developing, owning and managing affordable live/work space for artists, Artspace reclaims abandoned buildings and renovates historic structures that help artists' housing anchor and contribute to broader community revitalization. This two-year, \$2.25 million grant provides general operating support.

### AS220

Providence, R.I.  
\$205,000

Serving as a hub for creative activity and an anchor for downtown revitalization, the community-based arts organization provides support and opportunities for artists, operates art-production facilities and gallery space and engages at-risk students and incarcerated youth through art classes, workshops and mentoring. This three-year, \$500,000 grant supports AS220's general operations and the launch of the Practice//Practice consultancy to share three decades of creative placemaking experiences and resources with other practitioners.

### CENTER FOR GREAT NEIGHBORHOODS OF COVINGTON

Covington, Ky.  
\$742,000

The center equips residents with tools and resources to improve the quality of their lives and neighborhoods by supporting community development projects that incorporate arts and culture. This three-year, \$1.45 million grant is being used to renovate a former lumber mill for use as a community space and makers' studios, a neighborhood beautification program for existing residents, community-led arts projects and to advance other creative placemaking projects that improve the city's Westside neighborhood.

**BOLD IS  
MAKING ARTS  
AND CULTURE  
INTEGRAL TO  
ECONOMIC  
DEVELOPMENT  
AND  
REVITALIZATION.**





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AND  
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**We believe**  
neighborhoods and  
entire cities are stronger  
and healthier and  
residents have greater  
well-being when arts and  
culture are an integral  
component of economic  
development and  
revitalization efforts.

---

**Northeast Shores**, a community development corporation in Cleveland, Ohio, has made artists and arts and cultural activities an integral part of its 10-year economic development plan for the city's Collinwood neighborhood.

The plan, developed during a series of community gatherings, reflects the aspirations of local residents and business owners: to increase the neighborhood's vibrancy and quality of life by creatively addressing the problem of vacant and underutilized spaces.

Vacant buildings are being converted into gallery, rehearsal and performance space for the artist/residents in this racially, ethnically and culturally diverse community, facilitating new business opportunities in Collinwood and providing an outlet for creative, cross-cultural expression.

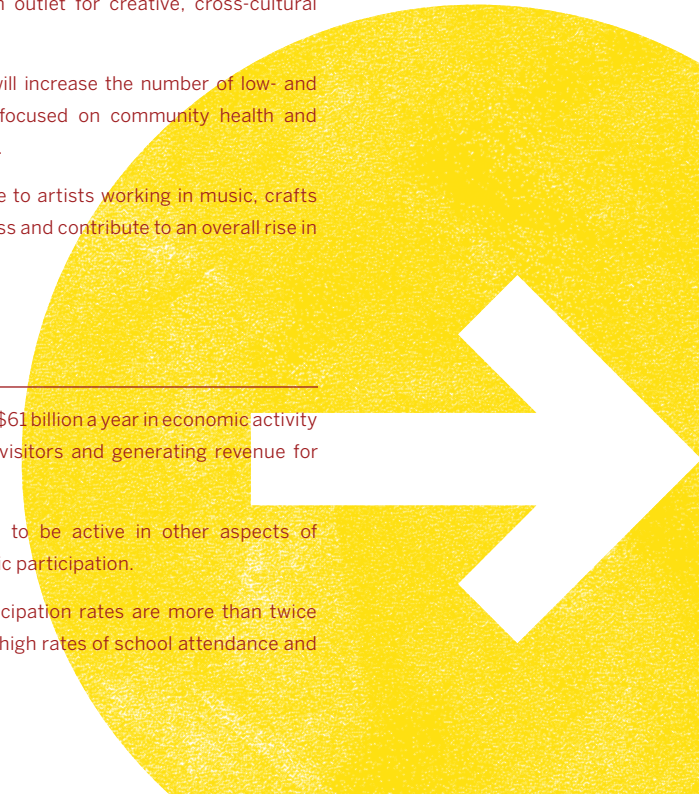
With a \$430,000 grant from Kresge, the organization will increase the number of low- and moderate-income rental spaces, support art projects focused on community health and facilitate manufacturer-artisan development partnerships.

In addition, business development services are available to artists working in music, crafts and design to help them achieve personal financial success and contribute to an overall rise in median household income.

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### Why It Matters

- Nonprofit cultural organizations generate more than \$61 billion a year in economic activity for American communities, creating jobs, drawing visitors and generating revenue for local businesses and governments.
- People who attend arts and cultural events tend to be active in other aspects of community life and act as connectors for broader civic participation.
- Low-income neighborhoods with high cultural participation rates are more than twice as likely as those with low participation to have very high rates of school attendance and achievement.







# KRESGE ARTS & CULTURE PROGRAM 2014

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**A textile cooperative fills one of many long-vacant buildings converted into artist spaces in the Collinwood neighborhood of Cleveland, Ohio. Photos courtesy Northeast Shores Development Corp.**

Grants Awarded

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**33 Grants Made**  
of foundation's 408 total

Amount of Grants Awarded

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**\$21.6 Million**  
of foundation's \$242.5 million total \*

Amount of Grants Paid Out During Year

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**\$18.5 Million**  
paid out on 2014 and prior-years' grants

\* Includes \$100 million for the Foundation for Detroit's Future, the fund created to help resolve Detroit's bankruptcy; see Letter From the President.



## CENTRAL INDIANA COMMUNITY FOUNDATION

**2013**  
Indianapolis, Ind.  
\$300,000

The foundation supports philanthropy, leadership and service in the Indianapolis community and serves as the fiscal sponsor for Reconnecting to Our Waterways, a collective effort to reclaim underused urban waterways to revitalize neighborhoods. This three-year, \$1.35 million grant enables ROW to improve the economics, aesthetics, connectivity and well-being of waterside communities by increasing capital investments, engaging residents and artists in creative projects and enhancing natural features.

## CHINATOWN COMMUNITY DEVELOPMENT CENTER

San Francisco, Calif.  
\$250,000

The organization works through neighborhood advocacy and engagement, affordable housing development and property management to revitalize San Francisco's Chinatown community and enhance the quality of life for residents. A three-year, \$750,000 grant underwrites the establishment of a resident-led Creative Placemaking Council that infuses arts and culture into revitalization strategies and ensures that public infrastructure projects reflect Chinatown's cultural, artistic and social heritage.

## CITY OF ASYLUM/ PITTSBURGH

Pittsburgh, Pa.  
\$200,000

The organization works to create a thriving community for writers, readers and neighbors in Pittsburgh's Central Northside neighborhood by transforming blighted properties into venues for literary and community programs and energizing civic spaces through public art with text-based components. This three-year, \$300,000 grant provides general operating support.

## COMMUNITY FOUNDATION OF GREATER MEMPHIS

**2013**  
Memphis, Tenn.  
\$163,000

Dedicated to strengthening the Memphis community through philanthropy, the foundation is a founding member and fiscal sponsor of Community LIFT, a local community development organization that facilitates strategic investments in distressed neighborhoods to accelerate revitalization, build human capacity, promote economic and community development and improve the quality of life. A two-year, \$826,000 grant from our Arts & Culture Program and Cross-Disciplinary Fund strengthens Community LIFT's overall operations and advances its Memphis Music Magnet initiative in the Soulsville neighborhood.

## COMMUNITY PARTNERSHIP FOR ARTS AND CULTURE

**2012**  
Cleveland, Ohio  
\$208,000

The partnership works to leverage arts and culture as an engine for revitalization by fostering cross-sector collaborations and policies that support the infusion of creative energy into common goals. A three-year, \$625,000 grant is being used to refine and advance its programs and services.

**COMMUNITY SOLUTIONS**

— NEW YORK, N.Y. — \$540,000 —

**Community Solutions provides tools, data, coaching and a supportive connection to assist communities in developing systems-level solutions to complex social problems, such as poverty and homelessness. A three-year, \$1.06 million grant for general operating support, jointly recommended by our Arts & Culture, Human Services and Health teams, pushes the boundaries of how arts and culture, human services and health can be integrated into a holistic approach to community revitalization in the Brownsville neighborhood of Brooklyn, N.Y., and the Northeast neighborhood in Hartford, Conn., and to scale real-time learning to cities participating in its national 100,000 Homes Campaign to end street homelessness.**

## COOPER'S FERRY PARTNERSHIP

**2013**  
Camden, N.J.  
\$300,000

The organization builds public and private partnerships to develop and implement sustainable community revitalization in Camden and promotes the city as a vibrant place to live and work. This two-year, \$1.1 million grant supports a series of urban-design and public-art projects that engage neighborhood residents in the process of reimagining vacant, blighted properties in North Camden.



## CULTURAL DEVELOPMENT CORP.

**2012**  
Washington, D.C.  
\$100,000

The organization creates opportunities, housing and workspace for artists and arts groups that contribute to community development and quality of life in the nation's capital. This three-year, \$300,000 grant supports the development of affordable office and programming space for artist-driven projects and small arts organizations.

## DANCE PLACE

Washington, D.C.  
\$250,000

Dance Place seeks to build a creative community of artists, audiences and students through high-quality performances, commissions, training and educational programs while enriching the field of dance locally, nationally and internationally. A two-year, \$500,000 grant funds the transformation of a vacant parcel adjacent to the Dance Place arts campus into an accessible, green, multifunctional civic space that connects a bike and pedestrian trail to a local Metro rail station in northeast Washington's Brookland neighborhood.

## DISTRICT OF COLUMBIA OFFICE OF PLANNING

Washington, D.C.  
\$325,000

The office is the principal agency that leads planning, preservation and revitalization initiatives in District of Columbia neighborhoods. It is using a two-year, \$650,000 grant to launch a series of resident-driven, cross-disciplinary creative placemaking projects that promote community building and increase engagement and connectivity in neighborhoods experiencing rapid demographic and social changes.

## DUDLEY STREET NEIGHBORHOOD INITIATIVE

Roxbury, Mass.  
\$250,000

The community-based organization empowers Dudley residents to organize, plan for, create and control a vibrant, diverse, high-quality neighborhood in collaboration with community partners. This two-year, \$500,000 grant underwrites the expansion of a pilot project to integrate arts and culture into equitable transit-oriented development along the nine-mile Fairmont Indigo Line transit corridor.

## EMCARTS INC.

New York, N.Y.  
\$450,000

EmcArts works collaboratively with people, organizations and communities to create the space and conditions to test innovative strategies and build cultures that embrace change. This funding supports the Innovation Labs for Creative Placemaking pilot project in three communities to help public and private stakeholders address complex challenges and integrate creative practice and artistic experience into frameworks of social innovation.

## FRIENDS OF PERALTA HACIENDA HISTORICAL PARK

**2012**  
Oakland, Calif.  
\$30,000

The organization is pursuing a new model for historical house museums by reframing its work to focus on the residents of the Fruitvale District and promoting a sense of pride and identity. This three-year, \$90,000 grant supports grassroots efforts to promote cultural understanding, historical healing and a sense of community in the district.

## GRANTMAKERS IN THE ARTS

Seattle, Wash.  
\$20,000

The national membership organization for professional private- and public-sector grantmakers for arts and arts-related activities seeks to support arts funders and to strengthen and expand the field of arts philanthropy. This grant underwrites the assessment of the two-year National Capitalization Project, designed to spur the adoption of capitalization principles by regional arts and culture funders in 12 cities, to determine the impact on participants and to identify the next steps for improving the capitalization of the nonprofit arts sector.

## GREATER MILWAUKEE COMMITTEE

Milwaukee, Wis.  
\$462,250

The private-sector civic organization unites leaders in business, labor, education, philanthropy and community development in supporting broad-based, collaborative initiatives to strengthen the cultural and economic base of the Milwaukee metropolitan area. A two-year, \$724,500 grant funds a suite of resident- and partnership-driven, equity-focused creative placemaking initiatives along the expanded Beerline Trail designed to build social cohesion and community pride among residents in the Harambee and Riverwest neighborhoods.

## HANDS INC.

Orange, N.J.  
\$300,000

The organization revitalizes city neighborhoods through an arts-centric redevelopment strategy focused on repurposing shuttered factories and warehouses as creative spaces for arts, culture, business, recreation and learning. This three-year, \$700,000 grant provides general support for its ongoing work to transform vacant properties into arts venues and expand arts programming.



## INTERMEDIA ARTS OF MINNESOTA

**2013**  
Minneapolis, Minn.  
\$250,000

The organization serves as a catalyst for community building and leadership development among artists, educators and community development professionals. Funding from a three-year, \$1 million grant supports the Creative CityMaking Initiative, a partnership between Intermedia Arts and the City of Minneapolis to embed artists in city departments.

## INTERMEDIA ARTS OF MINNESOTA

**2012**  
Minneapolis, Minn.  
\$85,000

Intermedia Arts serves as a catalyst for community building and leadership development among artists, educators and community development professionals. The organization is using this three-year, \$355,000 grant to complete its strategic planning, seed a building-reserves fund, expand its collaborative partnerships and raise the visibility of programs designed to advance arts and social best practices.

## LINCOLN PARK COAST CULTURAL DISTRICT INC.

**2013**  
Newark, N.J.  
\$137,500

The organization is coordinating community efforts to plan, design and build a sustainable arts and cultural district near Newark's 11-acre Lincoln Park/Coast area that provides affordable housing, cultural programming, urban farming and green jobs for residents. Funding from a three-year, \$712,500 grant underwrites its revitalization efforts and the restoration of a vacant church for use as an outdoor amphitheater.

## LOCAL INITIATIVES SUPPORT CORP.

New York, N.Y.  
\$1.5 million

The national community development intermediary works through 30 local offices in 25 states to revitalize the nation's neighborhoods, by helping community-based organizations gain access to financial capital, expertise and policy support to create affordable housing and commercial activity. A three-year, \$3.5 million grant funds an initiative to embed arts and culture in LISC's approach to comprehensive community revitalization, including the integration of creative placemaking strategies in multiple neighborhoods.

## MIDTOWN PARTNERS INC.

**2013**  
Jackson, Miss.  
\$40,000

The community development organization spearheads local efforts to revitalize the Midtown neighborhood by empowering residents, expanding socioeconomic opportunities and improving the quality of life. This three-year, \$190,000 grant supports expansion of the Creative Economy Strategy, a pilot project that integrates art, creativity and innovation into Midtown's overall revitalization plan.

## MIXED BLOOD THEATRE

Minneapolis, Minn.  
\$482,500

Located in the ethnically and culturally diverse Cedar Riverside community, this professional multiracial theatre company promotes cultural pluralism and individual equality, leveraging performances to engage community members and address barriers that keep people from succeeding in society. A three-year, \$772,500 grant for general operations supports the theatre's creative placemaking activities, a new artist/community organizer staff position and the renovation of its historic facility.

## NATIONAL ARTS STRATEGIES INC.

**2013**  
Alexandria, Va.  
\$600,000

The organization provides executive-level education and leadership development programs for professional leaders of arts and culture organizations. This two-year, \$1.5 million grant for operations underwrites the current Chief Executive Program and the design and implementation of an executive leadership pilot program that integrates creative placemaking concepts.

## NEW YORK COUNCIL OF NONPROFITS INC.

**2013**  
Albany, N.Y.  
\$100,000

The statewide organization works to strengthen the nonprofit sector and serves as the fiscal agent for SoHarlem, a place-based social enterprise that aligns art with workforce development to provide Harlem residents with jobs and career opportunities in the cultural industry. SoHarlem is using this two-year, \$200,000 grant to continue its partnerships with a real estate developer, local artisans and Harlem residents to promote cultural training and employment and the development of affordable creative space.

## NONPROFITS ASSISTANCE FUND

Minneapolis, Minn.  
\$250,000

Nonprofits Assistance Fund strengthens the community by investing capital and financial expertise in nonprofits through loans, training, practical guidance and financial management resources. Through a two-year, \$500,000 grant, the fund is documenting its experience and results with lending for arts and culture and creative placemaking, and developing case studies and other materials to share lessons learned with the members of the community lending sector, philanthropic organizations and leaders in arts and culture and community development.

## NONPROFIT FINANCE FUND

**2009**  
New York, N.Y.  
\$819,167

The national organization works with nonprofits to help strengthen their financial health and improve their capacity to serve their communities. This seven-year, \$4 million grant creates a program of education and financial incentives for a cohort of previously funded children's museums and community schools of music and art to address their building maintenance and repair needs within the context of their overall capitalization position.

## NORTHEAST SHORES DEVELOPMENT CORP.

Cleveland, Ohio  
\$340,000

The community development corporation is advancing a comprehensive revitalization plan for Cleveland's Collinwood neighborhood that embeds support for artists and creative entrepreneurs in its stabilization strategy. This two-year, \$430,000 grant provides ongoing funding for the renovation of vacant apartment buildings into artists' live-work residences, the launch of creative enterprises such as Made in Collinwood, and the creation of community arts projects focused on community health.

## OPA-LOCKA COMMUNITY DEVELOPMENT CORP. INC.

Opa-locka, Fla.  
\$800,000

The community development corporation creates affordable housing, stimulates economic development and incorporates arts-based placemaking strategies to improve the quality of life for residents in the Opa-locka and North Miami-Dade County communities. A two-year, \$1 million grant supports the integration of community-generated art into the installation of shady pedestrian oases with artistic elements along Ali Baba Avenue and supports the renovation of a vacant warehouse into an artists' residency complex.

## PHILADELPHIA MURAL ARTS ADVOCATES

Philadelphia, Pa.  
\$500,000

The Mural Arts Program unites artists and communities through an engaged, collaborative process, rooted in the traditions of mural making, to create art that transforms public spaces and individual lives. This three-year, \$1.25 million grant funds current programs and advances the development of a citywide model of social practice and creativity that places art at the center of community revitalization and cross-sector collaboration.

## PILLSBURY UNITED COMMUNITIES

Minneapolis, Minn.  
\$350,000

Dedicated to building successful communities of opportunity, the agency provides comprehensive and creative human services through its Pillsbury House and three other neighborhood centers, and engages underserved youth and adults in the creation and production of original theatrical works through its professional Pillsbury House Theatre. This three-year, \$900,000 grant from our Arts & Culture and Human Services program teams supports the integration of creative practice and the scaling of creative placemaking throughout the Pillsbury United Communities network.

## POLICYLINK

**2013**  
Oakland, Calif.  
\$425,000

The national research and action institute focuses on advancing economic and social equity. A two-year, \$1 million grant supports an initiative designed to integrate arts and culture into PolicyLink's programs and equity framework.

## PROJECT FOR PUBLIC SPACES INC.

New York, N.Y.  
\$50,000

The planning, design and educational organization is dedicated to helping people create and sustain public spaces that build stronger communities. A joint two-year, \$100,000 grant from our Arts & Culture and Detroit program teams advances efforts to integrate arts and culture into the organization's framework for placemaking and strengthens the Placemaking Leadership Council as a thought and action leader in the placemaking movement.

## PROJECT ROW HOUSES

**2013**  
Houston, Texas  
\$125,000

Based in Houston's Third Ward, Project Row Houses has created an environment where art can create real social change, based on four key components: a public art/installation program, the Young Mothers Residential Program, an after-school and summer education program for youth K-12 and an affordable housing program. This three-year, \$450,000 grant provides general operating support to advance the organization's mission.

## QUEENS MUSEUM OF ART

**2012**  
Queens, N.Y.  
\$125,000

The cultural anchor institution serves as a catalyst for civic engagement and community revitalization and provides programming that directly relates to the contemporary urban life of its community. A three-year, \$375,000 grant supports its socially engaged work in the Corona Park neighborhood.



## REBUILD FOUNDATION

Chicago, Ill.  
\$100,000

Rebuild Foundation serves as a catalyst for neighborhood revitalization by promoting artistic practices, individual empowerment and community engagement. A two-year, \$200,000 grant supports project work focused on culturally driven redevelopment and the reclamation of abandoned and vacant properties in under-resourced communities.

## ST CLAIR SUPERIOR DEVELOPMENT CORP.

Cleveland, Ohio  
\$500,000

The organization is committed to asset-based growth in Cleveland's low-income, east side neighborhoods, reimagining community resources through resident engagement, workforce development, youth leadership, housing, health and creative placemaking initiatives. Through this joint two-year, \$735,000 grant from our Arts & Culture and Health program teams, St Clair Superior Development Corp. is implementing creative placemaking efforts in connection with the new Hub 55 food hub, generating new connections and access to fresh local food and educating residents on how to work with whole ingredients, share meals among neighbors and connect to food-related entrepreneurial endeavors through business training.

## UNIVERSITY OF CHICAGO

Chicago, Ill.  
\$250,000

The University of Chicago is a private, nondenominational, diverse research university and an anchor on Chicago's South Side. A two-year, \$500,000 grant supports Arts Block, a university- and community-based partnership to expand the cultural corridor on Garfield Boulevard as an artist-led neighborhood revitalization strategy.

## WING LUKE MUSEUM OF THE ASIAN PACIFIC AMERICAN EXPERIENCE

Seattle, Wash.  
\$460,000

The Wing Luke Museum connects visitors to the rich history, culture and art of Asian Pacific Americans through community-led programs that encourage multigenerational understanding and promote social justice. This grant for general operations enables the museum to refine and expand its creative placemaking programs and services.

## SPRINGBOARD FOR THE ARTS

St. Paul, Minn.  
\$360,000

Springboard drives creative community development to build stronger, more vibrant communities, neighborhoods and economies by linking artists with essential skills, information and services and integrating artistic individuals into the socioeconomic fabric of the city. Assisted by this three-year, \$800,000 grant, the organization is expanding a suite of programs, including Artist Organizer, Ready Go, Creative Exchange and Artists' Access to Healthcare, which connect artists and arts organizations with community development.



# Community Development Financial Institutions Embrace Creative Placemaking

Catalyzing Culture and Community, a joint initiative with the Surdna Foundation, is intended to help support and expand the role of community development financial institutions in creative placemaking. The grants will allow the lenders to support the activities of artists and art enterprises that contribute to the health and well-being of neighborhoods as part of broader redevelopment efforts. The Kresge and Surdna foundations will provide a total of \$1.35 million over two years to seven community lenders listed below.

## COMMUNITY CAPITAL WORKS

Philadelphia, Pa.  
\$50,000

Community Capital Works is a community development financial institution operating under the umbrella organization Entrepreneur Works, which seeks to create pathways of opportunity for talented entrepreneurs in underserved communities. This grant for the CREATE pilot program supports artist-entrepreneurs and creative businesses in advancing economic revitalization in West Philadelphia and Chester.

## THE ECONOMIC COMMUNITY DEVELOPMENT INSTITUTE

Columbus, Ohio  
\$100,000

The institute is a statewide Small Business Administration lender that provides a range of development services and financial training to bridge the gap for businesses and individuals who are unable to receive traditional loans. This funding supports the Arts Entrepreneur Initiative, a small-business development program in Toledo designed to equip creative entrepreneurs with the tools, training and capital to launch and sustain arts-focused enterprises in the UpTown district.

## ENTERPRISE CENTER CAPITAL CORP.

Philadelphia, Pa.  
\$100,000

This community development financial institution helps finance small businesses that have difficulty obtaining loans for start-up capital and business growth in Philadelphia and Montgomery counties. Grant funding for the Philly Food Innovation Loan Fund supports loans, training and networking opportunities for creative entrepreneurs seeking to locate food businesses in targeted commercial corridors undergoing economic revitalization.

## FOUR BANDS COMMUNITY FUND

Eagle Butte, S.D.  
\$100,000

The community development financial institution strives to create economic opportunity on the Cheyenne River Indian Reservation by helping residents build strong, sustainable small businesses and increase their financial capability to enter the financial mainstream. Grant money funds Rediscovering Native Art on Cheyenne River, a Lakota art and culture project that focuses on increasing the capacity of Native artists and promoting Native art both within and outside of the reservation as an economic development strategy.

## HOUSING FUND

Nashville, Tenn.  
\$100,000

The community development financial institution finances affordable-housing and neighborhood-revitalization projects throughout middle Tennessee. Grant money goes to support the Make a Mark loan program, which enables low- and moderate-income artists to own their live-work or production spaces and contribute to the diversity and vitality of greater Nashville.

## NEW MEXICO COMMUNITY DEVELOPMENT LOAN FUND

Albuquerque, N.M.  
\$100,000

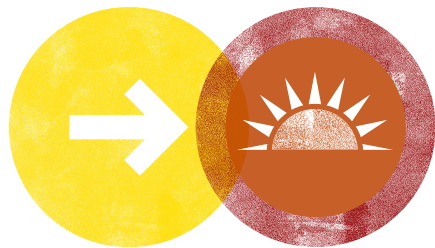
The community lending institution provides loans, as well as training and consulting services, to small businesses, entrepreneurs and nonprofit organizations in New Mexico that are unable to obtain financing through traditional lending sources. A grant funds the enhanced delivery of affordable credit and technical assistance to artistic and creative entrepreneurs in the Santa Fe and Albuquerque communities.

## THE REINVESTMENT FUND INC.

Philadelphia, Pa.  
\$100,000

A leading innovator in financing neighborhood revitalization, the fund deploys as loans, equity and alternative financing for housing, community facilities and commercial real estate projects. This grant funds a pilot project in Baltimore, Md., to deploy targeted arts and culture investments in low-income neighborhoods as part of a comprehensive strategy to leverage other complementary revitalization efforts in marginalized communities.





## Detroit

### AMERICAN CIVIL LIBERTIES UNION FUND OF MICHIGAN

**2012**  
Detroit, Mich.  
\$75,000

Michigan's ACLU chapter works to defend residents' civil liberties at the most local level. This three-year, \$225,000 grant enables the chapter to address systemic civil rights issues impacting Detroit and other urban communities and to expand its services statewide.

### ARISE DETROIT!

**2013**  
Detroit, Mich.  
\$160,000

Working with 400 community partners, the organization has recruited more than 3,000 volunteers and engaged them in hundreds of community-service programs benefiting youth, families and neighborhoods. This three-year, \$480,000 grant enables ARISE Detroit! to help implement Detroit Future City, a strategic planning framework to move Detroit forward, and provides funding for its community outreach and annual Detroit Neighborhoods Day event.

### BELLE ISLE CONSERVANCY

Detroit, Mich.  
\$35,000

The conservancy is dedicated to preserving, protecting, restoring and enhancing Detroit's 982-acre Belle Isle Park. Funding enables the conservancy to begin the planning process for restoring and reopening the Belle Isle Aquarium and the adjacent Belle Isle Conservatory.

### CAPITAL IMPACT PARTNERS

**2013**  
Arlington, Va.  
\$450,000

The certified community development financial institution, formerly known as NCB Capital Impact, works in partnership with public and private organizations to improve access to high-quality health and elder care, healthy foods, housing and education in low-income communities across the country. This three-year, \$900,000 grant provides general operating support to advance the organization's work in Detroit.

### CENTER FOR COMMUNITY PROGRESS

Flint, Mich.  
\$200,000

The national center promotes policy, research and technical assistance to help communities reduce blight from vacant, abandoned and underutilized properties. This grant will support development and adoption of innovative strategies for large-scale rehabilitation of blighted and vacant properties in Detroit and New Orleans, La.

### CENTRAL DETROIT CHRISTIAN COMMUNITY DEVELOPMENT CORP.

**2013**  
Detroit, Mich.  
\$101,935

The faith-based organization provides housing, workforce training, neighborhood beautification and youth-development services designed to bolster central Detroit neighborhoods and empower residents. This three-year, \$341,270 grant funds the transformation of two city blocks of Third Street into a town square as part of a multiphase community-stabilization project around the Peaches and Greens neighborhood produce market.

# BOLD IS INVESTING IN A FUTURE OF GREATNESS FOR THE CITY OF DETROIT AND ITS PEOPLE.



→ **BOLD IS  
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AND ITS  
PEOPLE.**







## We believe

Detroit is on track to regain its rightful position as one of the world's great cities through initiatives to revitalize the city's neighborhoods and Woodward Corridor, nurture arts and culture, bolster entrepreneurship, catalyze mass transit, support early childhood development and increase civic capacity.

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**M-1 Rail is the 3.3 mile streetcar route** along Woodward Avenue, Detroit's main artery, designed to fuel a local and regional transformation, stimulating business growth and development while creating reliable public transportation that will connect citizens with jobs.

Kresge has invested \$50 million in the \$170 million public-private project, which will go into operation in late 2016.

Following the 2014 groundbreaking, 2,000 construction jobs will contribute to the local economy; an additional 20,000 jobs are predicted once a full regional transit system is in place.

M-1 Rail is considered the first leg of the regional system.

## Why It Matters

- 26 percent of Detroit's households lack a vehicle, compared with 9 percent nationally. Light rail serves an acute need for transportation.
- With separate city and suburban bus systems, the region has repeatedly failed to create a unified system.
- A recent study found that communities see a \$4 return in economic development, productivity and new jobs for every dollar invested in public transportation.







# KRESGE DETROIT PROGRAM 2014

Grants Awarded

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**125 Grants Made**  
of foundation's 408 total

Amount of Grants Awarded

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**\$137.8 Million**  
of foundation's \$242.5 million total \*

Amount of Grants Paid Out During Year

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**\$32.1 Million**  
paid out on 2014 and prior-years' grants

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**Workers prepare a section of  
Woodward Avenue for construction  
of the M-1 light-rail system.  
Photos courtesy M-1 Rail.**

\* Includes \$100 million for the Foundation for Detroit's Future, the fund created to help resolve Detroit's bankruptcy; see Letter From the President.



## CHARLES H. WRIGHT MUSEUM OF AFRICAN AMERICAN HISTORY

**2013**  
Detroit, Mich.  
\$175,000

The world's largest museum dedicated to the African American experience offers exhibitions, educational programs and events that foster cross-cultural understanding. This three-year, \$400,000 grant enables the museum to increase financial sustainability, build its support base and deliver innovative programming.

## COLLEGE FOR CREATIVE STUDIES

Detroit, Mich.  
\$422,300

The college of art and design enrolls 1,400 graduate and undergraduate students across a variety of disciplines and provides community-based programming. This three-year, \$1.84 million grant provides ongoing support to the college to administer the Eminent Artist and Artist Fellowship programs and funds two Eminent Artist Awards and 36 Artist Fellowships during the seventh and eighth years of the Kresge Arts in Detroit initiative.

## COLLEGE FOR CREATIVE STUDIES

Detroit, Mich.  
\$60,000

The college of art and design enrolls 1,400 graduate and undergraduate students across a variety of disciplines and provides community-based programming. Funding from this three-year, \$350,000 grant supports New Urban Places: A Creative Ecology for Detroit Neighborhoods, a revitalization program that generates large-scale community-based public art with green infrastructure to bolster neighborhood development and improve the quality of life for residents.

## COLLEGE FOR CREATIVE STUDIES

**2013**  
Detroit, Mich.  
\$30,000

The college of art and design enrolls 1,400 graduate and undergraduate students across a variety of disciplines and provides community-based programming. A two-year, \$60,000 grant supports the completion and evaluation of the community+public arts:DETROIT initiative, which has guided the development of community-based visual and performing-arts projects in six Detroit neighborhoods for the past five years.

## COLLEGE FOR CREATIVE STUDIES

**2012**  
Detroit, Mich.  
\$450,000

The college of art and design enrolls 1,400 graduate and undergraduate students across a variety of disciplines and provides community-based programming. The college administers our Eminent Artist and Artist Fellowship programs and is using this three-year, \$1.77 million grant to fund two Eminent Artist Awards and 36 Artist Fellowships during the fifth and sixth years of our Arts in Detroit initiative.

**COMMUNITY DEVELOPMENT ADVOCATES DETROIT**

— DETROIT, MICH. — \$150,000 —

**CDAD is the umbrella organization for nonprofit community-development organizations that promote community-based sustainable development grounded in grassroots participation and empowerment. It is using this grant to develop seven placemaking projects in Detroit neighborhoods through collaboration with Detroit Future City and the Project for Public Spaces.**

## COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN

Detroit, Mich.  
\$250,000

Serving the seven-county metropolitan Detroit region, the foundation assists donors, volunteers and community members across metropolitan Detroit in identifying important issues, sharing ideas and building financial resources to achieve long-term change. This grant supports the new centralized Office of Grants Management established by the city of Detroit to oversee federal, state and private grants.

## COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN

Detroit, Mich.  
\$250,000

Serving the seven-county metropolitan Detroit region, the foundation assists donors, volunteers and community members in identifying important issues, sharing ideas and building financial resources to achieve long-term change. A two-year, \$600,000 grant supports the planning and design of the Inner Circle Greenway, a 26-mile, nonmotorized pedestrian and bike pathway linking many community assets to the Detroit riverfront and neighborhoods throughout Detroit, Hamtramck, Highland Park and Dearborn.

## COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN

**2013**  
Detroit, Mich.  
\$500,000

Serving the seven-county metropolitan Detroit region, the foundation assists donors, volunteers and community members in identifying important issues, sharing ideas and building financial resources to achieve long-term change. Through this three-year, \$1.5 million grant, the foundation is launching the Detroit Head Start Innovation Fund to strengthen and improve the quality of Head Start programs in Detroit.

## COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN

**2013**  
Detroit, Mich.  
\$1.25 million

Serving the seven-county metropolitan Detroit region, the foundation helps donors, volunteers and community members identify important issues, share ideas and build financial resources to achieve long-term change. This three-year, \$5 million grant supports the foundation's New Economy Initiative, a special project and multimillion-dollar fund focused on transforming Southeast Michigan by building a network of support for entrepreneurs and small businesses.

## CREATIVE MANY MICHIGAN

Wixom, Mich.  
\$90,000

The statewide organization, formerly known as ArtServe Michigan, has broadened the scope of its work to include advocacy, public policy, research, professional-practice programs, resources and communications that cultivate and advance the transformative power of the arts, culture and creative economy in Michigan. This two-year, \$180,000 grant allows Creative Many to enhance its services to the metro Detroit arts community.

## CREATIVE MANY MICHIGAN

**2013**  
Wixom, Mich.  
\$135,000

The statewide organization engages constituents, stakeholders and the broader community to cultivate the creative potential of Michigan's arts and cultural sector in ways that enhance the health, well-being and quality of life for residents and communities. A two-year, \$272,500 grant supports a professional-development program for 36 individual artists who are awarded Kresge Artist Fellowships during the fifth and sixth years of the Kresge Arts in Detroit initiative.

## CULTURAL DATA PROJECT

**2013**  
Philadelphia, Pa.  
\$50,000

The multistate project facilitates data collection and interpretation for arts and cultural organizations to increase management capacity and inform decision-making by philanthropies, advocates and policymakers. This three-year, \$150,000 grant renews support for the Michigan Cultural Data Project, launched in 2010.

## CULTURESOURCE

Detroit, Mich.  
\$120,000

CultureSource provides research, advocacy, marketing and professional development services to nonprofit arts and culture organizations in metropolitan Detroit. Funding from this two-year, \$240,000 grant continues support for the organization's general operations.

## DETROIT AREA PRE-COLLEGE ENGINEERING PROGRAM

**2012**  
Detroit, Mich.  
\$100,000

The program provides out-of-school educational enrichment to prepare students to pursue careers in science, technology, engineering and mathematics. Funding from a three-year, \$300,000 grant is being used to increase participation by underrepresented youth in its core programs and to design and implement a sustainable revenue model.

## DETROIT DEVELOPMENT FUND

Detroit, Mich.  
\$150,000

This community development financial institution assists in revitalizing economically distressed areas of Detroit by providing loans and technical assistance to small-business owners, developers, building owners and contractors. Assistance from a three-year, \$350,000 grant supports the fund's existing programs and expanded business services for small and minority-owned businesses and first-time home buyers.

## DETROIT ECONOMIC GROWTH ASSOCIATION

Detroit, Mich.  
\$250,000

The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. Through this two-year, \$500,000 grant, the Detroit Economic Growth Association is administering a \$1 million federal grant for two green infrastructure projects in the Detroit Water and Sewerage Department's Near East Side Drainage District that will reduce the discharge of untreated stormwater into the city's combined sewer system.

## DETROIT ECONOMIC GROWTH ASSOCIATION

Detroit, Mich.  
\$40,000

The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. This three-year, \$100,000 grant funds the design and installation of more than 20 works created by metro Detroit artists in five neighborhood business districts as part of the Detroit Neighborhood Arts Project.



## DETROIT ECONOMIC GROWTH ASSOCIATION

Detroit, Mich.  
\$350,000

The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp., and engages in business attraction, urban redevelopment and financing programs. The association is using this grant to expand its business development program, which provides resources and assistance to businesses seeking to relocate, innovate and expand in Detroit.

## DETROIT ECONOMIC GROWTH ASSOCIATION

**2013**  
Detroit, Mich.  
\$100,000

The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. This two-year, \$350,000 grant is being used to implement and assess the Soft Stripping Springwells deconstruction pilot, an integrated approach to eliminating residential blight in Detroit by tearing down vacant single-family homes manually and salvaging building materials for reuse or recycling.

## DETROIT ECONOMIC GROWTH ASSOCIATION

**2013**  
Detroit, Mich.  
\$2.4 million

The organization is the nonprofit economic-growth arm of the Detroit Economic Growth Corp. and engages in business attraction, urban redevelopment and financing programs. The association is using a two-year, \$2.81 million grant to establish a freestanding Detroit Future City Strategic Framework implementation office to oversee the rollout of the plan, a comprehensive blueprint for the city's future that engages residents in understanding and guiding Detroit in its policy, planning and fiscal decision-making to create a shared, achievable new vision for the city.

## DETROIT FOOD POLICY COUNCIL

Detroit, Mich.  
\$75,000

The education and advocacy organization is committed to developing a healthy, just and sustainable local food system in Detroit that ensures food security for the city's residents. A grant enables the council to lead other stakeholders in updating the City of Detroit Policy on Food Security.

## DETROIT HISPANIC DEVELOPMENT CORP.

Detroit, Mich.  
\$75,000

The community-development organization delivers comprehensive programs and services to youth and adults in Southwest Detroit, and leads the Consortium of Hispanic Agencies, a collaborative of six service providers working in Detroit's Latino community. The corporation is the fiscal sponsor for this grant to the Southwest Detroit Community Justice Center, which seeks to increase public trust in the justice center, assist in the reduction of crime, improve the quality of life and meet the needs of the community.

## DETROIT LAND BANK AUTHORITY

Detroit, Mich.  
\$250,000

The land bank promotes neighborhood stabilization and economic growth through the acquisition, management and disposition of tax-delinquent properties that have reverted to city ownership. This funding renews general operating support for the authority and underwrites its neighborhood-revitalization efforts.

## DETROIT PARENT NETWORK

Detroit, Mich.  
\$50,000

The network strengthens parental involvement with children in the home, at school and in the community through workshops, support groups and training sessions in leadership, advocacy and public speaking. This three-year, \$150,000 grant is being used to retool parent-leadership programs and launch new initiatives that support the community's increased focus on early childhood development.

## DETROIT PUBLIC LIBRARY FRIENDS FOUNDATION INC.

Detroit, Mich.  
\$75,000

The foundation supports the daily operations and educational enrichment programming of the Detroit Public Library System, which provides valuable resources and lifelong learning opportunities to residents of metropolitan Detroit. The foundation is serving as the fiscal sponsor for this grant, which underwrites ongoing operations and strategic planning activities for the Mt. Elliott Makerspace, a neighborhood workshop that strengthens Detroit's east side community and its entrepreneurial environment.

## DETROIT REGIONAL CHAMBER FOUNDATION

Detroit, Mich.  
\$30,000

The Detroit Regional Chamber connects Michigan's business community and helps its 20,000 members and affiliates grow businesses through best-practice sharing, networking and advocacy. This grant enabled more than 25 Detroit-area business, civic and government leaders to attend a peer-learning exchange with their counterparts in New Orleans, La., and to apply lessons learned to the revitalization of Detroit and Southeast Michigan.



## DETROIT SYMPHONY ORCHESTRA HALL INC.

Detroit, Mich.  
\$300,000

The Detroit Symphony Orchestra, a cultural icon and one of America's top-ranked performance organizations, attracts more than 400,000 people a year to its concerts and community education and outreach programs. A three-year, \$1 million grant supports the orchestra while it restructures its operations for long-term sustainability and expands its audience and patron base.

## DOWNTOWN DETROIT PARTNERSHIP INC.

Detroit, Mich.  
\$30,000

The partnership is a critical leader in the turnaround of Detroit, delivering initiatives to strengthen downtown Detroit as the vibrant, diverse and economically healthy urban core of southeastern Michigan. It is using this two-year, \$85,000 grant to increase supportive services for small businesses impacted during the construction of the M-1 Rail along Woodward Avenue.

## DOWNTOWN DETROIT PARTNERSHIP INC.

Detroit, Mich.  
\$100,000

The partnership is a critical leader in the revitalization of Detroit, delivering initiatives to strengthen downtown Detroit as the vibrant, diverse and economically healthy urban core of southeastern Michigan. As the fiscal sponsor for the 2014 Detroit Homecoming event, the partnership is using this funding to plan future homecomings and follow-on activities that re-engage returning Detroiters with the city as investors and supporters.

## DOWNTOWN DETROIT PARTNERSHIP INC.

**2013**  
Detroit, Mich.  
\$250,000

The partnership is a critical leader in the revitalization of Detroit, delivering initiatives to strengthen downtown Detroit as the vibrant, diverse and economically healthy urban core of southeastern Michigan. This four-year, \$1 million grant assists in the purchase and maintenance of a new fleet of police cars and ambulances for the city of Detroit.

## ECOWORKS

Detroit, Mich.  
\$13,992

Formerly WARM Training Center, the organization promotes the development of resource-efficient, affordable, healthy homes and communities through education, training and technical assistance. Funding enables a team of six Detroit neighborhood revitalization leaders to participate in the EcoDistricts Incubator, an executive training program that prepares participants to launch EcoDistrict sustainable development projects in their communities.

## ECOWORKS

**2012**  
Detroit, Mich.  
\$50,000

Formerly WARM Training Center, the organization promotes the development of resource-efficient, affordable, healthy homes and communities through education, training and technical assistance. Through this three-year, \$250,000 grant, the center is building staff capacity in financial management, data analysis and marketing to help maintain its operations while it realigns its growth strategy.

## EDUCATION TRUST

**2012**  
Washington, D.C.  
\$100,000

The advocacy and research organization focuses on identifying and eliminating gaps in educational opportunity and achievement, especially for low-income and underrepresented students. Operational support provided by this three-year, \$375,000 grant for the statewide affiliate, Education Trust-Midwest, bolsters efforts to reduce gaps in academic opportunity in Michigan.

## EXCELLENT SCHOOLS DETROIT

Detroit, Mich.  
\$260,910

The organization is implementing strategies in public-will building, talent development, school creation, accountability and early-childhood education to improve student achievement and ensure all Detroit children have access to a high-quality education. This grant supports the formation of a comprehensive professional development model for Detroit's early-childhood community and underwrites the launch of a summer training institute for early-childhood educators and teacher coaches.

## EXCELLENT SCHOOLS DETROIT

**2012**  
Detroit, Mich.  
\$333,000

The organization is implementing strategies in public-will building, talent development, school creation, accountability and early-childhood education to improve student achievement and ensure all Detroit children have access to a high-quality education. This three-year, \$1 million grant supports the organization's work to transform Detroit's systems for educating students.

## FOCUS: HOPE

**2013**  
Detroit, Mich.  
\$100,000

The organization serves as a major provider of social service, educational, training and workforce-development programs to address hunger, racial divisions, economic disparities and insufficient educational opportunities. This two-year, \$225,000 grant supports the organization as it restructures its operation and business model.



## FOUNDATION FOR DETROIT'S FUTURE - THE GRAND BARGAIN

Detroit, Mich.  
\$5 million

The Foundation for Detroit's Future, also known as the Grand Bargain, is an \$816 million fund created by the philanthropic community, the state of Michigan and the Detroit Institute of Arts to soften the impact of the city's bankruptcy on pensioners and safeguard cultural assets at the DIA. This 20-year, \$100 million grant constitutes Kresge's commitment to the fund, which is being administered by the Community Foundation for Southeast Michigan.

## GERMAN MARSHALL FUND OF THE UNITED STATES

**2013**  
Washington, D.C.  
\$150,000

The nonpartisan public-policy and grantmaking institution promotes greater cooperation and understanding between North America and Europe. This two-year, \$390,000 grant renews Detroit's participation in the Marshall Memorial Fellowship program, which mentors next-generation leaders, and the Cities in Transition initiative, a leadership network-building program.

## GLEANERS COMMUNITY FOOD BANK OF SOUTHEASTERN MICHIGAN

Detroit, Mich.  
\$200,000

In collaboration with member agencies, the Feeding America network and program partners, Gleaners distributes millions of pounds of donated and purchased high-quality, nutritional food to people in need in southeastern Michigan and helps them achieve greater self-sufficiency through education, advocacy and access to healthy living resources. Grant money is being used to transform a vacant lot near Gleaners' Detroit warehouse into an outdoor center for youth development, education, sustainable design and community engagement.

## GRANDMONT ROSEDALE DEVELOPMENT CORP.

**2013**  
Detroit, Mich.  
\$75,000

The neighborhood organization, formed and operated by local residents, seeks to revitalize the Grandmont Rosedale communities of Northwest Detroit through initiatives, including a comprehensive community-stabilization program aimed at reversing the negative trends facing the area. This two-year, \$225,000 grant funds the second phase of a multiyear plan to acquire, renovate and resell vacant single-family homes and strengthen the local housing market.

## THE HEIDELBERG PROJECT

Detroit, Mich.  
\$5,102

The open-air art environment created by founder and artistic director Tyree Guyton uses discarded everyday objects to create a two-block area of color, symbolism and intrigue in an east side neighborhood. This grant supports the implementation of new security measures and equipment to safeguard the art installations in the neighborhood and complete an on-site clean-up.

## THE HOUSING PARTNERSHIP NETWORK INC.

Boston, Mass.  
\$100,000

The national network of nonprofit housing developers and lenders aids in building affordable housing for low- and moderate-income residents and contributes to more vibrant communities. Funding is being used to consider and create a business plan for a possible nonprofit neighborhood development partnership to support revitalization work in Detroit's residential areas.

## IFF

**2013**  
Chicago, Ill.  
\$85,325

The nonprofit lender and real estate consultant is dedicated to strengthening nonprofit organizations and the communities they serve. This two-year, \$170,650 grant enables IFF to conduct Detroit's first comprehensive early childhood education needs assessment, which establishes a baseline for future decision-making.

## IN OUR BACKYARDS

Brooklyn, N.Y.  
\$250,000

This innovative organization uses micro philanthropy in an online format to connect small grant donors and volunteers with groups in need of funding to carry out neighborhood environmental projects in urban areas. This cross-team grant from our Detroit and Arts & Culture program teams allows the crowd-sourcing enterprise to ramp up its national expansion and explore the potential for launching a pilot program in Detroit.

## INVEST DETROIT FOUNDATION

Detroit, Mich.  
\$950,000

The foundation, which provides low-cost loans and nontraditional financial assistance to organizations promoting community development and strengthening the physical condition of the city, is a critical partner in the revitalization of the Woodward Corridor. This two-year, \$1.5 million grant will increase the capacity of a revolving loan fund to finance key projects and speed the redevelopment along the corridor.

## INVEST DETROIT FOUNDATION

Detroit, Mich.  
\$150,000

The foundation, which provides low-cost loans and nontraditional financial assistance to organizations promoting community development and strengthening the physical condition of the city, is a critical partner in the revitalization of the Woodward Corridor. This three-year, \$450,000 grant provides operational support.



## JEFFERSON EAST INC.

Detroit, Mich.  
\$137,000

Jefferson East fosters business and residential growth and development on Detroit's lower east side. Grant money enables the association to commence the Jefferson East Streetscape and Transit Enhancement Project, a three-phase initiative to spur commercial and neighborhood revitalization along the East Jefferson Avenue corridor.

## JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

**2013**  
Washington, D.C.  
\$50,000

The Kennedy Center is recognized as one of the nation's premier venues for the performing arts, and through its DeVos Institute for Arts Management offers training programs for performing arts managers. Through this two-year, \$100,000 grant, the center is providing intensive one-on-one consultations for 12 Detroit-area arts and cultural organizations as part of the second phase of a capacity-building program.

## LAMBERT SANCTUARIES

**2012**  
Detroit, Mich.  
\$75,000

Lambert Sanctuaries, which operates as the Greater Woodward Community Development Corp., is the community development arm of St. Matthew's and St. Joseph's Episcopal Church in Detroit's North End neighborhood. This three-year, \$240,100 grant supports the launch of the Nehemiah Project, which provides low-skilled workers with on-the-job training and certification in green home building and renovation.

## LAWRENCE TECHNOLOGICAL UNIVERSITY

**2013**  
Southfield, Mich.  
\$100,000

The private university offers undergraduate and graduate programs through its colleges of engineering, management, architecture and design and arts and science. This three-year, \$300,000 grant funds the build-out of the new Detroit Center for Design + Technology, where the university plans to consolidate its architecture and design programs and foster creative, technology-focused educational and entrepreneurial activity along Woodward Avenue in the Midtown neighborhood.

## LEGAL SERVICES OF SOUTH CENTRAL MICHIGAN

**2013**  
Ann Arbor, Mich.  
\$90,000

The organization extends free legal advice and representation to low-income and elderly residents and operates Farmworker Legal Services and the Michigan Poverty Law Program, which provides state support services to local legal-aid programs. A two-year, \$180,000 grant allows attorneys to assist 600 Detroit households annually through the organization's Michigan Foreclosure Prevention Project.

## LIVING ARTS

**2012**  
Detroit, Mich.  
\$40,000

A cultural anchor of southwest Detroit, the company uses the transformative power of theater to change lives, build community and foster social justice. Living Arts serves as the fiduciary for ARTS 3000, a strategic collaboration of four small nonprofit arts organizations based in Southwest Detroit that is using this two-year, \$100,000 grant, which was transferred to strengthen the operational capacity and sustainability of each member organization.

## LOCAL INITIATIVES SUPPORT CORP. — DETROIT

Detroit, Mich.  
\$125,000

The Detroit affiliate of the nation's largest community-development support organization provides operating support, technical and capacity-building assistance, project financing and leverage to community-based organizations engaged in revitalizing Detroit neighborhoods. This three-year, \$1.63 million grant supports redevelopment lending and projects in the Grand/Woodward, Springwells Village and Grandmont Rosedale neighborhoods, as part of LISC's Building Sustainable Communities initiative.

## M-1 RAIL

— 2009 — DETROIT, MICH. — \$6 MILLION —

**M-1 Rail (Regional Area Initial Link) is a nonprofit, public/private partnership of Detroit business and civic leaders formed in 2008 to promote economic development and advance light-rail transit in Detroit. This six-year, \$34.6 million grant helps to fund engineering, planning, construction and operation of a 3.4-mile light-rail line along Woodward Avenue, connecting the Woodward Corridor from the riverfront to the New Center area.**



## MIAMI FOUNDATION

Miami, Fla.  
\$10,000

The foundation provides civic leadership on community issues and works with individuals and community partners to create charitable funds that foster the arts, childhood literacy, diversity and other worthy causes. It serves as the fiscal sponsor for CutTime Productions, led by former Kresge Artist Fellow and Detroit Symphony Orchestra member Rick Robinson, and is using this grant to expand its Classical Revolution Detroit concert music series in nontraditional locations in Detroit neighborhoods.

## MICHIGAN ASSOCIATION OF UNITED WAYS INC.

Lansing, Mich.  
\$169,800

The association works directly with Michigan's 64 local United Ways to develop responses to current and emerging issues. Through this grant, the association is partnering with the Michigan Office of Great Start and Public Sector Consultants to implement a comprehensive plan for early learning and development in Michigan.

## MICHIGAN COMMUNITY RESOURCES

Detroit, Mich.  
\$250,000

The agency provides free legal and development resources to community-based nonprofits that serve Detroit residents. Through this grant, the organization will support neighborhood groups' efforts to eliminate blight as well as increase awareness and build support for the methods and goals for the Detroit Future City Strategic Framework.

## MICHIGAN STATE UNIVERSITY COLLEGE OF LAW

East Lansing, Mich.  
\$75,000

The private, nonprofit, independent law college, originally the Detroit College of Law, is academically integrated into Michigan State University. A two-year, \$150,000 grant is being used to launch the Detroit Food Law Clinic, in partnership with Detroit Eastern Market, to provide low-income, food-based business entrepreneurs and nonprofit organizations with high-quality legal and advocacy services.

## MIDTOWN DETROIT INC.

Detroit, Mich.  
\$75,000

The organization serves as the primary development agency in Midtown Detroit, building on the area's cultural, educational and medical assets. Grant funding enables Midtown Detroit to showcase the second DLECTRICITY festival, a biennial two-day exhibition of contemporary public art designed to illuminate a mile-long stretch of Midtown.

## MIDTOWN DETROIT INC.

Detroit, Mich.  
\$300,000

The organization serves as the primary development agency in Midtown Detroit, building on the area's cultural, educational and medical assets. This three-year, \$900,000 grant provides operational support.

## MIDTOWN DETROIT INC.

Detroit, Mich.  
\$324,500

The organization serves as the primary development agency in Midtown Detroit, building on the area's cultural, educational and medical assets. A two-year, \$600,000 grant funds the planning and production, in 2015, of the third Art X Detroit: Kresge Arts Experience, a biennial, multidisciplinary public festival that showcases the work of our Artist Fellows and Eminent Artists in venues across Midtown.

**MIDTOWN DETROIT INC.**  
— DETROIT, MICH. — \$550,000 —

**The organization serves as the primary development agency in Midtown Detroit, building on the area's cultural, educational and medical assets. Funding supports projects to encourage new residents to move to and stay in Midtown, raise awareness of local small businesses and make infrastructure improvements.**

## MOSAIC YOUTH THEATRE OF DETROIT

**2013**  
Detroit, Mich.  
\$50,000

The organization offers young artists professional performing arts training in theatrical and musical art. This three-year, \$175,000 grant establishes Mosaic as the arts organization in residence at the Thompson Educational Foundation's University Prep Science and Math Elementary School and funds development of an arts-infused curriculum for K-12 students.



## NATIONAL COMMUNITY STABILIZATION TRUST

Washington, D.C.  
\$100,000

The trust works with financial institutions and local housing providers to reclaim and stabilize neighborhoods hit hard by foreclosure and abandonment. Through this two-year, \$200,000 grant, it is assisting Detroit government agencies and local nonprofits with the acquisition and renovation or demolition of foreclosed and abandoned properties, as part of a citywide effort to eliminate blight and revitalize residential areas.

## NATIONAL TRUST FOR HISTORIC PRESERVATION

Washington, D.C.  
\$325,000

The National Trust provides leadership, education, advocacy and resources to save America's diverse historic places and to revitalize its communities. This joint grant by our Detroit and Environment program teams supports the Preservation Green Lab initiative's nationwide efforts to encourage the deep-energy retrofitting and reuse of buildings, and to expand its place-based work in Detroit.

## NEW DETROIT INC.

Detroit, Mich.  
\$100,000

The coalition of leaders from business, labor, media, community-based and civil rights organizations and educational, health and religious institutions works collaboratively to foster more positive race relations by influencing issues and policies that ensure economic and social equity. Funding provides support for the organization's operations and race-relations activities.

## POWER HOUSE PRODUCTIONS

Detroit, Mich.  
\$75,000

The artist-led, community-based organization promotes neighborhood stabilization and revitalization through the arts and creative enterprises. Grant money is being used to transform a formerly vacant home, dubbed "Jar House," into a neighborhood information center, project archive and resource library for community and cultural engagement in a 12-block, ethnically diverse residential area known as Banglatown.

## PRESBYTERIAN VILLAGES OF MICHIGAN

Southfield, Mich.  
\$250,000

The provider of senior living and services serves more than 4,300 elderly adults in 25 village locations throughout Michigan. This grant funds the construction of Hartford Village, an 84-unit, mixed-income, senior retirement community in Northwest Detroit that supports the revitalization of the McNichols Avenue corridor.

## REGIONAL TRANSIT AUTHORITY OF SOUTHEAST MICHIGAN

Detroit, Mich.  
\$100,000

The agency is responsible for planning and coordinating public transportation in a four-county region that includes Macomb, Oakland, Washtenaw and Wayne counties and the city of Detroit, and for delivering rapid transit that ensures accessibility, satisfies the integrated mobility needs of the community and promotes livable, healthy and sustainable regional growth. A two-year, \$300,000 grant provides operating support.

## SOUTHEAST MICHIGAN COMMUNITY ALLIANCE

Taylor, Mich.  
\$40,000

To achieve its vision for a competitive economy, the alliance forges private and public partnerships that help to foster the development of a productive workforce. SEMCA anchors the Workforce Intelligence Network of Southeast Michigan, which is using this funding to develop and launch an online dashboard that tracks labor-market and economic metrics for Detroit and the surrounding region.

## SOUTHWEST DETROIT BUSINESS ASSOCIATION INC.

Detroit, Mich.  
\$100,000

The coalition of businesses and community interests is committed to facilitating the continuation and enhancement of a stable, economically healthy Southwest Detroit. This grant funds the association's work to revive a 2.3-mile stretch of the West Vernor Avenue corridor as a thriving commercial district, complete streetscape improvements, coordinate community programs for residents and build support for renewal of the business improvement district.

## SOUTHWEST DETROIT BUSINESS ASSOCIATION INC.

**2013**  
Detroit, Mich.  
\$100,000

The coalition of businesses and community interests is committed to facilitating the continuation and enhancement of a stable, economically healthy Southwest Detroit. A two-year, \$200,000 grant supports its work to strengthen small-business development and the landscape for investment and growth.

## SOUTHWEST HOUSING SOLUTIONS CORP.

**2013**  
Detroit, Mich.  
\$150,000

Through its comprehensive approach to community revitalization, the organization has leveraged residential mortgages, preserved real estate assets, allowed families facing foreclosure to stay in their homes and assisted first-time homebuyers. This two-year, \$300,000 grant provides residents of Detroit's North End neighborhood with financial assistance for making home improvements.



## STARFISH FAMILY SERVICES INC.

Inkster, Mich.  
\$333,000

Each year, more than 9,000 at-risk children and families in Southeast Michigan receive assistance through the agency's 13 programs and 14 service sites. Starfish is using a three-year, \$1 million grant to launch Thrive by Five Detroit, a collaborative initiative to provide high-quality early childhood development services for an additional 1,000 Detroit children from birth to five years of age.

## STARFISH FAMILY SERVICES INC.

**2012**  
Inkster, Mich.  
\$150,000

Each year, more than 9,000 at-risk children and families in Southeast Michigan receive assistance through the agency's 13 programs and 14 service sites. Through a three-year, \$450,000 grant, Starfish is completing phase two of a comprehensive, long-term early childhood education strategy that improves and expands its current services.

## TRANSPORTATION RIDERS UNITED

**2013**  
Detroit, Mich.  
\$40,000

The nonprofit organization seeks to improve and promote transit in greater Detroit as a means to restore urban vitality, ensure transportation equity and enhance quality of life. It is using this two-year, \$80,000 grant to campaign for improvements in Detroit bus service, build public support for regional transit and dedicated funding and support other initiatives that increase transportation access and mobility.

## U3 ADVISORS

Philadelphia, Pa.  
\$500,000

The real estate consulting practice, formerly known as U3Ventures, specializes in projects that leverage the employment base, procurement volume and facilities of universities and medical institutions to improve their surrounding neighborhoods. This grant supports the strategic development and implementation of anchor-driven revitalization efforts in Detroit's Midtown area and along the McNichols Corridor in Northwest Detroit.

## UNIVERSITY OF DETROIT MERCY

Detroit, Mich.  
\$5,000

The university delivers student-centered undergraduate and graduate education in an urban context, and is home to the Detroit Collaborative Design Center, a community outreach program of the School of Architecture. Supported by this grant, the design center is organizing and hosting the Association for Community Design's national conference, entitled EMERGENCE, in Detroit.

## UNIVERSITY OF MICHIGAN

**2013**  
Ann Arbor, Mich.  
\$85,000

Michigan is the nation's leading university for research spending, which currently totals \$1.33 billion, and is home to the A. Alfred Taubman College of Architecture and Urban Planning. This two-year, \$195,000 grant supports the establishment of the Taubman Architecture High School in the Midtown Detroit area to offer college-level architecture education to students from seven area high schools.

## UNIVERSITY OF MICHIGAN — DEARBORN

Dearborn, Mich.  
\$75,000

UM-Dearborn, one of two University of Michigan satellite campuses, houses four colleges that offer more than 100 undergraduate majors and minors and 40 graduate degree programs in arts and sciences, business, engineering and computer science, education and other academic areas. This two-year, \$150,000 grant enables UM-Dearborn to launch Public Allies Metro Detroit, a member of the AmeriCorps national service network, and to assist an initial cohort of 28 Allies in developing leadership capabilities.

## WARREN/CONNER DEVELOPMENT COALITION

Detroit, Mich.  
\$6,560

Founded by east side Detroit leaders, the community-development organization encourages residents, neighborhood groups, business associations and institutions to work together to improve the quality of life on the east side. Funding enables a small team of organizers to travel to green development zone projects in four or five U.S. cities as part of the coalition's efforts, supported by a previous grant, to align its Lower Eastside Action Plan with the Detroit Future City Strategic Framework.

## WARREN/CONNER DEVELOPMENT COALITION

Detroit, Mich.  
\$75,000

Founded by east side Detroit leaders, the community-development organization encourages residents, neighborhood groups, business associations and institutions to work together to improve the quality of life on the east side. Grant assistance enables the coalition to align its Lower Eastside Action Plan with the Detroit Future City Strategic Framework by implementing small pilot projects and establishing a dashboard to monitor progress.

## WAYNE COUNTY KIDSPACE

**2012**  
Detroit, Mich.  
\$57,475

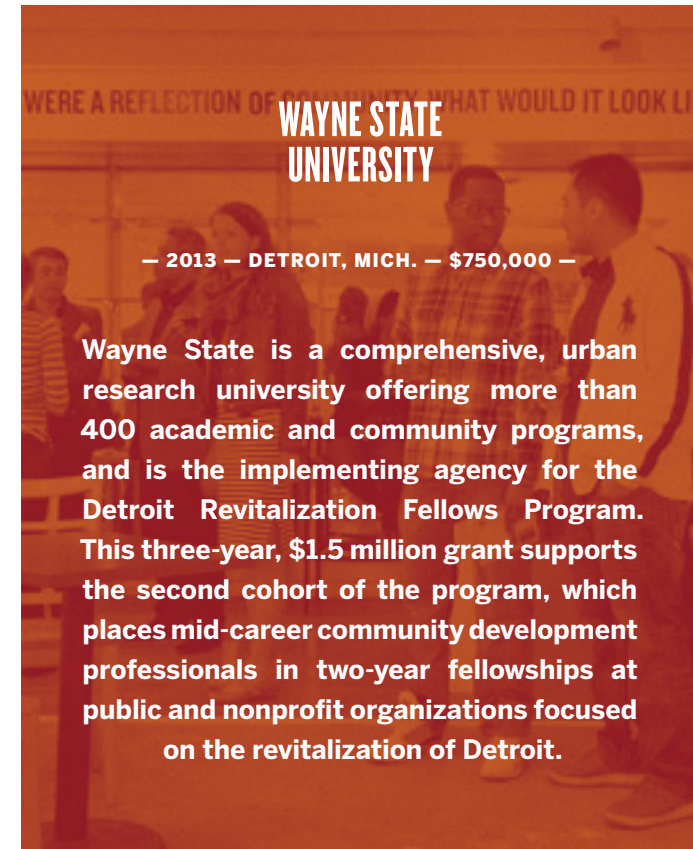
KidSpace offers affordable, professional child care for infants and prekindergarten-age children. This three-year, \$218,450 grant promotes the expansion of high-quality early childhood education in Detroit's downtown, Midtown and North End neighborhoods.



## WAYNE STATE UNIVERSITY

Detroit, Mich.  
\$100,000

Wayne State is a comprehensive, urban research university offering more than 400 academic and community programs. The university's Forum on Contemporary Issues in Society is using this grant to implement Citizen Detroit, an initiative to educate and mobilize residents on city government policies, governance and decision-making processes.



## WAYNE STATE UNIVERSITY

**2013**  
Detroit, Mich.  
\$171,000

Wayne State is a comprehensive, urban research university offering more than 400 academic and community programs. Funding from this three-year, \$513,000 grant allows the university's Center for Urban Studies to administer and support the expansion of the AmeriCorps Urban Safety program in the Southwest Detroit and University District neighborhoods.

## WAYNE STATE UNIVERSITY

**2012**  
Detroit, Mich.  
\$76,990

Wayne State is a comprehensive, urban research university and the coordinator of the Woodward Corridor Early Childhood Consortium. A four-year, \$245,970 grant strengthens the consortium, a program of the university's School of Education and Merrill Palmer Skillman Institute for Child and Family Development, and advances community efforts to promote quality child care in Detroit's downtown, Midtown and North End neighborhoods.

## WAYNE STATE UNIVERSITY

**2012**  
Detroit, Mich.  
\$100,000

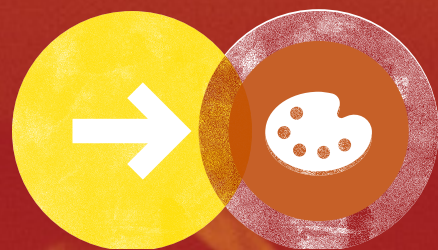
Wayne State is a comprehensive, urban research university offering more than 400 academic and community programs. Funding from this three-year, \$300,000 grant enables the university's Center for Urban Studies to continue its management of the Detroit/Wayne County Green and Healthy Homes Initiative, a collaborative effort to expand the number of green, healthy homes citywide.

## YOUNG NATION

Detroit, Mich.  
\$20,000

The community-based Southwest Detroit youth group promotes the holistic development of young people in urban settings through relationship building, community education and passion-driven projects. It is using a two-year, \$40,000 grant to develop an arts-infused public plaza and artists' market that expand The Alley Project, or TAP Gallery, a multifaceted program to create new spaces where neighborhood residents can engage in arts and cultural activities.





# Detroit Arts Support

Since 2007, we have provided more than \$19 million in operating support to small, midsize and large organizations in metropolitan Detroit's Wayne, Oakland and Macomb counties through Detroit Arts Support. In 2014, we awarded 65 grants totaling more than \$4.1 million through this effort.



## The multiyear awards went to:

### ACCESS

Detroit, Mich.  
\$100,000 over two years, for the Arab American National Museum.

### ALL THE WORLD'S A STAGE

Romeo, Mich.  
\$10,000 over two years.

### ANTON ART CENTER

Mount Clemens, Mich.  
\$25,000 over two years.

### ARTS & SCRAPS

Detroit, Mich.  
\$40,000 over two years.

### ARTS LEAGUE OF MICHIGAN

Detroit, Mich.  
\$56,000 over two years.

### BIRMINGHAM BLOOMFIELD ART CENTER

Birmingham, Mich.  
\$70,000 over two years.

### CHAMBER MUSIC SOCIETY OF DETROIT

Farmington Hills, Mich.  
\$40,000 over two years.

### CHARLES H. WRIGHT MUSEUM OF AFRICAN AMERICAN HISTORY

Detroit, Mich.  
\$170,000 over two years.

### COLLEGE FOR CREATIVE STUDIES

Detroit, Mich.  
\$90,000 over two years, for Center Galleries, Community Arts Partnerships and Precollege & Continuing Studies.

### CRANBROOK EDUCATIONAL COMMUNITY

Bloomfield Hills, Mich.  
\$110,000 over two years, for the Cranbrook Art Museum, Cranbrook Institute of Science and Cranbrook Center for Collections and Research.

### DETROIT ARTISTS MARKET

Detroit, Mich.  
\$30,000 over two years.

### DETROIT CHAMBER WINDS & STRINGS

Southfield, Mich.  
\$50,000 over two years.

### DETROIT CHILDREN'S CHOIR

Detroit, Mich.  
\$15,000 over two years.

### DETROIT EDUCATIONAL TELEVISION FOUNDATION

Wixom, Mich.  
\$180,000 over two years, for Detroit Public Television.

### DETROIT EDUCATIONAL TELEVISION FOUNDATION

Wixom, Mich.  
\$100,000 over two years, for WRCJ-FM 90.9.

### DETROIT HISTORICAL SOCIETY

Detroit, Mich.  
\$100,000 over two years.

### DETROIT INSTITUTE OF ARTS

Detroit, Mich.  
\$200,000 over two years.

### DETROIT INTERNATIONAL JAZZ FESTIVAL FOUNDATION

Harper Woods, Mich.  
\$80,000 over two years.

### DETROIT PUBLIC LIBRARY FRIENDS FOUNDATION

Detroit, Mich.  
\$25,000 over two years.

### DETROIT REPERTORY THEATRE

Detroit, Mich.  
\$45,000 over two years.

### DETROIT SYMPHONY ORCHESTRA

Detroit, Mich.  
\$200,000 over two years.

### DETROIT ZOOLOGICAL SOCIETY

Royal Oak, Mich.  
\$170,000 over two years.



## EISENHOWER DANCE ENSEMBLE

Southfield, Mich.  
\$30,000 over two years.

## FAR CONSERVATORY OF THERAPEUTIC & PERFORMING ARTS

Birmingham, Mich.  
\$30,000 over two years.

## GREAT LAKES CHAMBER MUSIC FESTIVAL

Southfield, Mich.  
\$30,000 over two years.

## THE HEIDELBERG PROJECT

Detroit, Mich.  
\$50,000 over two years.

## THE HENRY FORD

Dearborn, Mich.  
\$180,000 over two years.

## HERITAGE WORKS

Detroit, Mich.  
\$25,000 over two years.

## HOLOCAUST MEMORIAL CENTER

Farmington Hills, Mich.  
\$45,000 over two years.

## HURON VALLEY COUNCIL FOR THE ARTS

Highland, Mich.  
\$10,000 over two years.

## INSIDEOUT LITERARY ARTS PROJECT

Detroit, Mich.  
\$90,000 over two years.

## JEWISH ENSEMBLE THEATRE

Bloomfield Hills, Mich.  
\$45,000 over two years.

## LIVING ARTS

Detroit, Mich.  
\$50,000 over two years.

## MACOMB COMMUNITY COLLEGE

Warren, Mich.  
\$90,000 over two years, for the Macomb Center for the Performing Arts and Lorenzo Cultural Center.

## MARYGROVE COLLEGE

Detroit, Mich.  
\$25,000 over two years, for Onstage!, the Institute of Music and Dance and Institute for Arts Infused Education.

## MATRIX THEATRE COMPANY

Detroit, Mich.  
\$50,000 over two years.

## MICHIGAN OPERA THEATRE

Detroit, Mich.  
\$200,000 over two years.

## MICHIGAN SCIENCE CENTER

Detroit, Mich.  
\$110,000 over two years.

## MICHIGAN STATE UNIVERSITY

East Lansing, Mich.  
\$30,000 over two years, for Community Music School-Detroit.

## MOSAIC YOUTH THEATRE OF DETROIT

Detroit, Mich.  
\$100,000 over two years.

## MOTOR CITY BRASS BAND

Southfield, Mich.  
\$10,000 over two years.

## MOTOWN HISTORICAL MUSEUM

Detroit, Mich.  
\$30,000 over two years.

## MUSEUM OF CONTEMPORARY ART DETROIT

Detroit, Mich.  
\$90,000 over two years.

## MUSIC HALL CENTER FOR THE PERFORMING ARTS

Detroit, Mich.  
\$150,000 over two years.

## OAKLAND UNIVERSITY

Rochester, Mich.  
\$25,000 over two years, for Meadow Brook Hall.



## OAKLAND UNIVERSITY

Rochester, Mich.  
\$10,000 over two years, for the Oakland University Art Museum.

## PEWABIC SOCIETY

Detroit, Mich.  
\$90,000 over two years.

## PUPPETART

Detroit, Mich.  
\$10,000 over two years.

## RACKHAM SYMPHONY CHOIR

Grosse Pointe, Mich.  
\$20,000 over two years.

## THE SCARAB CLUB

Detroit, Mich.  
\$25,000 over two years.

## SIGNAL-RETURN

Detroit, Mich.  
\$15,000 over two years.

## SOUTHWEST DETROIT BUSINESS ASSOCIATION INC.

Detroit, Mich.  
\$20,000 over two years, for COMPÁS.

## SPHINX ORGANIZATION

Detroit, Mich.  
\$130,000 over two years.

## STAGECRAFTERS

Royal Oak, Mich.  
\$40,000 over two years.

## TEEN HYPE

Detroit, Mich.  
\$30,000 over two years.

## THEATRE ENSEMBLE

Rochester, Mich.  
\$45,000 over two years.

## TIPPING POINT THEATRE

Northville, Mich.  
\$20,000 over two years.

## TROY HISTORICAL SOCIETY

Troy, Mich.  
\$20,000 over two years.

## VSA MICHIGAN

Detroit, Mich.  
\$16,000 over two years.

## WAYNE STATE UNIVERSITY

Detroit, Mich.  
\$70,000 over two years, for Wayne State University Press.

## WAYNE STATE UNIVERSITY

Detroit, Mich.  
\$10,000 over two years, for the Freer House.

## WAYNE STATE UNIVERSITY

Detroit, Mich.  
\$10,000 over two years, for the Art Galleries.

## WAYNE STATE UNIVERSITY

Detroit, Mich.  
\$40,000 over two years, for Hilberry Theatre.

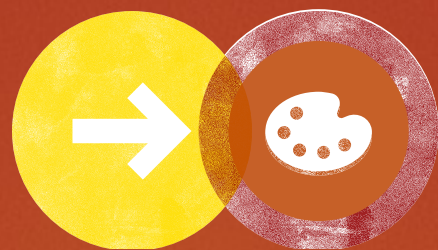
## WAYNE STATE UNIVERSITY

Detroit, Mich.  
\$70,000 over two years, for WDET-FM 101.9.

## YMCA OF METROPOLITAN DETROIT

Detroit, Mich.  
\$40,000 over two years, for Y-Arts.





# Kresge Arts in Detroit

One of the Detroit Program's strategic objectives is a multifaceted approach to support and develop Wayne, Oakland and Macomb county artists and arts and cultural institutions and organizations. Kresge Arts in Detroit consists of the Kresge Eminent Artist Award and Kresge Artist Fellowships. We believe arts and culture contribute to an essential quality of life that is vibrant, diverse and self-enriching.



## Kresge Eminent Artist



### BILL RAUHAUSER

**Iconic Detroit photographer and educator Bill Rauhauser was the 2014 Kresge Eminent Artist and awarded a \$50,000 prize.**

Rauhauser has devoted more than 60 years to "being there" – being present and engaged on the city's streets, inside the studio and inside the classroom. Five books of his work have been published, and his photographs have appeared in numerous exhibitions at the Detroit Institute of Arts, the Museum of Modern Art in New York and the Archives of American Art at the Smithsonian Institution in Washington.

After 18 years as an architectural engineer, Rauhauser became an educator and served for 30 years as a teacher in the photography department at the College for Creative Studies, where he is a professor emeritus. He also has taught at Wayne State University and the University of Michigan.

Previous Eminent Artists include Michigan Opera Theatre founder David DiChiera, poet and educator Naomi Long Madgett, literary artist and educator Bill Harris, the late jazz trumpeter and composer Marcus Belgrave and visual artist Charles McGee.

## Kresge Artist Fellowships

In 2014, 18 Kresge Artist Fellowships, each with an unrestricted stipend of \$25,000, were awarded to artists from metropolitan Detroit. The fellowships seek to advance and encourage the creative vision, commitment and careers of Detroit artists in a wide range of artistic disciplines, and to elevate the profile of the artistic community in the region. Fellows also receive professional development opportunities from Creative Many Michigan (formerly ArtServe Michigan). Detroit's College for Creative Studies administers the fellowships as well as the Eminent Artist Award.

### THE 2014 MUSIC / DANCE FELLOWS



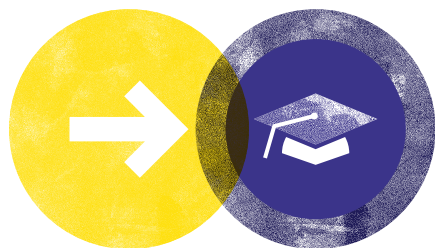
**First row:** Britney Stoney, Juan Atkins, Shannon Orme (New Music Detroit). **Second row:** Kisma Jordan, Tracy Halloran Pearson, Ben Hall, Jeedo (aka Waajeed). **Third row:** Gayelynn McKinney, Stephen Nawara, Erik Rönmark (New Music Detroit). Not pictured: Úna Fionnuala O'Riordan (New Music Detroit).

### THE 2014 FILM / THEATER FELLOWS



**First row:** Tony D'Annunzio, Donovan Glover, Rola Nashef. **Second row:** Leon Johnson, Diane Cheklich, Daniel Land, dream hampton, Jasmine Rivera, Sherina Rodriguez Sharpe.





# Education

## ACHIEVING THE DREAM

**2012**  
Silver Spring, Md.  
\$170,000

The national reform initiative seeks to increase the academic success of community college students, particularly students of color and those with low incomes. This three-year, \$2.04 million grant supports leadership development for community college presidents and trustees, the addition of three community colleges to the initiative and the sharing of lessons learned in the pursuit of postsecondary reform by U.S. and South African higher education leaders.

## AMERICAN ASSOCIATION OF COMMUNITY COLLEGES

**2013**  
Washington, D.C.  
\$367,000

The association is the leading advocacy and membership organization for the nation's 1,200 community colleges and their nearly 13 million students. This three-year, \$1.11 million grant from our Education and Environment programs provides continuing support for the Sustainability Education and Economic Development Initiative, which helps community colleges build a skilled workforce for a globally competitive green economy and become leaders in climate change resiliency in their communities.

## AMERICAN INDIAN COLLEGE FUND

**2013**  
Denver, Colo.  
\$250,000

The fund provides scholarships to Native American students and supports the country's tribal colleges and universities. Funding from a three-year, \$750,000 grant enables two tribal higher education institutions, Diné College in Arizona and Salish Kootenai College in Montana, to participate in Achieving the Dream, a national reform initiative to increase the academic success of community college students.

## AMERICAN PUBLIC MEDIA

**2012**  
St. Paul, Minn.  
\$25,000

The media organization is the largest owner and operator of public radio stations and a premier producer and distributor of public radio programming, including "Marketplace," which attracts more than 9 million listeners weekly. A three-year, \$450,000 grant enables "Marketplace" to increase the scope and frequency of its coverage of higher education and to enhance public understanding of America's education system.

## ARIZONA STATE UNIVERSITY FOUNDATION

Tempe, Ariz.  
\$350,000

The foundation is serving as the fiscal sponsor and coordinator of the University Innovation Alliance, a coalition of 11 public universities. This three-year, \$1 million grant underwrites the establishment and work of the alliance, which seeks to reshape the future of higher education by improving low-income and minority students' educational attainment and economic prospects.

## ARKANSAS ASSOCIATION OF TWO-YEAR COLLEGES

Little Rock, Ark.  
\$400,000

The association for the state's 22 public community colleges seeks to enhance student success. This two-year, \$650,000 grant enables five Arkansas community colleges to redesign their programs and support services at scale to provide students with well-defined institutional pathways to begin and complete programs of study.

**BOLD IS HELPING EVERYONE ACHIEVE FULL POTENTIAL AND JOIN THE ECONOMIC MAINSTREAM.**





**BOLD IS  
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MAINSTREAM.**





**We believe**  
local communities  
can help all residents  
reach their full potential  
and participate in the  
economic mainstream  
when they facilitate  
access to and success  
in postsecondary  
education.

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**The Talent Dividend** competition charged 57 cities with increasing the number of residents receiving college degrees over a four-year period. The prize: \$1 million from The Kresge Foundation.

The winner: Akron, Ohio, which increased its college attainment levels by 20.2 percent by improving the readiness of incoming students, supporting enrolled students through to graduation and helping those who had dropped out of school return and complete their degrees.

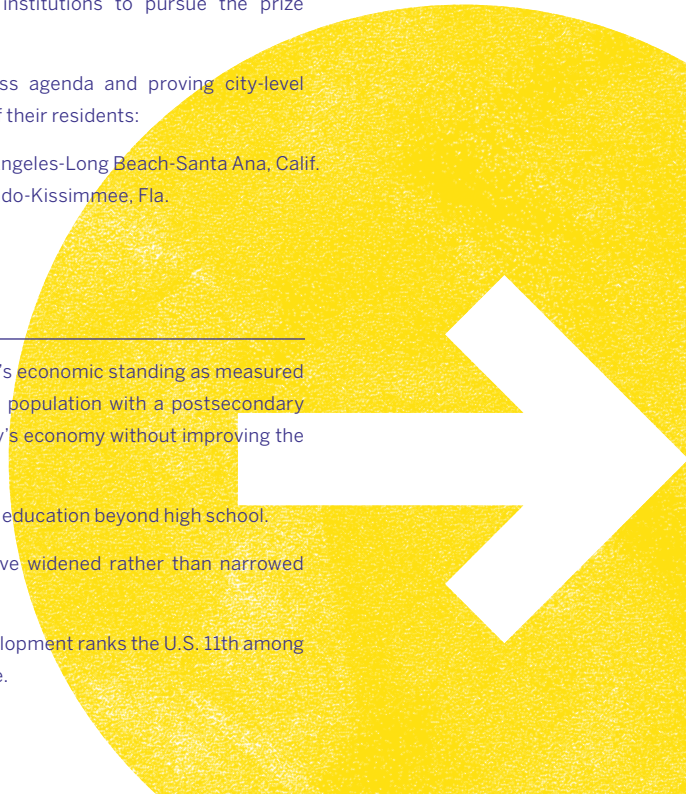
Partners responsible for driving the increase: Northeast Ohio Council on Higher Education coordinated 24 business, civic and higher education institutions to pursue the prize collectively for Akron, Cleveland, Youngstown and Canton.

Other awardees cited for advancing the college success agenda and proving city-level coalitions can help improve the college attainment levels of their residents:

- Portland, Ore.
- Houston, Texas
- Buffalo-Syracuse, N.Y.
- Los Angeles-Long Beach-Santa Ana, Calif.
- Orlando-Kissimmee, Fla.

**Why It Matters**

- A CEOs for Cities study found that 58 percent of a city's economic standing as measured by per capita income is tied to the percentage of its population with a postsecondary degree, making it virtually impossible to improve a city's economy without improving the education levels of its residents.
- By 2020, 65 percent of all jobs will require training and education beyond high school.
- The white-black and white-Latino education gaps have widened rather than narrowed since 1990.
- The Organisation for Economic Co-operation and Development ranks the U.S. 11th among industrialized nations for education of its young people.







# KRESGE EDUCATION PROGRAM 2014

Grants Awarded

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**65 Grants Made**  
of foundation's 408 total

Amount of Grants Awarded

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**\$26.7 Million**  
of foundation's \$242.5 million total \*

Amount of Grants Paid Out During Year

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**\$19.9 Million**  
paid out on 2014 and prior-years' grants

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Participants in the University of Akron's Finish on Time program were among the many students in northeast Ohio who benefited from regional efforts to boost degree-completion rates.

Photos courtesy University of Akron.

\* Includes \$100 million for the Foundation for Detroit's Future, the fund created to help resolve Detroit's bankruptcy; see Letter From the President.



## ASIAN AND PACIFIC ISLANDER AMERICAN SCHOLARSHIP FUND

Washington, D.C.  
\$60,000

The scholarship fund provides financial, academic and personal support to Asian American and Pacific Islander students while promoting policies and research designed to enhance their access to and success in college. This grant supports dissemination of a March 2014 report, "Measuring the Impact of MSI-Funded Programs on Student Success."

## ASIAN AND PACIFIC ISLANDER AMERICAN SCHOLARSHIP FUND

**2011**  
Washington, D.C.  
\$100,000

The nonprofit scholarship fund provides financial, academic and personal support to Asian American and Pacific Islander students. This three-year, \$450,000 grant supports the PASS initiative by funding national research to increase advocacy and support for Asian American and Pacific Islander students and implementing new programs at three colleges serving these students.

## ASSOCIATION OF AMERICAN COLLEGES AND UNIVERSITIES

Washington, D.C.  
\$200,000

The national higher education association is committed to making liberal education and inclusive excellence the foundations for institutional purpose and educational practice in higher education. It is using a two-year, \$290,000 grant to share lessons learned and to scale promising practices from its LEAP Roadmap initiative, which encourages community colleges and states to adopt educational programs that promote high-quality learning and degree attainment.

## ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES

Washington, D.C.  
\$250,000

The association provides consulting services and research on best practices in governance to 1,300 boards representing 1,900 colleges, universities and related foundations. This two-year, \$400,000 grant funds a project to strengthen governance at six historically black colleges and universities through board assessments, executive coaching and other activities.

## THE ASPEN INSTITUTE INC.

Washington, D.C.  
\$200,000

The international organization fosters values-based leadership and offers a neutral, balanced venue for discussing and acting on critical issues. A two-year, \$500,000 grant supports the \$1 million Aspen Prize for Community College Excellence, which is awarded biannually to a community college that delivers exceptional and equitable outcomes for students and graduates, as part of a national effort to accelerate transformation in community colleges to improve degree attainment.

## BRANDON ROBERTS + ASSOCIATES

Chevy Chase, Md.  
\$450,000

The consulting firm manages, on behalf of a funders' collaborative, the Working Poor Families Project, a national initiative focused on state workforce development policies involving education and skills training for adults, economic development and income and work supports. This two-year, \$725,000 grant, awarded by the Education and Human Services Programs and Cross-Disciplinary Fund, underwrites the project's efforts to strengthen state policies and programs that increase the economic security of low-income working families.

## CALIFORNIA COMMUNITY FOUNDATION

**2013**  
Los Angeles, Calif.  
\$360,000

The foundation drives transformative change in Los Angeles through its intermediary work as a champion of charitable giving, a steward of donor funds and as a thought leader, convener and grantmaker focused on pressing problems facing the city. A two-year, \$1 million grant is earmarked for the Los Angeles Scholars Investment Fund, which provides scholarship money and program support to organizations helping low-income students prepare for and graduate from postsecondary institutions.

## CAMPAIGN FOR COLLEGE OPPORTUNITY

**2012**  
Los Angeles, Calif.  
\$150,000

The broad-based coalition of business, labor, ethnic, religious and civic organizations works to ensure that California's next generation of students has the opportunity to attend college and succeed. This three-year, \$750,000 grant advances organizational efforts to increase college completion by raising public awareness, strengthening statewide support and identifying policy solutions related to affordability, transfer and funding.

## CARNEGIE FOUNDATION FOR THE ADVANCEMENT OF TEACHING

Stanford, Calif.  
\$350,000

The independent policy and research center seeks to transform U.S. education through innovations in teaching practice, student learning and knowledge building. This grant supports Carnegie's engagement with the Boston Consulting Group to develop a plan for the national expansion of Statway and Quantway, two national developmental education pathways designed to help community college students transition to credit-bearing college mathematics courses.



## CARNEGIE FOUNDATION FOR THE ADVANCEMENT OF TEACHING

— 2012 — STANFORD, CALIF. — \$500,000 —

The independent policy and research center seeks to transform U.S. education through innovations in teaching practice, student learning and knowledge building. This three-year, \$2 million grant supports the piloting and national expansion of two developmental mathematical curriculums, Statway and Quantway, designed to help community college students transition to credit-bearing college mathematics courses.

## CENTER FOR HOUSTON'S FUTURE INC.

Houston, Texas  
\$100,000

The think tank works to solve regional problems by engaging diverse leaders, providing impactful research and defining actionable strategies to make metropolitan Houston a globally competitive community. Through this three-year, \$300,000 grant supported by Kresge's Education and Health program teams, the center is building on its work in the Talent Dividend competition to expand My Degree Counts, an initiative to increase postsecondary degree and credential completion rates.

## CENTER FOR LAW AND SOCIAL POLICY

**2012**  
Washington, D.C.  
\$195,000

The center improves the lives of low-income people by developing and advocating for federal, state and local policies to strengthen families and create pathways to postsecondary education and work. The center co-manages the Benefits Access for College Completion initiative and is using this three-year, \$800,000 grant to support a learning community that is developing sustainable policies and practices to help all eligible students connect with the public benefits to which they are entitled.

## COLLEGE ADVISING CORPS INC.

Chapel Hill, N.C.  
\$400,000

The College Advising Corps places new college graduates in underserved high schools and community colleges where they serve as college access advisers. The corps is using this two-year, \$750,000 grant to expand its programming in Michigan, California and Arizona, launch its first chapter at a historically black college or university and deepen its footprint in southern and western U.S. markets.

## COLLEGE FORWARD

Austin, Texas  
\$300,000

College Forward is a college coaching program that offers personalized, near-peer mentoring and a strong support network to guide motivated students to and through college. This three-year, \$600,000 grant enables College Forward to expand its current pilot effort to offer fee-for-service advising services to Houston community colleges and universities to help more low-income students persist in college.

## COLLEGE POSSIBLE

St. Paul, Minn.  
\$300,000

College Possible provides an intensive curriculum of coaching and support to make college admission and success achievable for low-income students. This two-year, \$500,000 grant funds an ongoing national expansion that extends college access and success services to 15,000 students in five additional cities.

## COLLEGESPRING

San Francisco, Calif.  
\$350,000

CollegeSpring partners with schools and community organizations to help students from low-income backgrounds raise their SAT scores, navigate college admissions and financial aid and pursue college degrees successfully. Through a three-year, \$750,000 grant, the organization is expanding its programs in California and other states, and developing a national infrastructure that fosters long-term financial sustainability.



## COLLEGE SUMMIT

**2012**  
Washington, D.C.  
\$250,000

The nationally recognized college access organization provides college preparation services to low-income and underrepresented students in 170 high schools in 12 states. Through this three-year, \$750,000 grant, College Summit is expanding in the public Los Angeles Unified School District, where it provides 10,000 students annually with the support services they need to enter and succeed in college.

## COLORADO DEPARTMENT OF HIGHER EDUCATION

Denver, Colo.  
\$200,000

The department focuses on helping Colorado residents earn postsecondary credentials that enable them to achieve personal and professional goals. This three-year, \$600,000 grant accelerates the expansion of Colorado's successful Free Application for Federal Student Aid, completion efforts to 24 additional states, potentially benefiting nearly two million high school seniors who have college aspirations and need financial assistance.

## COMMUNITIES FOUNDATION OF TEXAS

Dallas, Texas  
\$100,000

Educate Texas is a public-private grant initiative of the foundation. This two-year, \$150,000 grant funds initial planning for the initiative's Texas Regional Degree Accelerator, a project designed to boost college attainment rates in five urban areas that are expected to see substantial student population growth over the next 20 years.

## COMMUNITY COLLEGE OF BALTIMORE COUNTY

Baltimore, Md.  
\$150,000

The nationally known leader in community college innovation serves the greater Baltimore metropolitan area. This grant supports extension of the college's Accelerated Learning Program to six community colleges in Michigan and to build organizational capacity to replicate the program in other states.

## COMMUNITY INITIATIVES INC.

San Francisco, Calif.  
\$120,000

Community Initiatives provides fiscal sponsorship and financial, human-resource and grants-management services for projects and organizations that benefit the public, and serves as the fiscal sponsor for California Competes. This two-year, \$220,000 grant supports California Competes' strategic agenda to improve equity, productivity and quality in the state's three higher education systems, and to increase college access and success for disadvantaged populations.

## COMMUNITY PARTNERS

Los Angeles, Calif.  
\$150,000

The organization provides administrative and financial services to nonprofit organizations implement projects and create partnerships among local nonprofits and national funders. This two-year, \$300,000 grant will help an alliance of more than 50 nonprofit organizations in Los Angeles County increase its capacity to serve member organizations and promote programs and policies to increase college access and success for low-income and minority students.

## COMPLETE COLLEGE AMERICA

**2013**  
Washington, D.C.  
\$150,000

This national organization works with states to increase the number of Americans with college degrees or certificates and to close attainment gaps for traditionally underrepresented populations. Operational support from a two-year, \$450,000 grant enables Complete College America to scale high-impact postsecondary completion strategies in the 33 states and the District of Columbia that have joined its Alliance of States.

## CONNECTICUT STATE COLLEGES AND UNIVERSITIES

Hartland, Conn.  
\$300,000

Connecticut's public higher education system comprises four state universities, 12 community colleges and a charter. A two-year, \$500,000 grant funds the launch of a Student Success Center that serves as a statewide hub for scaling up innovative student success models and strategies.

## COUNCIL FOR ADULT AND EXPERIENTIAL LEARNING

Chicago, Ill.  
\$300,000

The organization provides colleges, universities, businesses, labor organizations and state and local governments with tools and strategies to improve learning opportunities for working adults. This three-year, \$950,000 grant funds the expansion of LearningCounts.org, a national online prior learning assessment platform, to community college systems in urban areas of Michigan and Texas.

## COUNCIL OF MICHIGAN FOUNDATIONS

Grand Haven, Mich.  
\$23,000

The membership organization of grantmakers in Michigan provides networking, education and advocacy opportunities. This grant enables the council to host an event to celebrate the accomplishments of a Kresge-funded multi-year initiative that helped more than 20 community foundations to take on leadership roles in their Local College Access Network and raise funds for college access and success activities.



## EDUCATION TRUST INC.

Washington, D.C.  
\$350,000

The advocacy and research organization focuses on identifying and eliminating gaps in educational opportunity and achievement, especially for low-income and underrepresented students. This two-year, \$550,000 grant provides general operating support.

## EXCELENCIA IN EDUCATION INC.

Washington, D.C.  
\$350,000

Through research, public policy and programs, Excelencia seeks to improve postsecondary access and success for Latino students. A three-year, \$750,000 grant provides operating support for the organization while it strengthens its financial management capacity and works to achieve long-term sustainability.

## FORUM FOR THE FUTURE OF HIGHER EDUCATION

**2011**  
Cambridge, Mass.  
\$40,000

The independent nonprofit organization, located on the Massachusetts Institute of Technology campus, is a community of academic leaders and scholars who explore new thinking and ideas that affect the future of higher education. This four-year, \$160,000 grant enables forum members to study innovative ways of using learning media and technologies to improve academic productivity.

## FOUNDATION FOR CALIFORNIA COMMUNITY COLLEGES

Sacramento, Calif.  
\$300,000

The foundation serves California's 112 community colleges, providing resource development and advancement, program and grant management, system-wide purchasing, financial services, information technology and career-training support. A two-year, \$500,000 grant funds the launch of a Student Success Center that serves as a statewide hub for scaling up innovative student success models and strategies.

## GATEWAY TO COLLEGE NATIONAL NETWORK

Portland, Ore.  
\$350,000

With a national network of 43 colleges in 23 states, the dropout-recovery program uses a college-based model to help homeless and other hard-to-serve students complete high school and earn college credits. This three-year, \$750,000 grant funds four initiatives designed to expand its programs, improve student results and strengthen organizational leadership in creating postsecondary education pathways for formerly disconnected youth.

## HIGHER EDUCATION POLICY INSTITUTE

San Jose, Calif.  
\$12,500

The institute is the fiscal agent for Change: The Magazine of Higher Learning, which explores trends and issues in higher education. This grant provides support for the magazine's editorial functions.

## HOUSTON COMMUNITY COLLEGE FOUNDATION

**2011**  
Houston, Texas  
\$100,000

The foundation supports Houston Community College, one of the nation's largest and most diverse two-year colleges, which serves 75,000 predominantly low-income and minority students at its six campuses. This four-year, \$800,000 grant funds the Adult Degree Completion Initiative, which includes the college's Veterans Outreach program and five-week Parent Academy.

## IDEAS42

New York, N.Y.  
\$225,000

The organization works to bring insights from economics and psychology to strategies for dealing with social problems, and scaling up efforts to solve them. Funding supports efforts to design and test new approaches for increasing community college completion.

## IMENTOR

**2013**  
New York, N.Y.  
\$150,000

The program builds mentoring relationships that empower students from low-income communities to develop strong personal relationships, nurture college aspirations, navigate the college application process and build critical skills that lead to college success. Funding from a two-year, \$600,000 grant allows iMentor to launch a national partnership with Big Brothers Big Sisters of America and expand its program to four new cities.

## INDEPENDENT COLLEGES OF INDIANA INC.

**2013**  
Indianapolis, Ind.  
\$120,000

The organization serves as the collective voice for Indiana's 31 private, nonprofit colleges and universities and their 90,000 students. It is using a two-year, \$240,000 grant to explore different options for consolidating administrative functions across institutions to reduce operating costs.



## INDIANA UNIVERSITY

Bloomington, Ind.  
\$250,000

The multicampus public research institution, grounded in the liberal arts and sciences, is a world leader in professional, medical and technological education. A three-year, \$450,000 grant supports the launch of the Dual Degree Program pathway between Ivy Tech Community College and three Indiana University regional campuses (Kokomo, Northwest and South Bend) to boost student transfer rates and increase associate and bachelor's degree attainment.

## INSTITUTE FOR HIGHER EDUCATION POLICY

Washington, D.C.  
\$250,000

The nonpartisan global research and policy center serves as a resource for government agencies, higher education organizations, philanthropic foundations and others committed to increasing access and success in postsecondary education. This three-year, \$600,000 operating grant will enable IHEP to raise its visibility as a policy thought leader in the field, provide guidance to policy makers and education leaders and advance strategies to improve college access and success for underserved students.

## INSTITUTE OF INTERNATIONAL EDUCATION

New York, N.Y.  
\$198,000

The institute works to foster mutual understanding, develop global leaders and protect academic freedom worldwide through educational exchange and training programs. This grant supports IIE as the administrator of a Travel and Learning Fund that enables U.S., South African and other representatives to attend conferences, training opportunities and meetings focused on postsecondary access and success.

## JOBS FOR THE FUTURE

Boston, Mass.  
\$100,000

The organization identifies, develops and promotes education and workforce strategies that expand the college, career and life prospects of low-income youth and adults across 25 states. Through this grant, JFF is ramping up its technical support to Student Success Centers in seven states by creating a new readiness assessment tool, delivering a two-day Pathways Summit and hosting kickoff meetings to accelerate the implementation of structured college completion pathways in community colleges.

## JOBS FOR THE FUTURE

2012  
Boston, Mass.  
\$250,000

The organization identifies, develops and promotes education and workforce strategies that expand opportunities for youth and adults in more than 200 communities across 43 states. A three-year, \$750,000 grant enables the organization to provide technical assistance to Student Success Centers in Michigan, Ohio and Arkansas and to expand the model to additional states.

## JOBS FOR THE FUTURE

2011  
Boston, Mass.  
\$208,250

The organization identifies, develops and promotes education and workforce strategies that expand opportunities for youth and adults in more than 200 communities across 43 states. This four-year, \$1.13 million grant funds Accelerating Opportunity, a collaborative initiative with 40 community colleges in five states, to create and expand improved pathways to postsecondary credentials for lower-skilled adults enrolled in adult basic education.

## LAGUARDIA COMMUNITY COLLEGE FOUNDATION

— LONG ISLAND CITY, N.Y. — \$500,000 —

**LaGuardia Community College is a two-year campus of the City University of New York with an enrollment of approximately 18,000 students. Through this two-year, \$800,000 grant, LaGuardia is partnering with two other community colleges, Valencia in Orlando, Fla., and Maricopa in Phoenix, Ariz., to scale an online-faculty professional development program that modifies teaching practice in developmental education to improve student success.**



## LEADERSHIP MEMPHIS

Memphis, Tenn.  
\$125,000

The leadership development organization works to advance diversity, increase innovation and promote civic engagement. A two-year, \$250,000 grant from our Cross-Disciplinary Fund and Education Program team supports the Memphis Talent Dividend, an effort to increase postsecondary degree and credential completion and ensure long-term sustainability for the region's goal of raising local education levels.

## LIVING CITIES INC.: THE NATIONAL COMMUNITY DEVELOPMENT INITIATIVE

New York, N.Y.  
\$320,000

The philanthropic, corporate and public-sector partnership was established to bring community-development opportunities and the financial power of mainstream markets to urban neighborhoods and residents. Funding helps to underwrite the final-year activities of the Talent Dividend competition, which awards \$1 million to the city that achieves the greatest increase in the number of college degrees granted per 1,000 residents over a three-year period.

## MICHIGAN COLLEGE ACCESS NETWORK

Lansing, Mich.  
\$50,000

The network seeks to increase college readiness, participation and completion rates in Michigan, particularly among low-income, first-generation and minority students. This grant supports MCAN's role as the fiduciary agent for a new commission assessing Michigan's progress in increasing degree attainment and developing a plan for advancing policy and practice changes to increase workforce skill building and postsecondary credential attainment statewide.

## MICHIGAN COLLEGE ACCESS NETWORK

2013  
Lansing, Mich.  
\$475,000

The network seeks to increase college readiness, participation and completion rates in Michigan, particularly among low-income, first-generation and minority students. This two-year, \$1.12 million grant advances its core programs, public awareness campaigns and professional development opportunities.

## MICHIGAN COMMUNITY COLLEGE ASSOCIATION

— LANSING, MICH. — \$600,000 —

**The trade association for Michigan's 28 community colleges provides coordination, professional development and legislative advocacy for its members. This three-year, \$1.2 million grant enables the Michigan Center for Student Success to expand programs, networks, pathways and technical assistance that strengthen Michigan community colleges' capabilities to increase student persistence and degree completion.**

## NATIONAL COLLEGE ACCESS NETWORK INC.

Washington, D.C.  
\$350,000

The organization develops program and evaluation models, disseminates best practices and offers wide-ranging services to member organizations, including community-based college-access programs, statewide college-access networks and postsecondary education institutions in 44 states. NCAN is using this three-year, \$835,000 grant to provide opportunities for benchmarking and professional development to its members and to increase its visibility in national policy discussions, media coverage and high-profile convenings.

## NATIONAL COUNCIL FOR COMMUNITY AND EDUCATION PARTNERSHIPS

Washington, D.C.  
\$205,000

The council creates and leverages broad-based education and community partnerships to improve public education, raise academic achievement levels and increase access to higher education for low-income students. This two-year, \$410,000 grant enables NCCPEP to transition its GEAR UP Alumni Leadership Academy, which engages low-income students to serve as college access advocates, to a more sustainable operating model.



## NATIONAL LEAGUE OF CITIES INSTITUTE INC.

**2013**  
Washington, D.C.  
\$125,000

Dedicated to helping city leaders build better communities, the national membership organization works in partnership with the 49 state municipal leagues and serves as a resource and advocate for more than 19,000 cities. A two-year, \$475,000 grant enables the organization to improve the effectiveness and impact of strategic partnerships among municipal leaders, statewide college access networks and other stakeholders dedicated to increasing college completion rates in select cities.

## NEW AMERICA FOUNDATION

**2013**  
Washington, D.C.  
\$50,000

The New America Foundation, a nonpartisan public-policy institute, invests in new thinkers and ideas to address the nation's next generation of challenges, including national security, technology, asset building, health, energy, education and the economy. Through this two-year, \$200,000 grant, the foundation is conducting two separate research studies focused on Hispanic student retention and the changing digital learning landscape, to help community colleges develop scalable strategies for improving student success.

## NEW JERSEY COUNCIL OF COUNTY COLLEGES

Trenton, N.J.  
\$300,000

The council provides statewide leadership for the advancement of New Jersey's 19 community colleges and coordinates statewide efforts to improve student success. A two-year, \$500,000 grant funds the launch of a Student Success Center that serves as a statewide hub for scaling up innovative student success models and strategies.

## NEW PROFIT INC.

Cambridge, Mass.  
\$300,000

The national venture philanthropy fund provides multiyear financial and strategic support to innovative social entrepreneurs and the organizations they lead, and serves as the intermediary organization for the Pathways Fund, a Social Innovation Fund supported effort to boost college attainment. This two-year, \$500,000 grant provides support to six national college access and success organizations to expand their programs and serve more high-need students.

## OAKLAND UNIVERSITY

Rochester, Mich.  
\$30,000

Located in metropolitan Detroit, Oakland University offers undergraduate, graduate and continuing education programs to support research, scholarship, creative activity and public service. The university is using this grant to convene a two-day conference in 2015 of higher education practitioners across the state who are committed to improving student retention and college completion.

## ON POINT FOR COLLEGE

**2013**  
Syracuse, N.Y.  
\$150,000

The organization opens the door to higher education for low-income, underserved youth, breaks down barriers that hinder first-generation and at-risk students from entering college and provides support that empowers them to succeed. A three-year, \$450,000 grant funds the growth and replication of its Pathways to College Graduation Project at three sites in New York state.

## PUBLIC AGENDA

New York, N.Y.  
\$265,000

The public opinion research and engagement organization helps communities address policy issues. This grant funds a research project to examine the current and potential roles and responsibilities of trustees at regional public universities and lay the groundwork for increased trustee engagement around student success and institutional capacity building in a rapidly changing higher education landscape.

## ROCKEFELLER PHILANTHROPY ADVISORS

New York, N.Y.  
\$360,000

The organization provides research and counsel on charitable giving, develops philanthropic programs and offers program, administrative and management services for foundations and trusts. This two-year, \$520,000 grant supports the expansion of the Academy for College Excellence program to four Arkansas community colleges to increase student retention and graduation.

## SALZBURG GLOBAL SEMINAR

Washington, D.C.  
\$50,000

The organization promotes global engagement on critical issues in education, health, environment, economics, governance and peace-building, and works with strategic partners to drive social change in the areas of imagination, sustainability and justice. This grant funds a convening of 70 U.S. and global higher education leaders who will focus on new approaches for expanding higher education access and success to low-income and underrepresented populations.



## SCHOLARSHIP AMERICA INC.

**2013**  
Minneapolis, Minn.  
\$350,000

Over the past 50 years, the national organization has awarded nearly \$3 billion to 2 million students through its scholarship programs and services. Assisted by this two-year, \$1 million grant, Scholarship America is developing and implementing a new business model for the Dreamkeepers Emergency Financial Assistance Program, which helps community college students overcome financial emergencies and stay enrolled in school.

## SECOND NATURE INC.

**2012**  
Boston, Mass.  
\$106,000

Second Nature helps colleges and universities lower energy use, operation costs and greenhouse gas emissions. Second Nature is using this three-year, \$546,000 joint grant from our Education and Environment programs to assess and evaluate its core programs, create a strategic plan and increase the number of signatories to the American College and University Presidents' Climate Commitment.

## SINGLE STOP USA INC.

**2012**  
New York, N.Y.  
\$250,000

The organization coordinates the delivery of critical benefits to low-income families through counseling and its computerized "one-stop shop" model, which facilitates access to a suite of services using a sophisticated screening and enrollment tool. This three-year, \$1.25 million grant supports the ongoing implementation of Single Stop at Miami Dade College to help connect students with the public benefits, tax credits and services for which they are eligible, thus reducing their financial barriers to degree completion.

## STUDENT VETERANS OF AMERICA

**2013**  
Washington, D.C.  
\$175,000

The organization represents a national network of 900 affiliated student-veteran chapters and supports high-impact programs, policies and partnerships that empower returning U.S. military members to achieve their education goals. This two-year, \$350,000 grant advances the development of the Student Veteran Attainment Database as a tool for tracking the academic outcomes of student veterans who use the Post-9/11 GI Bill to pursue college degrees.

## TEXAS ASSOCIATION OF COMMUNITY COLLEGES

**2013**  
Austin, Texas  
\$250,000

The association provides coordination, professional development and legislative advocacy for the 50 public community college districts in Texas. This three-year, \$750,000 grant funds the launch of the Texas Success Center, a statewide hub to coordinate efforts to increase college success and accelerate degree completion.

## TIDES CENTER

San Francisco, Calif.  
\$25,000

The Tides Center is a public charity that serves as a fiscal agent for groups working to promote progressive social change on a local, national and international level. This three-year, \$75,000 grant enables the Africa Grantmakers' Affinity Group, a funders' resource hub for grantmaking in Africa, to implement its three-year strategic plan and attain greater financial sustainability.

## UASPIRE

Boston, Mass.  
\$450,000

Formerly known as ACCESS, the organization promotes college access for underserved students by partnering with high schools, community organizations and colleges to provide college-affordability advice to more than 10,000 young people and their families each year. This two-year, \$700,000 grant supports uAspire's expansion plan to offer its fee-for-service training and technical assistance programs in college financial aid advising to school counselors and community-based organizations.

## UNITE-LA INC.

**2013**  
Los Angeles, Calif.  
\$250,000

The organization provides minority and low-income Los Angeles high school students with the information and assistance they need to apply for college financial aid. Assistance from a two-year, \$650,000 grant enables the organization to drive the implementation of education reforms aimed at improving graduation rates in southern California's community colleges and to strengthen programmatic connections between education and business.

## UNIVERSITY ENTERPRISES INC.

Sacramento, Calif.  
\$165,000

As an auxiliary organization of California State University-Sacramento, University Enterprises creates and manages programs and services that enhance the university's educational mission. A two-year, \$325,000 grant enables the Institute for Higher Education Leadership and Policy, housed at the Center for California Studies, to plan the launch of a practitioner network that improves student success within the California State University system.



## UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

Champaign, Ill.  
\$80,000

The university serves more than 32,000 students. With this two-year, \$160,000 grant, the university's Office of Community College Research and Leadership is extending research, evaluation and data collection on Credit When It's Due, a college credits reverse transfer initiative, to Georgia, Tennessee and Texas.

## THE UNIVERSITY OF TEXAS AT AUSTIN

Austin, Texas  
\$50,000

The university is one of the nation's most prominent public flagship institutions. This funding enables the College of Education's Center for Community College Student Engagement to include student focus groups in an ongoing research project, supported by previous grants, to strengthen institutional partnerships between urban-based community colleges and universities to improve Latino student transfer rates.

## THE UNIVERSITY OF TEXAS AT AUSTIN

**2013**  
Austin, Texas  
\$75,000

The university is one of the nation's most prominent public flagship institutions. Its College of Education houses the Center for Community College Student Engagement, which is using this two-year, \$250,000 grant to co-develop and conduct a three-day institute focused on helping community colleges and universities strengthen Latino student engagement, transfer processes and college completion in urban areas.

## THE UNIVERSITY OF TEXAS AT EL PASO

El Paso, Texas  
\$450,000

The university is recognized nationally for its leadership in changing the face of U.S. higher education. This three-year, \$740,000 grant supports the initial rollout of the Academic Institutions for Military Students network, which seeks to increase degree completion for military service members, veterans and their dependents at public community colleges and universities.

## UNIVERSITY OF VIRGINIA

Charlottesville, Va.  
\$90,000

The public research university sustains the ideal of developing, through education, leaders who are well-prepared to help shape the future of the nation and the world. A two-year, \$140,000 grant funds a study that provides customized information about college enrollment and financial aid to U.S. Army personnel who are returning to civilian life.

## U.S. DEPARTMENT OF EDUCATION

Washington, D.C.  
\$35,000

The department is the primary government agency overseeing education policy in the United States. This grant supports the 2014 White House Initiative on Historically Black Colleges and Universities national conference, which convenes HBCU leaders to highlight significant HBCU contributions, to discuss the current challenges facing their institutions and students and to develop practical strategies for enhancing the delivery of high-quality educational experiences.

## VIRGINIA FOUNDATION FOR COMMUNITY COLLEGE EDUCATION

Richmond, Va.  
\$90,000

The foundation raises funds for Virginia's 23 community colleges and manages Great Expectations, an innovative program designed to increase educational attainment and workforce success among foster-care youth. This grant supports the launch of the program at Thomas Nelson Community College, a student engagement fellowship program, and improved data and research functionality.

## WASHINGTON MONTHLY CORP.

**2013**  
Washington, D.C.  
\$53,000

Washington Monthly is one of the nation's best-known nonprofit public policy magazines, and one of its best-known products is its annual college rankings issue, which looks at colleges based on their ability to enhance social mobility, produce high-quality research and serve their communities. A two-year, \$225,000 grant provides funding for the development and marketing of a new College Handbook.

## WAYNE STATE UNIVERSITY

Detroit, Mich.  
\$450,000

Wayne State is a comprehensive, urban research university offering more than 400 academic and community programs. This two-year, \$600,000 grant supports efforts to use data collection and analysis to improve services that help students complete their degrees.

## WESTCHESTER COMMUNITY COLLEGE FOUNDATION INC.

Valhalla, N.Y.  
\$100,000

Westchester Community College, one of 64 campuses of the State University of New York system, serves Westchester County in metropolitan New York City. It also serves as the host institution for the Community College Consortium for Immigrant Education, which is using this two-year, \$125,000 grant to strengthen its capacity and collaborations to expand programs that advance immigrant student success.



## WEST VIRGINIA HIGHER EDUCATION POLICY COMMISSION

**2013**  
Charleston, W.Va.  
\$75,000

The commission is responsible for developing, establishing and overseeing the implementation of a public-policy agenda for West Virginia's four-year colleges and universities. A two-year, \$225,000 grant underwrites the design and startup costs of a text-messaging platform pilot that provides 4,500 students at 14 high-need high schools with counseling and resources to help them transition successfully from high school to college.



## Education: South Africa

### DURBAN UNIVERSITY OF TECHNOLOGY

**2012**  
Durban  
\$50,000

The university offers undergraduate and graduate degrees in science, engineering and technology at multiple campuses in Durban and Pietermaritzburg, South Africa. This seven-year, \$660,000 grant supports DUT's participation in the new Kresge-Inyathelo Advancement Initiative, which focuses on improving institutional advancement capacity at four South African universities.

### NELSON MANDELA METROPOLITAN UNIVERSITY

Port Elizabeth  
\$100,000

The university offers a diverse range of educational, research and leadership-development opportunities designed to make a critical and constructive contribution to regional, national and global sustainability. This multi-year, \$400,000 grant through the "We Succeed," or Siyaphumelela, initiative enables the university to improve its collection, analysis and integration of student data with research, information technology, academic development, planning and academic divisions to increase South African university student success.

### SOUTH AFRICAN INSTITUTE FOR ADVANCEMENT

Woodstock, Cape Town  
\$18,000

The institute, known as Inyathelo, works to build a vibrant democracy in South Africa by strengthening civil society and higher education organizations, and developing a strong philanthropic movement. This grant covers costs of managing a request for proposals for projects to help several South African universities collect and analyze data and use it to support student success.

## YES WE MUST COALITION

Wayland, Mass.  
\$50,000

The coalition strives to increase low-income and underrepresented students' college-degree attainment at small, independent, nonprofit colleges and universities. This grant, along with a previous grant, underwrites the planning and implementation of strategies to increase the capability of its 27 member institutions to support, advocate for and graduate low-income and underrepresented students.

### SOUTH AFRICAN INSTITUTE FOR DISTANCE EDUCATION

Braamfontein  
\$75,000

The South African Institute for Distance Education uses technology to increase access to education. A four-year, \$1.34 million grant enables SAIDE to oversee the "We Succeed," or Siyaphumelela, initiative, which seeks to use data analytics to enhance the effectiveness of programs and policies designed to improve South African university student success.

### TSHWANE UNIVERSITY OF TECHNOLOGY

**2012**  
Pretoria  
\$50,000

South Africa's largest residential university serves primarily low-income students in four of the nation's nine provinces. This six-year, \$640,000 grant supports the university's participation in the Kresge-Inyathelo Advancement Initiative, aimed at improving the fundraising and development efforts at South African universities.

### UNIVERSITY OF JOHANNESBURG

**2012**  
Johannesburg  
\$50,000

The university has built a culture of inclusion and broad-based academic architecture, ranging from vocational and traditional to professional and postgraduate, across four campuses. This seven-year, \$640,000 grant supports the university's participation in the new Kresge-Inyathelo Advancement Initiative, which focuses on improving institutional advancement capacity at four South African universities.



## UNIVERSITY OF PRETORIA

Pretoria  
\$100,000

The university has evolved from a mainly white, Afrikaner institution to a multicultural, nonracial university. This multi-year, \$400,000 grant through the “We Succeed,” or Siyaphumelela, initiative enables the university to improve its collection, analysis and integration of student data with research, information technology, academic development, planning and academic divisions to increase South African university student success.

## UNIVERSITY OF PRETORIA

**2012**  
Pretoria  
\$50,000

The university has evolved from a mainly white, Afrikaner institution to a multicultural, nonracial university that fully embraces the new South Africa. This five-year, \$250,000 grant enables the university to continue building on fundraising and development efforts launched as part of the original Kresge Special Initiative in South Africa.

## UNIVERSITY OF THE FREE STATE

Bloemfontein  
\$100,000

The multicultural, bilingual university offers undergraduate and postgraduate degrees in seven disciplines to 33,000 students across three campuses in the Free State Province in central South Africa. This multi-year, \$400,000 grant through the “We Succeed,” or Siyaphumelela, initiative enables the university to improve its collection, analysis and integration of student data with research, information technology, academic development, planning and academic divisions to increase South African university student success.

## UNIVERSITY OF THE FREE STATE

**2013**  
Bloemfontein  
\$270,000

The multicultural, bilingual university offers undergraduate and postgraduate degrees in seven disciplines to 33,000 students across three campuses in the Free State Province in central South Africa. Assisted by a three-year, \$820,000 grant, the university’s Center for Teaching and Learning is implementing a suite of student surveys intended to help South African universities and colleges improve student engagement, support and success.

## UNIVERSITY OF THE FREE STATE

**2012**  
Bloemfontein  
\$50,000

The multicultural, bilingual university offers undergraduate and postgraduate degrees in seven disciplines to 33,000 students across three campuses in the Free State Province in central South Africa. This seven-year, \$640,000 grant supports its participation in the new Kresge-Inyathelo Advancement Initiative, which focuses on improving institutional advancement capacity at four South African universities.

## UNIVERSITY OF THE WESTERN CAPE

Cape Town  
\$200,000

The former apartheid government founded this historically black institution, located near Cape Town, to serve Coloured South Africans only, but the university embraced a new mission in the 1970s to serve all races and become the intellectual home of progressive forces. Funding supports the Brian O’Connell Visiting African Scholar Fund, which honors its outgoing vice chancellor by bringing scientists and scholars of black African descent to the UWC campus to share research, cutting-edge models and promising innovations.

## UNIVERSITY OF THE WITWATERSRAND

Johannesburg  
\$100,000

Founded with donations from South Africa’s mining industry, “Wits” became a center of political opposition to apartheid and a scientific pioneer, and has produced several Nobel laureates, including Nelson Mandela and Nadine Gordimer. This five-year, \$400,000 grant through the “We Succeed,” or Siyaphumelela, initiative enables the university to improve its collection, analysis and integration of student data with research, information technology, academic development, planning and academic divisions to increase South African university student success.

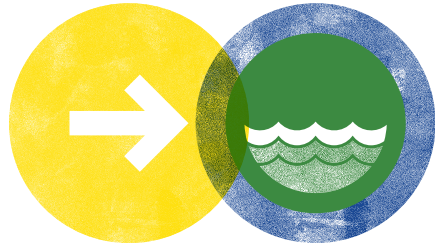
## UNIVERSITY OF THE WITWATERSRAND

**2012**  
Johannesburg  
\$50,000

Founded with donations from South Africa’s mining industry, “Wits” became a center of political opposition to apartheid and a scientific pioneer, and has produced several Nobel laureates, including Nelson Mandela and Nadine Gordimer. This five-year, \$250,000 grant enables the university to continue building on fundraising and development efforts launched as part of the original Kresge Special Initiative in South Africa.

**Graduation day at Georgia State University: A member of the University Innovation Alliance, GSU leads the nation in eliminating disparities in graduation rates based on race or ethnicity. Data analytics is a key component of the university’s successes.**





# Environment

## 2030 INC./ ARCHITECTURE 2030

Santa Fe, N.M.  
\$525,000

The nonpartisan, independent organization seeks to reduce greenhouse-gas emissions by improving the design, construction, renovation and operation of buildings and neighborhoods. This three-year, \$900,000 grant extends support for the Cleveland 2030 District and advances other elements of the Green Cities Program, which helps urban areas reduce their carbon emissions and prepare for the effects of climate change.

## 2030 INC./ ARCHITECTURE 2030

**2013**  
Santa Fe, N.M.  
\$150,000

The nonpartisan, independent organization seeks to reduce greenhouse-gas emissions by improving the design, construction, renovation and operation of buildings and neighborhoods. This two-year, \$300,000 grant supports its general operations and pioneering work to accelerate the building sector's adoption of climate-friendly technologies and practices.

## 2030 INC./ ARCHITECTURE 2030

**2013**  
Santa Fe, N.M.  
\$50,000

The nonpartisan, independent organization seeks to reduce greenhouse-gas emissions by improving the design, construction, renovation and operation of buildings and neighborhoods. This two-year, \$400,000 grant extends support for 2030 Districts in Seattle and Cleveland, and establishes a 2030 Districts Network to provide additional cities with financial, technical and communications assistance to create high-performance building districts.

## ALIGN: THE ALLIANCE FOR A GREATER NEW YORK

New York, N.Y.  
\$100,000

The coalition-building organization unites workers, community leaders and others to create good jobs, vibrant neighborhoods and a more accountable democracy for all New Yorkers. It is using grant money to design a Climate Works for All initiative in partnership with other stakeholders to ensure that climate-resilience planning, policy development and implementation better reflect the priorities and needs of low-income urban residents.

## ALLIANCE FOR WATER EFFICIENCY

**2013**  
Chicago, Ill.  
\$120,000

The alliance of stakeholders from utilities, manufacturers, academic institutions, environmental groups and government agencies works through education, advocacy, technical assistance and the development of codes and standards to promote efficient, sustainable water use in the United States and Canada. Funding from this two-year, \$240,000 grant supports the organization's general operations.

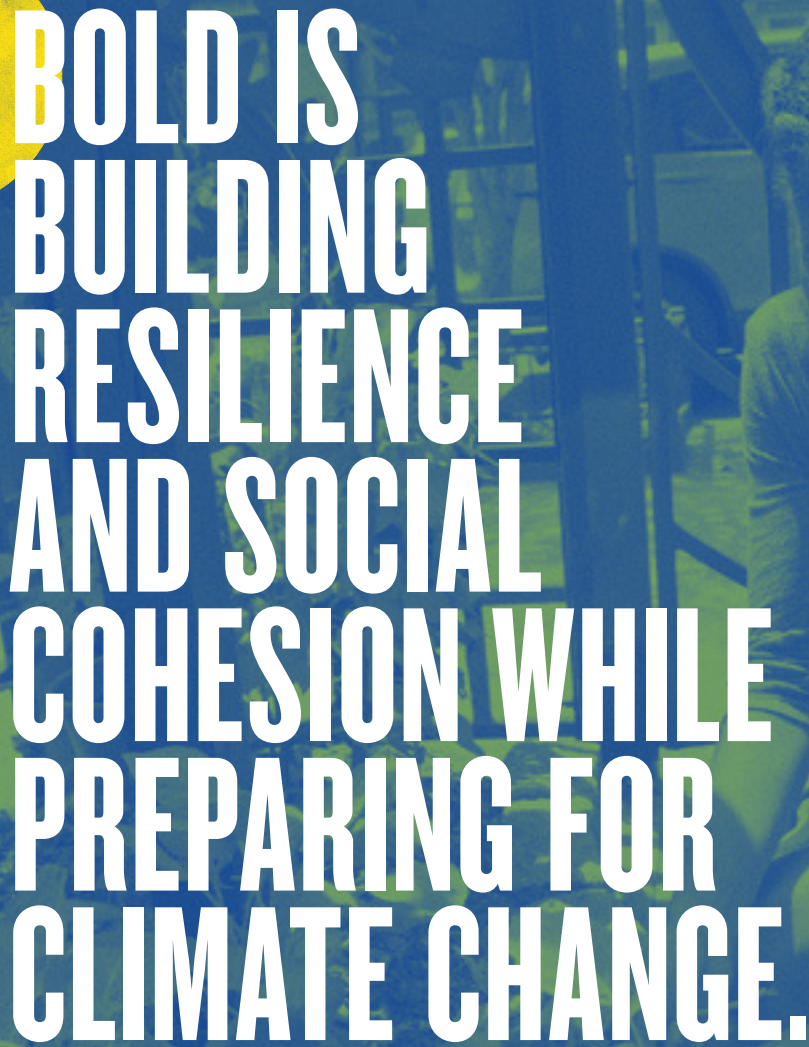
## AMERICAN COUNCIL FOR AN ENERGY-EFFICIENT ECONOMY


Washington, D.C.  
\$100,000

The national organization has a strong track record of leading and supporting improvements in the efficiency of America's energy use through publications, advocacy work and development of appliance-efficiency standards and model building codes. Grant funding enables the council to provide guidance and technical assistance to communities as they assess climate-related threats to their energy systems and employ energy efficiency as a central component of their comprehensive climate change preparedness plans.

# BOLD IS BUILDING RESILIENCE AND SOCIAL COHESION WHILE PREPARING FOR CLIMATE CHANGE.





 **BOLD IS  
BUILDING  
RESILIENCE  
AND SOCIAL  
COHESION WHILE  
PREPARING FOR  
CLIMATE CHANGE.**





**We believe** that residents of low-income communities can prepare for the effects of climate change, building collective resilience and social cohesion in the process.

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**West Harlem Environmental Action Inc.** works to improve environmental quality and secure environmental justice in predominantly low-income communities.

With a \$100,000 Kresge grant, WE ACT is working with groups from four northern New York City neighborhoods to develop a climate-resilience plan that takes into account the economic and health disparities residents already experience that place them at greater risk for heat mortality and climate-related health problems and economic hardship.

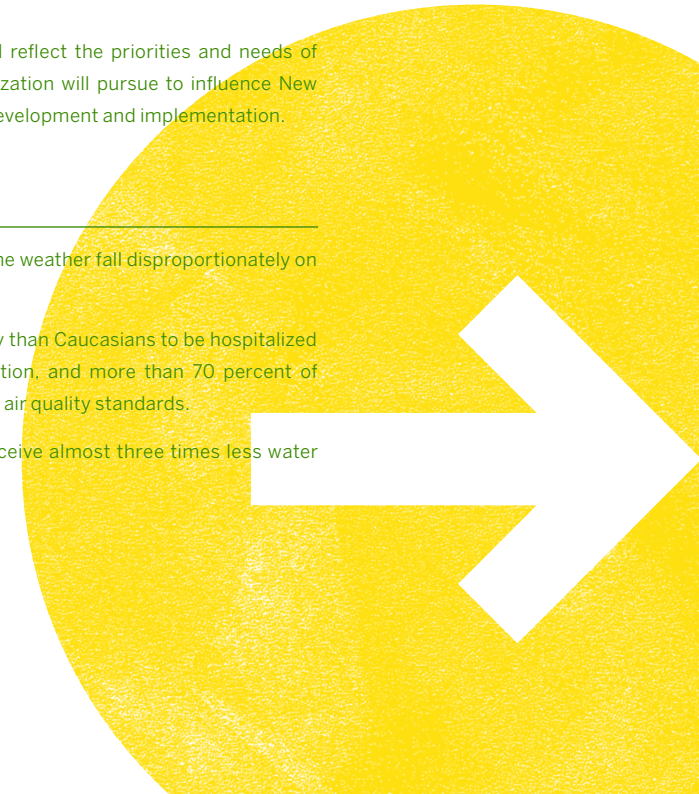
WE ACT's planning process is expanding opportunities for residents to engage with climate experts and public officials and is enabling them to examine the issues facing their neighborhoods based on predictive data.

When complete, the multiyear implementation plan will reflect the priorities and needs of community residents and describe activities the organization will pursue to influence New York City officials on climate-resilience planning, policy development and implementation.

### **Why It Matters**

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- The effects of poor air quality, heat waves and extreme weather fall disproportionately on minority and low-income communities.
- African Americans are almost three times more likely than Caucasians to be hospitalized or die from respiratory illnesses linked to air pollution, and more than 70 percent of African Americans live in counties that violate federal air quality standards.
- In drought-stricken California, low-income areas receive almost three times less water than wealthy areas of the state.







# KRESGE ENVIRONMENT PROGRAM 2014

Grants Awarded

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**56 Grants Made**  
of foundation's 408 total

Amount of Grants Awarded

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**\$14.9 Million**  
of foundation's \$242.5 million total \*

Amount of Grants Paid Out During Year

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**\$18.6 Million**  
paid out on 2014 and prior-years' grants

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Members of West Harlem Environmental  
Action Inc. work to improve  
environmental quality and secure  
environmental justice.  
Photos by Julie Pincus.

\* Includes \$100 million for the Foundation for Detroit's Future, the fund created to help resolve Detroit's bankruptcy; see Letter From the President.



## AMERICAN COUNCIL FOR AN ENERGY-EFFICIENT ECONOMY

**2013**  
Washington, D.C.  
\$200,000

The national organization has a strong track record of leading and supporting improvements in the efficiency of America's energy use through its publications, advocacy work and development of appliance-efficiency standards and model building codes. Through this two-year, \$400,000 grant, the council is launching the City Energy Efficiency Scorecard to assess, assist and track cities seeking to improve their energy-efficiency policies, practices and outcomes.

## AMERICAN RIVERS INC.

**2013**  
Washington, D.C.  
\$350,000

As a national leader in climate change adaptation, American Rivers seeks to build resilience in human and natural communities by prescribing climate-smart practices and policies. Through a two-year, \$750,000 grant, the organization is launching four separate initiatives that use watershed-level management to connect diverse urban and rural stakeholders, safeguard water supplies for U.S. cities and restore and maintain ecologically sustainable river systems as the climate changes.

## ASIAN PACIFIC ENVIRONMENTAL NETWORK

Oakland, Calif.  
\$100,000

The state-wide advocacy and action organization works to protect and shape the environment of Asian and Pacific Islanders in the San Francisco Bay area through democratic participation. It is using grant funding to partner on the development of a multiyear framework to ensure that state and regional climate-resilience planning, policy development and implementation consider the priorities and needs of low-income urban residents.

## ASSOCIATION OF STATE FLOODPLAIN MANAGERS

Madison, Wis.  
\$102,900

The association promotes education, policies and activities that mitigate current and future losses, costs and human suffering caused by flooding, and protects the natural and beneficial functions of floodplains without causing adverse impacts. This funding enables an association staff member to participate on a task force convened by the White House Council on Environmental Quality to develop recommendations on national climate resilience and preparedness.

## CARPE DIEM WEST

Sausalito, Calif.  
\$200,000

To ensure a more sustainable future for the American West, Carpe Diem West engages water leaders to develop innovative solutions for dealing with water scarcity in a changing climate. This two-year, \$400,000 grant supports two programs, the Healthy Headwaters project and the Watershed Investment Network, which foster adaptive water resources management and investment strategies and improve water security for people and the environment.

## CATALYST MIAMI

Miami, Fla.  
\$100,000

Working through a partnership network, the coalition identifies and launches innovative strategies to help people and communities thrive. Through this grant, it is collaborating with other stakeholders on a work plan to influence climate-resilience planning, policy development and implementation in the Greater Miami area to reflect the priorities and needs of vulnerable populations.

## CEC STUYVESANT COVE INC.

New York, N.Y.  
\$190,000

CEC Stuyvesant Cove (doing business as Solar One) offers a broad array of programs promoting urban sustainability, education and workforce training. A two-year, \$375,000 grant underwrites Solar One's Community Solar Initiative to increase the adoption of solar power in low-income neighborhoods in New York City.

## CENTER FOR AMERICAN PROGRESS

Washington, D.C.  
\$200,000

The center's broad spectrum of research and policy-development work includes formulating energy and climate-change policy recommendations that increase public and private investments in clean, energy-efficient technologies and contribute to a sustainable, competitive American economy. This two-year, \$400,000 grant supports the center's work to help a federal taskforce identify and refine policies that can help improve climate resilience and equitable development in low-income communities.

## CENTER FOR EARTH, ENERGY AND DEMOCRACY

**2013**  
Minneapolis, Minn.  
\$150,000

Working with grassroots communities, policymakers and researchers, the center conducts studies and provides community education on energy, environment and development issues to ensure solutions are democratic, sustainable and socially just. A two-year, \$300,000 grant funds a collaborative project to develop a model for climate adaptation in low-income communities of color in Minneapolis and Chicago, working in partnership with the Little Village Environmental Justice Organization and Physicians for Social Responsibility-Chicago.

**People United for Sustainable Housing's Green Development Zone in Buffalo integrates an array of activities, from design and construction practices to community-based renewable energy projects and urban agriculture.**



## CENTER FOR PLANNING EXCELLENCE

Baton Rouge, La.  
\$50,000

The organization helps communities create and enact master plans for transportation and infrastructure, equitable housing, environmental sustainability and the built environment. It is using this funding to begin implementing policy and program recommendations, developed under a prior grant, for coastal planning and restoration that increase protection for climate-vulnerable communities.

## CENTRO POR LA JUSTICIA – SOUTHWEST WORKERS UNION

San Antonio, Texas  
\$100,000

The Centro Por La Justicia – Southwest Workers Union is a grassroots membership-based group working for social change. It is using grant money to engage community, city and business stakeholders in developing a climate-resilience vision and strategic implementation plan for San Antonio that meets the needs and interests of its low-income residents.

## CERES INC.

**2013**  
Boston, Mass.  
\$325,000

The advocacy organization works to integrate sustainability into day-to-day business practices to improve the health of the planet and its inhabitants. Assisted by this two-year, \$650,000 grant, Ceres is scaling a suite of programs aimed at building support for climate action among private-sector leaders, growing the Carbon Asset Risk campaign and expanding the Clean Trillion campaign to increase global investment in clean energy and climate solutions.

## CLEAN ENERGY GROUP INC.

Montpelier, Vt.  
\$250,000

The advocacy organization works in the United States and internationally on innovative technology, finance and policy programs related to clean energy and climate change. It is using a two-year, \$500,000 grant to help communities design, finance and deploy resilient power systems, which combine distributed renewable energy with battery back-up to ensure the supply of electricity is not disrupted during failures of the power grid.

## CLEVELAND NEIGHBORHOOD PROGRESS

Cleveland, Ohio  
\$100,000

The community-based organization works to restore and maintain the health and vitality of Cleveland's neighborhoods. Assisted by grant funding, it is engaging public officials, academic partners, community development corporations and allied organizations in a climate-resilience planning process that focuses on the city's low-income neighborhoods.

## CLIMATE CENTRAL INC.

Princeton, N.J.  
\$400,000

The organization conducts scientific research on climate change and informs the public of key findings related to climate science, energy and climate impacts such as sea-level rise. This three-year, \$1.1 million grant enables Climate Central to deploy its expertise, online Surging Seas mapping tool and other resources to advance policies and implement strategies that reduce sea-level rise risk factors, particularly for socially and economically vulnerable U.S. coastal communities.

## COMMUNITIES FOR A BETTER ENVIRONMENT

**2013**  
Huntington Park, Calif.  
\$200,000

Through grassroots activism, environmental research and legal assistance, the environmental-justice organization helps minority residents in underserved, industrialized communities throughout California change policies and practices that threaten their health. It is using a three-year, \$600,000 grant to develop climate-resilience plans for the communities of Wilmington and Richmond and to share its methodology and model with policymakers and practitioners.

## CONNECTICUT FUND FOR THE ENVIRONMENT

**2013**  
New Haven, Conn.  
\$125,000

The environmental organization is dedicated to protecting and improving the land, air and water of Connecticut and Long Island Sound. Through this two-year, \$275,000 grant, it is partnering with the Business Council of Fairfield County to launch the Stamford 2030 District, to reduce the carbon footprint and improve the resilience and climate preparedness of Stamford's central business area.

## CONSERVATION BIOLOGY INSTITUTE INC.

**2013**  
Corvallis, Ore.  
\$200,000

The organization provides scientific expertise to support the conservation and recovery of biological diversity through applied research, education, planning and community service. This two-year, \$400,000 grant provides renewed support and funds the development of a sustainable business model for the Data Basin Climate Center, an interactive, open-source, Web-based resource focused on data related to climate change.



## EARTH ECONOMICS

**2013**  
Tacoma, Wash.  
\$170,000

Earth Economics is devoted to promoting ecosystem health and ecological economics and to halting the globalization of unsustainable economic policies. A two-year, \$340,000 grant funds project work to make updates to government accounting rules, policies and financing methods that encourage municipalities and federal agencies to consider the value of ecosystem services provided by natural systems, such as watersheds and wetlands.

## EARTH ISLAND INSTITUTE

Oakland, Calif.  
\$104,095

The organization provides support and fiscal sponsorship for grassroots efforts to conserve, preserve and restore ecosystems. Funding supports the Resilient Communities Initiative, a collaboration of community-based organizations working to develop recommendations for climate resilience planning and policies in the San Francisco Bay Area that help low-income communities most affected by climate change.

## ECOADAPT

Bainbridge Island, Wash.  
\$350,000

The organization brings together constituents from the conservation, policy, science and development communities to reshape the response to climate change and support the implementation of adaptation strategies. This two-year, \$675,000 grant supports EcoAdapt's general operations and enables the organization to expand and deepen its climate-change adaptation programs and services.

## ECOADAPT

Bainbridge Island, Wash.  
\$100,000

EcoAdapt brings together diverse constituents from the conservation, policy, science and development communities to reshape the response to climate change and support the implementation of adaptation strategies. Funding supports EcoAdapt in organizing and hosting the 2015 National Adaptation Forum, a biennial gathering of climate change adaptation practitioners.

## ECODISTRICTS

**2013**  
Portland, Ore.  
\$150,000

EcoDistricts, formerly the Portland Sustainability Institute, provides the people, tools, services and training to help cities and urban-development practitioners create neighborhoods that are resilient, vibrant, resource-efficient and just. This two-year, \$300,000 grant funds the annual EcoDistricts Summit for urban sustainability leaders, the EcoDistricts Incubator for training municipal and community-development leaders and the Target Cities pilot program to integrate the EcoDistricts framework into revitalization projects in six cities.

## ECONOMIC GROWTH FOUNDATION

Cleveland, Ohio  
\$110,889

The foundation is dedicated to promoting and advancing the civic, economic and cultural growth of Greater Cleveland. It is using grant money to deploy energy-aligned leasing at scale in Cleveland's central business district to improve the energy performance and resilience of the city's commercial building stock.

## ECOTRUST

**2013**  
Portland, Ore.  
\$100,000

The conservation organization supports the Economics for Equity and the Environment Network, which engages progressive economists in the development and promotion of sound economic foundations for environmental policy. Ecotrust is using this two-year, \$200,000 grant to fund its Future Economy project, which fosters climate resilience and social equity by advancing economic research, understanding and scaling of successful community-based transitions to the green economy in cities.

## ENTERPRISE COMMUNITY PARTNERS INC.

**2013**  
Columbia, Md.  
\$400,000

The national organization is spearheading efforts to achieve deep energy efficiency in affordable multifamily housing, in order to provide significant health, economic and environmental benefits to low-income households and communities. This two-year, \$800,000 grant enables Enterprise to build new relationships and capacities among practitioners in urban sustainability, community development and affordable housing that foster greater climate resilience and wealth creation in American cities.



## ENVIRONMENTAL GRANTMAKERS ASSOCIATION

New York, N.Y.  
\$50,000

The association helps member organizations increase their effectiveness as environmental grantmakers by sharing information on their experiences and perspectives, collaborating to tap into synergies and networking to strengthen their common bonds. This grant money provides membership support for its operations over the next two years.

## ENVIRONMENTAL HEALTH COALITION

National City, Calif.  
\$100,000

The coalition is a leader in advancing public policies and legal ordinances that protect public health and the environment from toxic pollution in southern California. Assisted by this grant, it is partnering with allied organizations to develop a roadmap for advancing climate resilience from a perspective rooted in the needs, priorities and realities of low-income communities in the San Diego region.

## FIFTH AVENUE COMMITTEE INC.

Brooklyn, N.Y.  
\$100,000

The South Brooklyn community development organization works to advance economic and social justice, and build vibrant, diverse communities where residents have opportunities to achieve their goals and shape their community's future. It is using grant money to spearhead a neighborhood-based climate resiliency planning initiative focused on benefitting low-income, public housing occupants of New York City Housing Authority complexes in Red Hook and Gowanus in Brooklyn.

## FLORIDA PUBLIC HEALTH INSTITUTE

**2013**  
Lake Worth, Fla.  
\$125,000

The institute conducts action-oriented research and promotes leadership, partnerships and collaborations to build capacity for strong public health policy, programs, systems and practices. A two-year, \$250,000 grant supports the institute's efforts to identify the public health risks of sea-level rise for vulnerable Southeast Florida communities and to provide local public health leaders with technical assistance and training.

## FOUNDATION FOR NATIONAL PROGRESS

San Francisco, Calif.  
\$150,000

The foundation seeks to educate the American public by investigating and reporting on important social and political issues, and serves as the parent organization for the Climate Access Network, a former project of the Resource Innovation Group. This two-year, \$300,000 grant extends funding for Climate Access, which provides support and guidance to local and regional practitioners focused on climate-resilience agendas.

## FRESHWATER FUTURE

Petoskey, Mich.  
\$79,080

The organization supports grassroots watershed groups and citizens working locally to protect and restore aquatic habitats throughout the Great Lakes Basin. Funding enables the organization to monitor grants, assist grantees and document lessons learned from local climate resilience projects around the Great Lakes funded over five years with Kresge support.

## FSG

Boston, Mass.  
\$115,751

The consulting firm specializes in strategy, evaluation and research to help organizations and companies create greater, more effective social change. Through this grant, FSG is assisting a core group of agency, community and government stakeholders in developing plans for a climate resilience initiative in the San Francisco Bay area.

## FUTUREWISE

Seattle, Wash.  
\$120,000

The statewide public-interest group works to promote healthy communities and cities while protecting farmland, forests and shorelines. This grant allows Futurewise to work collaboratively with other stakeholders to ensure Seattle's 2015 Comprehensive Plan incorporates policies that enhance climate resilience, public health and equity for the city's low-income residents.

## GEORGETOWN UNIVERSITY

**2013**  
Washington, D.C.  
\$320,000

The academic and research institution oversees the Georgetown Climate Center, formerly the State-Federal Climate Resource Center, which seeks to inform and advance effective climate and energy policies. Through this two-year, \$620,000 grant, the center is providing federal, state and local decision-makers with in-depth analyses and technical information about the opportunities and barriers to implementing climate-change adaptation programs and policies at all levels of government.

## GEOS INSTITUTE

Ashland, Ore.  
\$200,000

The organization uses science to help communities predict, reduce and prepare for climate change. This two-year, \$400,000 grant enables Geos to advance holistic, locally based climate-resilience strategies through its ClimateWise scientific-consulting unit, which specializes in helping communities anticipate, prepare for and mitigate the impacts of climate change.



## GLOBAL PHILANTHROPY PARTNERSHIP

**2013**  
Chicago, Ill.  
\$150,000

The organization works to promote international giving, raise awareness of global development issues and instill greater understanding of the field of global philanthropy. A two-year, \$412,000 grant underwrites the partnership's Urban Sustainability Directors Network, which encourages the sharing of best practices by sustainability directors representing North American communities, and funds a research project to elevate initiatives that ensure low-income communities benefit equitably from cities' sustainability efforts.

## GREEN BUILDING ALLIANCE

**2013**  
Pittsburgh, Pa.  
\$150,000

Through its programs and initiatives, the alliance promotes the creation of healthy, high-performing places for everyone while providing leadership that connects knowledge, transformative ideas and collaborative action. This two-year, \$300,000 grant provides continuing funding for the development of the Pittsburgh 2030 District, a downtown area targeting aggressive improvements in the energy and water efficiency of new and existing buildings as well as reductions in vehicle emissions.

## GREEN 2.0: GREEN DIVERSITY INITIATIVE

Washington, D.C.  
\$100,000

The Green Diversity Initiative, aka Green 2.0, is dedicated to increasing racial diversity across mainstream environmental nongovernmental organizations, foundations and government agencies through increased data transparency, accountability and resources. A two-year, \$200,000 grant supports the organization's efforts to improve the recruitment, retention and promotion of diverse, qualified professionals to senior leadership and board-level positions at top-tier environmental institutions.

## GULF RESTORATION NETWORK

New Orleans, La.  
\$305,000

The coalition of public-interest and environmental organizations is committed to protecting and restoring the Gulf of Mexico coastal area. This grant extends funding support for partnership efforts to advance ecosystem restoration and nonstructural approaches that increase the climate preparedness and sustainability of communities in coastal Louisiana and the greater New Orleans region.

## HAWAII COMMUNITY FOUNDATION

**2013**  
Honolulu, Hawaii  
\$75,000

The statewide philanthropic foundation provides grants and advisory services to nonprofit organizations that invest in people and solutions to benefit Hawaiian island communities. A two-year, \$150,000 grant funds the first phase of the Hawai'i Fresh Water Initiative, which is engaging key stakeholders in the development of a multifaceted agenda to sustain the islands' water supply in the face of climate change.

## HEADWATERS ECONOMICS INC.

Bozeman, Mont.  
\$500,000

The organization works to improve community-development and land-management agendas in the western United States by conducting research and informing key decision-makers. This grant renews support for Headwaters Economics' efforts to develop and deliver tools, resources and training that assist communities in climate resilience planning.

## INNOVATION NETWORK FOR COMMUNITIES

Tamworth, N.H.  
\$96,600

The national organization helps to develop and spread scalable innovations that transform the performance of community systems such as education, energy, land use, transportation and workforce development. Funding supports a project to help the philanthropic sector understand and work more effectively with urban climate resilience networks to advance climate action strategies.



**INSTITUTE FOR MARKET TRANSFORMATION INC.**Washington, D.C.  
\$200,000

The institute seeks to improve energy efficiency in the built environment through research, education, policy change, program initiatives and building-code regulations. A two-year, \$400,000 grant supports the institute's comprehensive efforts to increase the energy performance of America's urban building stock by addressing market failures that inhibit demand by owners for high-performance properties.

**INSTITUTE FOR MARKET TRANSFORMATION INC.****2012**  
Washington, D.C.  
\$929,413

The institute seeks to improve energy efficiency in the built environment through research, education, policy change, program initiatives and building-code regulations. A three-year, \$3.23 million grant supports the launch of the City Energy Project to accelerate the creation and implementation of local energy-efficiency policies and programs in 10 U.S. cities.

**INSTITUTE FOR SUSTAINABLE COMMUNITIES****2013**  
Montpelier, Vt.  
\$450,000

The institute leads transformative community-driven projects worldwide to improve air and water quality, conserve resources and strengthen resilience in the face of impacts of climate disruption. A two-year, \$900,000 grant advances climate-focused programming, including further development of the American Society of Adaptation Practitioners, a new professional association that fosters climate resilience by investing in the human resources needed for the challenge.

**INSTITUTE FOR SUSTAINABLE COMMUNITIES****2012**  
Montpelier, Vt.  
\$340,000

The institute leads transformative community-driven projects worldwide to improve air and water quality, conserve resources and strengthen resilience in the face of impacts of climate disruption. A three-year, \$975,000 grant supports the implementation of the Southeast Florida Regional Climate Change Compact, a groundbreaking project to coordinate greenhouse-gas reduction and climate-change adaptation across cities in four Florida counties.

**INTERNATIONAL LIVING FUTURE INSTITUTE**Portland, Ore.  
\$150,000

The institute offers green building and infrastructure solutions for buildings, neighborhoods and cities. It administers the Living Building Challenge, the world's most ambitious green building standard, and is using this funding to expand its approach to climate resilience and focus its work on net-zero energy and water use in affordable housing projects.

**IRONBOUND COMMUNITY CORP.**Newark, N.J.  
\$100,000

The 45-year-old community-based organization provides child care, youth programming, family support and senior services to the multiethnic, working-class Ironbound neighborhood adjacent to Newark's waterfront. It is using this funding to work with other stakeholders at the neighborhood, city and state level to identify measures to improve the climate resilience of low-income communities in New Jersey.

**ISLAND PRESS — CENTER FOR RESOURCE ECONOMICS**Washington, D.C.  
\$350,000

Its titles in print, author programs and online presence make Island Press a leading publishing house of books on environmental issues and a communicator of environmental ideas. Funding from a three-year, \$1.05 million grant enables Island Press to develop and disseminate informative, thought-provoking online commentaries, in-depth articles and new books that accelerate the building of climate-resilient urban communities, particularly those with low-income populations.

**LAND INFORMATION ACCESS ASSOCIATION**Traverse City, Mich.  
\$12,000

The association provides technical, scientific, informational and educational services to citizens, nonprofit groups and local governments for land-use planning, resource management, emergency management planning and environmental protection. This grant, in addition to previous funding, supports the development and dissemination of effective approaches that can help Michigan communities prepare for and adapt to climate change.

**LOS ANGELES ALLIANCE FOR A NEW ECONOMY**Los Angeles, Calif.  
\$100,000

The alliance uses research, organizing, coalition-building, policy advocacy and communications to achieve its mission of transforming the economy and the environment. Through this grant, it is partnering with allied organizations to identify strategies to advance the climate-resilience priorities of Los Angeles's economically disadvantaged urban residents.

**LOUISIANA STATE UNIVERSITY****2013**  
Baton Rouge, La.  
\$100,000

The university provides undergraduate and graduate education and supports land, sea and space grant research. The university anchors the Coastal Sustainability Studio and its Louisiana Resilience Assistance Program, which is using a two-year, \$200,000 grant to develop a toolkit to help vulnerable coastal municipalities become more resilient to climate-change impacts.

**MOVEMENT STRATEGY CENTER**Oakland, Calif.  
\$414,575

The national intermediary engages traditionally marginalized populations and their leaders in building an ecosystem of grassroots organizations that share values, respond to community needs, advance policy solutions and transform lives. Through this grant, the center is strengthening the capabilities of an emerging network of leaders, experts and organizations to advance a socially just climate-resilience framework, influence the broader conversation on climate change and accelerate community-driven approaches to municipal and regional climate-planning processes.

**MOVEMENT STRATEGY CENTER**Oakland, Calif.  
\$81,000

The national intermediary engages traditionally marginalized populations and their leaders in building an ecosystem of grassroots organizations that share values, respond to community needs, advance policy solutions and transform lives. This grant provides additional funding to enable the center to advance a new framework and agenda for climate resilience that explicitly considers the needs and interests of low-income individuals and communities.

**NAACP****2013**  
Baltimore, Md.  
\$153,000

The nation's oldest and largest civil-rights organization works to ensure the political, educational, social and economic equality of all people and to eliminate race-based discrimination. A two-year, \$303,000 grant enables the NAACP to provide local leaders with training on sustainability and climate resilience, and to advance the adoption of climate-resilience planning and implementation in low-income communities.

**NATIVE AMERICAN YOUTH AND FAMILY CENTER**Portland, Ore.  
\$100,000

The center works to enhance the diverse strengths of Native American youth and families in partnership with the community through cultural identity and education. Assisted by this grant, the center is collaborating with other advocacy organizations to bolster grassroots climate-resilience organizing in Portland and Multnomah County and to define an approach to climate-change preparedness that reflects the interests of economically disadvantaged communities.

**THE NATURE CONSERVANCY**Arlington, Va.  
\$318,000

The organization has protected more than 119 million acres of land and 5,000 miles of rivers worldwide and established chapters in 30 countries. It is using a two-year, \$575,000 grant to demonstrate the climate-resilience benefits that accrue to urban, low-income constituencies through the utilization of nature-based solutions rather than traditional manmade infrastructure to address flood and storm risks.

**NEIGHBORHOOD OF AFFORDABLE HOUSING INC.**East Boston, Mass.  
\$100,000

The East Boston-based community development corporation collaborates with and supports residents and communities in their pursuit of affordable housing strategies, environmental justice, community planning, leadership development and economic development opportunities. Funding enables the organization to work collaboratively with civic, nonprofit and academic partners on an initiative to consider the needs and priorities of low-income residents in climate-resilience planning, policy development and implementation in the community and region.



## NEW VENTURE FUND

**2013**  
Washington, D.C.  
\$125,000

The organization offers implementation and intermediary services to the philanthropic sector for public-interest projects focused on conservation, global health, education, music, the arts and other areas. This two-year, \$250,000 grant expands the footprint, heightens the awareness and accelerates the rollout of the PACENow initiative to promote the use of Property Assessed Clean Energy financing to drive energy retrofits of homes and commercial buildings.

## NEW YORK CITY ENERGY EFFICIENCY CORP.

**2013**  
New York, N.Y.  
\$200,000

The corporation develops financing products to fund energy-efficiency retrofits in commercial, institutional, nonprofit and multifamily buildings. A two-year, \$400,000 grant supports the corporation's general operations and helps to advance New York City's energy and climate goals.

## OBERLIN COLLEGE

**2013**  
Oberlin, Ohio  
\$250,000

The four-year liberal-arts college and conservatory of music is the lead anchor institution for the Oberlin Project, a planned green redesign of the city of Oberlin that serves as a working model of environmental sustainability and economic development. A three-year, \$750,000 grant from our Environment and Education programs provides ongoing support for the redevelopment of a 13-acre block in the city center as a LEED-platinum Green Arts District and the launch of America's first carbon-neutral community.

## OXFAM AMERICA INC.

Boston, Mass.  
\$208,000

The U.S.-based international relief and development organization, one of 14 affiliates worldwide, works to create lasting solutions to poverty, hunger and injustice. A grant extends funding for Oxfam's ongoing efforts to provide socially vulnerable communities along the Gulf of Mexico coast with access to resources that increase their resilience to climate change and generate economic opportunities.

## OXFAM AMERICA INC.

**2012**  
Boston, Mass.  
\$150,000

The U.S.-based international relief and development organization, one of 14 affiliates worldwide, creates lasting solutions to poverty, hunger and injustice. A three-year, \$600,000 grant bolsters Oxfam's efforts to provide socially vulnerable communities along the Gulf of Mexico coast with access to resources that increase their resilience to climate change and generate economic opportunities.

## PACIFIC FOREST TRUST INC.

San Francisco, Calif.  
\$125,000

The land trust and policy think tank works with landowners, forest managers, public agencies and local communities to sustain working forests. A two-year, \$250,000 grant supports the development and deployment of a new model to recognize and finance the green infrastructure required to secure water sustainability in California as climate change advances.

## PEOPLE UNITED FOR SUSTAINABLE HOUSING INC.

Buffalo, N.Y.  
\$458,000

The grassroots community organization mobilizes residents to create strong neighborhoods with high-quality affordable housing, expand local hiring opportunities and advance economic justice on Buffalo's west side. A three-year, \$775,000 grant, jointly funded by our Environment, Health, Community Development and Arts & Culture programs, bolsters PUSH Buffalo's efforts to build out and replicate its Green Development Zone model, a multifaceted effort to create a robust, sustainable community and reduce greenhouse-gas emissions in a 25-block area of the city.

## THE POINT COMMUNITY DEVELOPMENT CORP.

Bronx, N.Y.  
\$100,000

THE POINT provides multifaceted programming in youth development, arts and culture and community development aimed at promoting the cultural and economic revitalization of the Hunts Point section of the South Bronx. It is using grant money to co-create a South Bronx Community Resiliency Agenda to ensure that the implementation of an integrated flood protection plan for Hunts Point incorporates community input, monitoring and oversight, and balances climate adaptation and mitigation measures.

## PRATT INSTITUTE

**2013**  
Brooklyn, N.Y.  
\$125,000

The private, nonprofit college offers undergraduate and graduate degree programs in architecture, art and design, information and library science and liberal arts and sciences. The institute's Pratt Center for Community Development is using a two-year, \$250,000 grant to launch a climate-change initiative focused on recovery efforts and resilience planning in low- and moderate-income communities disproportionately impacted by Hurricane Sandy in 2012.



## PUGET SOUND SAGE

Seattle, Wash.  
\$100,000

The coalition leader unites community, religious, labor and environmental-justice organizations in efforts to improve the air quality of predominantly low-income neighborhoods adjacent to the Port of Seattle. It is using this funding to produce a multiyear work plan outlining a collaborative approach and activities that integrate the interests and needs of low-income residents in climate-resilience planning, policy development and implementation in metro Seattle and Washington State.

## THE RESOURCE INNOVATION GROUP INC.

Eugene, Ore.  
\$4,025

The independent research and consulting organization fosters the development and application of innovative thinking and approaches to complex social-ecological problems, including global climate change. Funding underwrites the cost of executive training for the new director of Climate Access, a project intended to build the communications knowledge, skills and abilities of climate practitioners.

## ROCKEFELLER PHILANTHROPY ADVISORS INC.

**2013**  
Cambridge, Mass.  
\$150,000

The organization provides research and counsel on charitable giving, develops philanthropic programs and offers program, administrative and management services for foundations and trusts. A two-year, \$300,000 grant for the Sustainable Endowments Institute, hosted by Rockefeller Philanthropy Advisors, supports the Billion Dollar Green Challenge to encourage colleges, universities and other institutions to invest a combined \$1 billion in revolving-loan funds that finance energy-efficiency improvements.

## THE SAN DIEGO FOUNDATION

**2013**  
San Diego, Calif.  
\$200,000

The foundation is a leading resource for information about community needs and charitable giving in San Diego. This two-year, \$425,000 grant enables the foundation to expand and strengthen the Regional Climate Protection Network, a collaborative effort by local government, nonprofits, businesses and consumers to build resilience to climate-change impacts.

## SEATTLE 2030 DISTRICT

Seattle, Wash.  
\$100,000

The Seattle 2030 District is a groundbreaking high-performance building district in downtown Seattle that aims to reduce the environmental impacts of building construction and operations through education and collaboration. A two-year, \$200,000 grant for general operating support enables the district to accelerate its multifaceted, public/private project work to decrease carbon emissions in the built environment and transportation.

## SOCIAL AND ENVIRONMENTAL ENTREPRENEURS INC.

Oakland, Calif.  
\$100,000

The organization encourages and empowers individuals to serve as catalysts for progressive change in social justice and ecological restoration. It hosts the Oakland Climate Action Coalition, an alliance of more than 30 community, labor, faith-based and environmental groups, which is using this funding to develop an implementation plan for building community-based climate resilience in Oakland that considers the needs and interests of vulnerable populations.

## STAR COMMUNITIES

Washington, D.C.  
\$200,000

The organization helps cities and counties achieve a healthy environment, a strong economy and well-being for their residents by charting a clear path toward a sustainable future. It is using grant money to increase the adoption and implementation of the STAR Community Rating System, which provides a transparent, data-driven mechanism for evaluating, improving and certifying the social, economic and environmental sustainability of local communities.

## STEWARDS OF AFFORDABLE HOUSING FOR THE FUTURE

Washington, D.C.  
\$250,000

The organization provides coordination, best-practices assistance and practice-based regulatory-reform leadership to its membership base of national nonprofit affordable-housing corporations. A grant supports Stewards' role as an "idea lab" in developing and piloting innovative financing mechanisms for energy-efficiency and clean-energy programs in affordable multifamily rental properties housing low-income families, seniors and disabled individuals.

## STRATUS CONSULTING

**2013**  
Boulder, Colo.  
\$115,225

Stratus offers environmental research, policy analysis and consulting services. Through a two-year, \$615,225 grant, the consultancy is designing and conducting a comprehensive empirical evaluation of community-based climate adaptation in the U.S. that can help to inform climate policy and practice.

## TIDES CENTER

San Francisco, Calif.  
\$100,000

The center is a public charity that provides a solid infrastructure for groups working to promote progressive social change on a local, national and international level. It hosts the Leadership Counsel for Justice and Accountability, which is using this grant to partner with the Center on Race, Poverty and the Environment to develop a broad-based movement to promote a robust, equitable climate-resilience strategy in the San Joaquin Valley, with an emphasis on the needs of low-income residents in Fresno and Bakersfield.





**PUSH Buffalo's Green Development Zone promises to become a national model for community regeneration, simultaneously advancing climate resilience, community development, creative placemaking and health outcomes. PUSH stands for People United for Sustainable Housing.**



### UNIVERSITY OF MONTANA

**2013**  
Missoula, Mont.  
\$400,000

The public research university houses the School of Natural Resources and Environmental Policy, which coordinates the Roundtable on the Crown of the Continent, a 150-member coalition dedicated to advancing sustainability objectives for the 18 million-acre region. This two-year, \$900,000 grant supports the Roundtable's collaborative work with member communities, tribes, landowners and federal and state agencies to implement climate change adaptation projects.

### UNIVERSITY OF NOTRE DAME

Notre Dame, Ind.  
\$483,000

Notre Dame is an independent, national Catholic research university offering undergraduate and graduate degree programs. The university's Global Adaptation Index program is using this grant to design and produce the first U.S. Urban Adaptation Index for climate resilience, which will enable cities to measure their vulnerability to climate change, gauge their readiness to improve climate resilience and prioritize their public and private investments to achieve a more efficient response to climate challenges, especially for low-income city dwellers.

### UPROSE INC.

**2013**  
Brooklyn, N.Y.  
\$150,000

The multiracial, intergenerational, grassroots organization is dedicated to the development of Southwest Brooklyn and the empowerment of its residents through broad-based environmental, sustainable-development and youth-justice campaigns. A three-year, \$475,000 grant goes to establish the Sunset Park Climate Justice and Community Resiliency Center to serve as a climate adaptation, mitigation and resilience resource for the low-income neighborhood of Sunset Park in Brooklyn.

### URBAN LAND INSTITUTE FOUNDATION

**2013**  
Washington, D.C.  
\$400,000

The foundation supports the research and programs of the Urban Land Institute, which promotes the responsible use of land and the creation of thriving communities worldwide. Through this two-year, \$800,000 grant, the institute is helping America's cities reduce their carbon emissions and plan for the effects of climate change by adopting more sustainable practices for the development of land, buildings and infrastructure.

### VIRGINIA ORGANIZING INC.

Charlottesville, Va.  
\$100,000

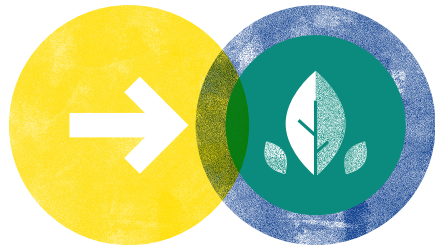
The grassroots organization is dedicated to challenging injustice by empowering people in local communities to address issues that affect the quality of their lives. Through this grant, it is working with public and private sector groups to assess the disproportionate impact of climate change on low-income coastal communities and to help shape effective climate-resilience strategies that benefit vulnerable populations.

### WEST HARLEM ENVIRONMENTAL ACTION INC.

New York, N.Y.  
\$100,000

The nonprofit advocacy organization works to improve environmental quality and to secure environmental justice in predominantly African American and Latino communities. Grant assistance enables WE ACT to partner on the development of a climate-resilience implementation plan that engages residents from four northern Manhattan neighborhoods where economic and health disparities place people at high risk for detrimental climate-related impacts.





# Health

## ACADEMYHEALTH

Washington, D.C.  
\$23,913

The national health research and policy organization brings stakeholders together to address the current and future needs of an evolving health system, inform health policy and translate evidence into action. This grant provides additional funding to conduct the inaugural 2014 Population Health Scholars program and offer training to 15 scholars.

## AIR ALLIANCE HOUSTON

2012  
Houston, Texas  
\$114,000

The region's leading clean-air advocacy organization seeks to influence public policy on air quality and environmental health to protect residents' health and improve their quality of life. A three-year, \$330,000 grant helps to strengthen the Texas Healthy Port Communities Network, a coalition of community groups working with nonprofit and university-based scientists to reduce the adverse effects of diesel and industrial pollution around the Houston port region.

## ALAMEDA COUNTY PUBLIC HEALTH DEPARTMENT

Oakland, Calif.  
\$150,000

The department designs and delivers community-health services and programs and serves as the lead agency for the Food to Families initiative. Funding supports development and advancement of the Food to Families initiative, which is aimed at reducing the risk of obesity, improving access to healthy foods and fostering community activities that support the health of African American and Latino pregnant women.

## ALAMEDA COUNTY PUBLIC HEALTH DEPARTMENT

2012  
Oakland, Calif.  
\$243,412

The agency's Childhood Lead Poisoning Prevention Program has reduced lead hazards for Alameda County children through remediation efforts, home evaluations, case management and training in lead-safe construction practices. This three-year, \$750,000 grant supports the Advancing Safe and Healthy Homes initiative in promoting healthy housing and improving health outcomes for vulnerable populations through on-site interventions, policy development and code enforcement.

## BEAUFORT-JASPER-HAMPTON COMPREHENSIVE HEALTH SERVICES INC.

Ridgeland, S.C.  
\$150,000

The center has provided health services to medically underinsured communities for nearly 40 years, and is partnering on a model project to develop a community-based leadership organization. Funding supports the advancement of the leadership organization, which aims to ensure that comprehensive health and fitness services are available to vulnerable residents of Sheldon Township.


## CALIFORNIA RURAL LEGAL ASSISTANCE INC.

2013  
San Francisco, Calif.  
\$150,000

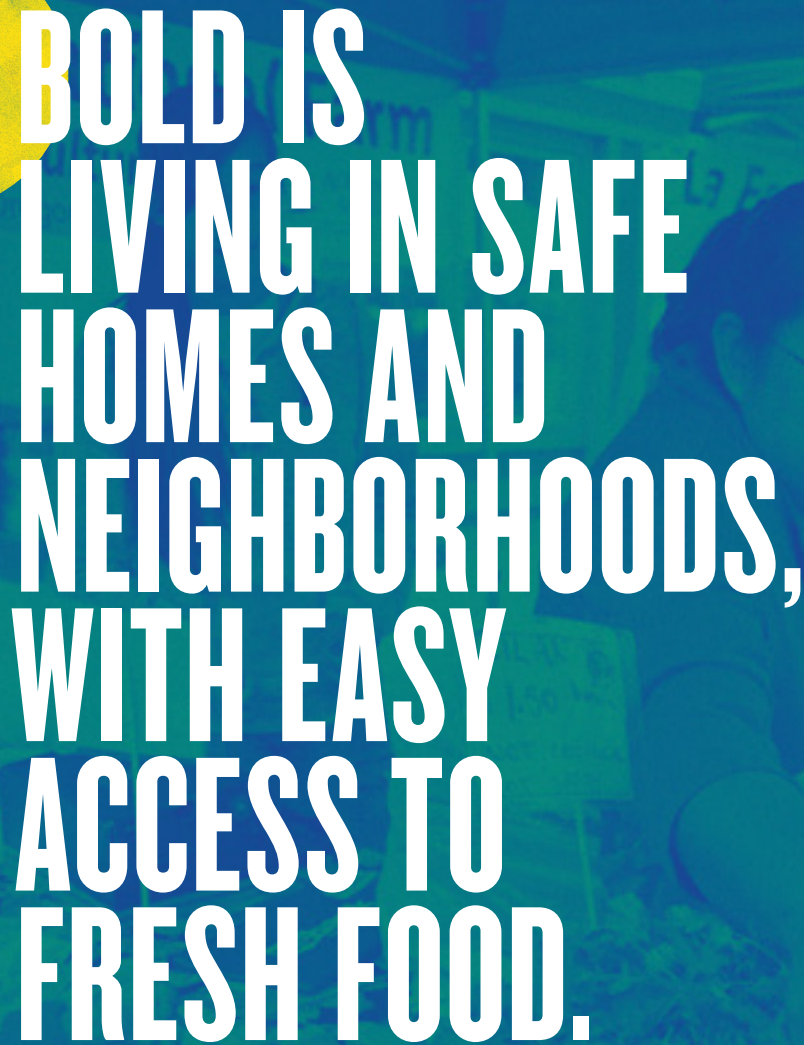
The legal and political-advocacy organization works to improve living and working conditions for California's farmworkers, migrant laborers and low-income rural residents through community outreach, educational training and direct free legal assistance. It is using a three-year, \$450,000 grant to increase the availability of safe, affordable, healthy housing and to support changes in local housing and land-use policies that produce better health outcomes for the rural poor.

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## We believe

all homes, neighborhoods and food systems can promote good health and that land and transportation systems can be equitably shared among residents in cities across America so that everyone, regardless of income, can enjoy healthy, productive lives.

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**Wholesome Wave Foundation Charitable Ventures** in Bridgeport, Conn., works with partners to develop and implement healthy-food incentive programs for low-income individuals receiving federal nutrition assistance or prescriptions from their physicians so they can purchase affordable, locally grown fruits and vegetables at farmers markets.

Kresge funding over the years has helped develop and scale Wholesome Wave's Double Value Coupon Program, which works to improve revenue for family farmers nationally by establishing farmers markets in inner cities.

The most recent \$500,000 grant makes it possible for Wholesome Wave to partner with Fair Food Network, another Kresge grantee, to create the nutrition incentive program that will be used to deploy a feature of the 2014 Farm Bill: the \$100 million Food Insecurity Nutrition Incentive program. Together the organizations will help the U.S. Department of Agriculture shape the program to increase access for SNAP (Supplemental Nutrition Assistance Program) recipients to healthy foods, pilot the program in two cities and identify and share lessons learned.

### Why It Matters

- 23.5 million Americans live in food deserts – areas without ready access to healthy and affordable food – and more than half of those, 13.5 million, have low incomes.
- One in four African American families lacks consistent access to adequate food, compared to 11 percent of Caucasian households in the U.S.
- Social and economic factors, such as access to healthy food, account for as much as 40 percent of the variance in health outcomes for Americans.







# KRESGE HEALTH PROGRAM 2014

Grants Awarded

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**54 Grants Made**  
of foundation's 408 total

Amount of Grants Awarded

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**\$14.2 Million**  
of foundation's \$242.5 million total \*

Amount of Grants Paid Out During Year

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**\$20.2 Million**  
paid out on 2014 and prior-years' grants

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Inner-city residents and family farmers in Providence, R. I., benefit from efforts by Wholesome Wave Foundation Charitable Ventures to promote access to healthy food. Photos courtesy Wholesome Wave.

\* Includes \$100 million for the Foundation for Detroit's Future, the fund created to help resolve Detroit's bankruptcy; see Letter From the President.



## CAPITAL LINK INC.

Boston, Mass.  
\$35,000

The national organization provides advisory and lending services to nonprofit community health centers seeking to finance capital projects that expand community-based health care. This grant covers the cost of contract consulting work to explore new sources of capital.

## CAUSA JUSTA: JUST CAUSE

Oakland, Calif.  
\$200,000

The grassroots organization utilizes rights-based services, policy campaigns, civic engagement and direct action to improve conditions in Bay Area neighborhoods, create strong, equitable communities and foster a larger multiracial, multigenerational movement to bring about fundamental change. Funding goes toward the Strategic Healthy Homes Program, which advances equitable housing policies, strengthens code enforcement, bolsters renter protection and preserves healthy, affordable housing for low-income tenants in the East and West Oakland neighborhoods.

## CENTER FOR COMMUNITY ACTION AND ENVIRONMENTAL JUSTICE

Jurupa Valley, Calif.  
\$125,000

The center focuses on community organizing and advocacy in California's Inland Empire, a region east of Los Angeles that is affected by pollution from heavy freight traffic, transshipping facilities and warehousing areas. It is using grant money to communicate recent research findings and to implement policy recommendations aimed at reducing the health impacts of goods movement systems on San Bernardino residents.

## CENTER FOR HEALTH DESIGN INC.

Concord, Calif.  
\$182,116

The center was founded on the premise that design can be used to improve patient outcomes in health care environments. This two-year, \$364,231 grant supports work to help health care organizations and real estate developers design or improve built environments to increase patient access to health services and promote healthy living, reduce obesity and prevent chronic diseases.

## CHILDREN AT RISK

Houston, Texas  
\$90,000

The organization conducts research and promotes policies to improve the quality of life for children. Funding supports a pilot program to expand grocery store access in four low-income neighborhoods in Houston, as well as efforts to develop local healthy food financing initiatives and influence state and regional policies that affect access to healthy foods.

## CHILDREN'S ENVIRONMENTAL HEALTH NETWORK

2012  
Washington, D.C.  
\$100,000

The nation's first and leading advocate for protecting children from environmental harm plays a key role in shaping both health research and policy. This three-year, \$300,000 grant funds Eco-Healthy Child Care, a national training and environmental-assessment program for child care facilities that endorses providers who are committed to creating a safer, healthier environment for children.

## CHILDREN'S HEALTH FUND

2013  
New York, N.Y.  
\$200,000

Co-founded in 1987 by singer/songwriter Paul Simon and Dr. Irwin Redlener, the organization provides health care to the nation's most medically underserved children through primary care programs, policy advocacy, public education and support for a national pediatric-program network. A three-year, \$600,000 grant advances the fund's efforts to make health transportation resources available to low-income children and families for visits to medical and dental clinics.

## CITY OF NEWARK

2013  
Newark, N.J.  
\$250,000

The city's Department of Child and Family Well-Being provides comprehensive health care, social and environmental services for Newark residents and other consumers to ensure an optimal level of health and welfare. This two-year, \$500,000 grant, part of the Advancing Safe and Healthy Housing Initiative, enables the city to expand the current Get The Lead Out program into a citywide Newark Healthy Homes Program that addresses home health and safety concerns in the community.

## CLEVELAND CLINIC FOUNDATION

Cleveland, Ohio  
\$110,310

The Cleveland Clinic is a nonprofit academic medical center that integrates clinical and hospital care with research and education. Funding supports development of the East Cleveland Teen Collaborative, a demonstration project to improve the health behaviors and outcomes of at-risk youth and encourage their positive engagement in the East Cleveland community.



## COMMUNITY PARTNERS

2013  
Los Angeles, Calif.  
\$87,500

The organization's efforts to promote social service innovation include the City Project, which uses land-use planning strategies, policy and legal research and community organizing to address environmental disparities and to increase access to natural places for urban communities. Community Partners' Los Angeles Food Policy Council is using this three-year, \$275,000 grant to implement the Good Food Purchasing Policy program, which promotes local economies, environmental sustainability, valued workforce, animal welfare and nutrition to improve regional food systems.

## EAST BAY ALLIANCE FOR A SUSTAINABLE ECONOMY

2012  
Oakland, Calif.  
\$75,000

The alliance of community, faith and labor organizations advances economic, racial and social justice by building a just economy based on good jobs and healthy communities. A three-year, \$225,000 grant supports its Clean and Safe Ports campaign to win passage of the Clean Ports Act and its Revive Oakland campaign to create good jobs for Oakland residents.

## ECOLOGY CENTER INC.

2013  
Ann Arbor, Mich.  
\$170,000

The center is a leading advocate for improving children's environmental health. It is using this two-year, \$445,000 grant to engage the health care sector in developing a healthy, fair, affordable, sustainable food system for low-income and vulnerable populations in Michigan and to reduce children's exposure to toxic chemicals.

## ENVIRONMENTAL HEALTH COALITION

National City, Calif.  
\$100,000

The coalition serves as the fiscal sponsor for The California Environmental Justice Coalition, which will support six environmental health coalitions – known as "Green Zones" – in different parts of the state that are implementing projects to achieve environmental improvements, economic development and climate resilience in the most highly impacted cities and neighborhoods.

## ENVIRONMENTAL HEALTH COALITION

2013  
National City, Calif.  
\$200,000

The coalition is a leader in advancing policies and ordinances that protect public health and the environment from toxic pollution in southern California. This two-year, \$400,000 grant provides ongoing support for the implementation of clean-air plans in the Barrio Logan and Old Town National City neighborhoods adjacent to the Port of San Diego terminals.

## ENVIRONMENTAL LAW AND POLICY CENTER OF THE MIDWEST

2013  
Chicago, Ill.  
\$260,000

The center is a leading environmental public-interest and legal-advocacy organization in the Midwest. This three-year, \$760,000 grant funds a campaign to reduce diesel pollution from trains, trucks and construction equipment in Chicago's rail yards and to galvanize community action in low-income and working-class neighborhoods impacted by their proximity to the freight-transport facilities on the city's South Side.

## ENVIRONMENTAL LAW INSTITUTE

2013  
Washington, D.C.  
\$60,000

The internationally recognized, nonpartisan research and education center works to strengthen environmental protection by improving law and governance worldwide. Through a two-year, \$210,000 grant, the institute is collaborating with the Children's Environmental Health Network to advance policies that improve environmental conditions in child-care facilities and reduce children's exposure to pollutants.

**FAIR FOOD NETWORK**

— ANN ARBOR, MICH. — \$500,000 —

**The organization partners with other stakeholders to design a food system that upholds the fundamental right to healthy, fresh and sustainably grown food. Assisted by this funding, the Fair Food Network is collaborating with Wholesome Wave Foundation Charitable Ventures to ensure the SNAP incentive program included in the 2014 Farm Bill is successfully implemented and to pilot and evaluate a model of an optimal nutrition incentive program in two communities that is designed to improve access to affordable healthy food for low-income Americans and stimulate local economic growth.**



## FENTON COMMUNICATIONS

**2013**  
Washington, D.C.  
\$250,000

The social-change communications agency serves nonprofits, foundations and companies seeking to impact behavior, advance policy, build communities and transform thinking. Through this two-year, \$500,000 grant, Fenton is creating media campaigns for the Moving Forward Network, a coalition of environmental-justice organizations focusing on ports, that focus attention on the harmful health effects of freight transport on vulnerable communities around major ports and transportation facilities.

## FISCAL MANAGEMENT ASSOCIATES

New York, N.Y.  
\$46,500

The consulting group offers financial management advice and capacity-building services to nonprofit organizations and foundations. It is using this grant to provide project management support and technical assistance to the Indiana Primary Health Care Association and the Wisconsin Primary Health Care Association, which are implementing the Strengthen, Transform, Adapt and Replicate initiative to undergird selected community health centers.

## THE FOOD TRUST

Philadelphia, Pa.  
\$140,000

The Food Trust works with key stakeholders to develop programs that ensure residents of low-income Philadelphia neighborhoods have access to affordable, nutritious food and information to make healthy decisions. This grant supports an assessment and planning process for expansion of the Trust's Healthy Corner Store initiative into a model national program and the launch of pilots in three additional cities.

## GEORGE WASHINGTON UNIVERSITY

Washington, D.C.  
\$58,344

The university is home to the National Medical Legal Partnership, a nonpartisan organization that offers federal health policymakers high-level, unbiased information and analysis on key health policy issues. Funding allows partnership to convene federal and Tribal representatives and other stakeholders in New Mexico to plan the expansion of medical-legal partnerships.

## GEORGE WASHINGTON UNIVERSITY

**2011**  
Washington, D.C.  
\$150,000

The university operates the National Center for Medical-Legal Partnership, which works to address legal and other nonmedical issues that negatively affect the health of low-income families with children. This multiyear, \$600,000 grant supports a convening in New Mexico tribal country as part of the NCMLP's efforts to expand its programs across the U.S.

## GEORGIA STATE UNIVERSITY RESEARCH FOUNDATION INC.

**2012**  
Atlanta, Ga.  
\$200,000

The foundation supports research activities at Georgia State University by securing grant financing and obtaining contracts for the performance of sponsored research, development or other programs that are administered by the university. This three-year, \$600,000 grant provides funding to three organizations working under the foundation's auspices to develop a national accreditation process for the Community HUB model, an innovative community health partnership approach that connects at-risk individuals to health and social services.

## GLOBAL COMMUNITY MONITOR

**2012**  
El Cerrito, Calif.  
\$100,000

The environmental-justice and human rights organization empowers communities to create clean, healthy, sustainable living environments. Through a three-year, \$300,000 grant, Global Community Monitor is able to provide environmental-monitoring assistance to low-income port communities that are addressing the health effects of air pollution from shipping and freight-transport activities.

## GRANTMAKERS IN HEALTH

Washington, D.C.  
\$65,375

The educational organization serves as a resource center for grantmakers and others seeking expertise and information on the field of health philanthropy. Assistance from a two-year, \$130,750 grant enables Grantmakers to develop programming, materials and initiatives that unite traditional and nontraditional health funders in collaborative efforts to improve health.

## GREATER WASHINGTON EDUCATIONAL TELECOMMUNICATIONS ASSOCIATION INC.

Arlington, Va.  
\$125,000

The nation's third-largest broadcasting station for public television is responsible for "PBS NewsHour," which serves more than 6 million viewers and listeners with its daily news reporting and analysis. Assisted by this three-year, \$375,000 grant, "PBS NewsHour" is continuing its extensive, in-depth coverage of health policy and reform.

## GREENSBORO HOUSING COALITION INC.

**2012**  
Greensboro, N.C.  
\$250,000

The housing-advocacy organization spearheads the Healthy Homes Greensboro initiative to help the community restore housing to healthy conditions, thereby improving health, preserving housing, conserving water and energy and providing a thriving environment. This three-year, \$750,000 grant supports the coalition's efforts to expand its healthy-homes program and achieve better health outcomes for Greensboro residents as part of our Advancing Safe and Healthy Homes Initiative.



## HEALTH LEADS INC.

**2013**  
Boston, Mass.  
\$150,000

Through its innovative model, Health Leads enables health care providers to prescribe basic resources that impact health, such as nutritious food and home heating, and then refer patients to its program, where specially trained advocates can connect them with those healthy resources. The organization is using a two-year, \$300,000 grant to build the business case for addressing patients' social needs within a health care setting and providing services that link clinical health care with community health.

## HEALTHCARE ACCESS MARYLAND

Baltimore, Md.  
\$169,323

The agency strengthens Maryland's health care-delivery system by helping residents enroll in public health care coverage, navigate the health care system and connect to resources. This grant supports the launch of Re-inventing Public Health: Leadership in Action Network, an initiative to build the skills and competencies of local public health leaders to advance and transform systems that support population health and health equity.

## HEALTHY BUILDING NETWORK

Washington, D.C.  
\$35,000

The organization seeks to transform the market for building materials to advance the best environmental, health and social outcomes. A grant funds the establishment of the Affordable Housing Healthy Building Roundtable pilot program to expand the use of healthy building materials in New York City's affordable housing market and reduce residents' exposure to lead, chemicals and asthmagens in building products.

## HOUSING PARTNERSHIP NETWORK INC.

Boston, Mass.  
\$52,400

The peer network and business alliance of 99 nonprofit housing developers and lenders in more than 30 states seeks to build affordable housing that uplifts low- and moderate-income residents and contributes to more vibrant communities. Under this two-year, \$100,000 grant, the network is managing a range of duties associated with the loan-application and finalist-selection process of the BUILD Health Challenge, which provides funding for 14 place-based initiatives, anchored by local hospitals, health departments and community-based organizations, that improve population health in low-income neighborhoods.

## HUMAN IMPACT PARTNERS

Oakland, Calif.  
\$200,591

Through the evaluation of health impacts and inequities, the organization seeks to transform the policies, institutions and places that people need to live healthy lives. This two-year, \$401,181 grant is being used to complete modeling, evaluate community participation and develop a public health and equity cohort to ensure the fields of Health Impact Assessment and Health in All Policies prioritize a focus on equity and community engagement in project work.

## IFF

Chicago, Ill.  
\$97,000

The lender and real estate consultant is dedicated to strengthening nonprofit organizations and the communities they serve. Through this two-year, \$197,000 grant, IFF is partnering with Ingalls Memorial Hospital in Harvey, Ill., to create new housing and economic opportunities for working-class residents that help to improve community health.

## INDIANA PRIMARY HEALTH CARE ASSOCIATION

**2012**  
Indianapolis, Ind.  
\$177,000

The association advocates quality health care for all Indiana residents and supports the development of affordable, accessible community-oriented primary care initiatives, including community health centers. A three-year, \$652,000 grant provides funding to implement the Strengthen, Transform, Adapt and Replicate initiative in the state's federally qualified health centers, as part of an effort to build innovative, scalable, sustainable facilities that can adapt to a rapidly changing environment.

## INSTITUTE FOR SUSTAINABLE ECONOMIC, EDUCATIONAL AND ENVIRONMENTAL DESIGN

Oakland, Calif.  
\$200,000

The institute facilitates the sharing of knowledge and resources among schools, businesses, universities and communities to solve communities' most pressing social problems. Through this two-year, \$400,000 grant, the institute is implementing and evaluating Streetwize, a Web-enabled, civic engagement platform that increases the impact of advocacy groups working to reduce pollution from freight traffic and to advance healthy, sustainable development.



## IRONBOUND COMMUNITY CORP.

**2012**  
Newark, N.J.  
\$165,000

The community-based organization provides child care, youth programming, family support and senior services to the multiethnic, working-class Ironbound neighborhood adjacent to Newark's waterfront. This three-year, \$495,000 grant supports a three-year Take Back the Ports campaign to galvanize local leaders and grassroots activists to address the harmful health impacts of diesel pollution on residents living near ports in New Jersey and New York.

## KOKUA KALIHI VALLEY COMPREHENSIVE FAMILY SERVICES

Honolulu, Hawaii  
\$150,000

The health and social services agency serves Asians, Pacific Islanders and other immigrants living in Kalihi Valley. This grant supports the development and advancement of the "Return to Our Roots" project, designed to address the mental-health issues impacting the health of low-income, foreign-born residents facing language and cultural-transition challenges.

## LIBERTY HILL FOUNDATION

Los Angeles, Calif.  
\$200,000

As a leading social-change institution, the foundation has addressed poverty, youth violence, education reform and environmental justice while coordinating efforts to impact public policy. This funding supports the implementation of a collaborative project to implement new zoning reforms that reduce pollution exposure and health risks while creating green enterprises in low-income neighborhoods in Los Angeles.

## LOCAL GOVERNMENT COMMISSION

Sacramento, Calif.  
\$75,000

The nonpartisan membership organization provides inspiration, technical assistance and networking to local elected officials and other dedicated community leaders who are working to create healthy, walkable and resource-efficient communities. Funding allows up to 55 leaders from the nation's port communities, and social and environmental justice advocates, to participate in the 2015 Moving Forward Network pre-conference meeting and the 14th annual New Partners for Smart Growth Conference in Baltimore.

## LOCAL INITIATIVES SUPPORT CORP.

**2012**  
New York, N.Y.  
\$334,000

The national organization mobilizes corporate, government and philanthropic support to provide local community-development organizations with funding and technical assistance to transform distressed neighborhoods into healthy, sustainable communities of choice and opportunity. This three-year, \$1.5 million grant for the Healthy Futures Fund complements a \$6 million loan made by our Social Investment Practice and gives community development financial institutions additional financing for Federally Qualified Health Centers, which serve low-income communities.

## MICHIGAN ASSOCIATION OF PLANNING

Ann Arbor, Mich.  
\$75,000

The association is dedicated to promoting sound community planning that benefits the residents of Michigan. Funding enables MAP to serve as the intermediary for the Michigan Convergence Partnership and to help the coalition reenergize its leadership and membership, define its policy agenda and diversify its funding base.

## MICHIGAN DEPARTMENT OF COMMUNITY HEALTH

**2012**  
Lansing, Mich.  
\$64,518

Michigan's largest state government department is responsible for health policy and management of publicly funded health-service systems, which serve approximately 2 million residents annually. The department is using a three-year, \$211,443 grant to evaluate its Healthy Homes University Program and to disseminate its findings to key department directors and other stakeholders to advance state and local policy on healthy homes.

## MICHIGAN STATE UNIVERSITY

**2012**  
East Lansing, Mich.  
\$150,000

The teaching and research university has established the Center for Regional Food Systems, which leverages applied research, education and outreach to advance understanding of and engagement with regional food systems. A three-year, \$450,000 grant enables the center to develop and lead the Michigan Food Hub Learning and Innovation Network, an initiative to increase the capacity of local food hubs to supply healthy food profitably to new markets, including underserved communities.

## MONTGOMERY COUNTY MARYLAND DEPT. OF HEALTH AND HUMAN SERVICES

Rockville, Md.  
\$25,000

The department provides a broad range of services in areas that include children and youth, seniors, disability, behavioral health and special-needs housing. This grant supports the agency's planning of a "Pay for Performance" model to improve services and supports for homeless families.

## NATIONAL ACADEMY OF SCIENCES

**2013**  
Washington, D.C.  
\$100,000

The academy is a private society of distinguished scholars engaged in scientific and engineering research and dedicated to furthering the use of science and technology for the public good. The academy anchors the Institute of Medicine, which is using this three-year, \$300,000 grant to establish a Roundtable on Obesity Solutions that engages diverse stakeholders in promoting cohesive, coordinated policy changes and action to address America's obesity crisis.



## NATIONAL ACADEMY OF SCIENCES

**2012**  
Washington, D.C.  
\$350,000

The academy is a private society of distinguished scholars engaged in scientific and engineering research and dedicated to furthering the use of science and technology for the public good. The NAS anchors the Institute of Medicine, which is using this three-year, \$1.05 million grant to convene three national roundtables that enlist leading public- and environmental-health experts in formulating the best solutions to address health inequities in the United States.

## NATIONAL ASSOCIATION OF COMMUNITY HEALTH CENTERS INC.

**2013**  
Bethesda, Md.  
\$250,000

The association helps community health centers improve population health and reduce health care expenditures by providing research, advocacy, education, training and technical assistance. A three-year, \$800,000 grant underwrites the joint development and implementation of a standardized health risk assessment tool that enables health centers to consider social and environmental influences, as well as clinical health indicators, in their approach to patient care.

## NATIONAL ASSOCIATION OF COUNTY AND CITY HEALTH PROFESSIONALS

**2013**  
Washington, D.C.  
\$193,041

The association provides providing training and capacity building for public health officials. This two-year, \$386,082 grant supports the organization's work to develop networks of health officials in select states as part of a national initiative to address social inequalities that affect community health.

## NATIONAL CENTER FOR HEALTHY HOUSING INC.

**2013**  
Columbia, Md.  
\$250,000

The nonprofit corporation fosters healthy, safe homes for children by engaging in research, reporting, training and policymaking on housing-related health issues. A three-year, \$750,000 grant enables the center to support and advance programs, policies and partnerships that reduce disparities and increase access to safer, healthier living environments for families.

## NAT'L FOUNDATION FOR THE CENTERS FOR DISEASE CONTROL AND PREVENTION INC.

**2012**  
Atlanta, Ga.  
\$128,000

Established by Congress as an independent organization, the foundation connects the Centers for Disease Control and Prevention with private organizations and individuals to build impactful public health programs. This three-year, \$500,000 grant enables the foundation to test messaging strategies to promote walking in Atlanta's Hartsfield-Jackson airport, with the goal of applying successful strategies in other public spaces.

## NATIONAL NURSING CENTERS CONSORTIUM

**2013**  
Philadelphia, Pa.  
\$192,000

The consortium advances nurse-led health care through policy, consultation, programs and applied research in order to reduce health disparities and meet patients' primary-care and wellness needs. A three-year, \$601,200 grant benefits the consortium's 200-clinic network by scaling medical-legal partnerships, which improve health outcomes for low-income patients by integrating attorneys into health care teams to address health-related legal needs.

**NEMOURS HEALTH & PREVENTION SERVICES**

— 2013 — JACKSONVILLE, FLA. — \$750,000 —

**Nemours seeks to enhance the quality of health and health care for children by providing education programs, shaping policy decisions and encouraging wellness development. Through a three-year, \$2.25 million grant, Nemours and the UCLA Center for Healthier Children are launching the Accelerating Population Health Innovation for Families and Communities, a national initiative to drive transformative changes in community-centered health systems.**

## NORTH COUNTRY HEALTHCARE INC.

Flagstaff, Ariz.  
\$150,000

One-third of North Country's patients are uninsured, working poor, making it an important provider of full-spectrum medical and dental services to underserved residents in nine rural communities. This grant supports the development and advancement of the "Hermosa Vida" project, a collaborative initiative to provide low-income children with access to health information, fitness programs, nutrition counseling and healthy lifestyle supports.



**OCCIDENTAL COLLEGE**

— LOS ANGELES, CALIF. — \$550,000 —

The private liberal arts college serves a diverse student body on an urban campus. This two-year, \$1.1 million grant enables the Moving Forward Network, a consortium led by the college's Urban and Environmental Policy Institute, to launch a two-year national campaign to reduce diesel pollution at major U.S. ports and freight facilities by advancing and implementing zero-emissions policies and technologies.

**OMAHA COMMUNITY FOUNDATION**

**2012**  
Omaha, Neb.  
\$250,000

The philanthropic organization supports nonprofits in Omaha and southwestern Iowa and serves as the fiscal agent for the Omaha Healthy Kids Alliance. The alliance is using this three-year, \$750,000 grant to implement a comprehensive, community-based strategy to improve the housing conditions of low-income populations as part of our Advancing Safe and Healthy Homes Initiative.

**OPEN CITIES HEALTH CENTER**

**2010**  
St. Paul, Minn.  
\$150,000

The full-service medical, dental and behavioral health center traditionally serves residents in and around St. Paul's North End. This legacy challenge grant is being used to renovate a building purchased for use as the North End Clinic, providing additional space and increasing the capacity to serve more patients.

**PARTNERSHIP FOR A HEALTHIER AMERICA INC.**

Washington, D.C.  
\$50,000

The partnership is working with the private sector to develop strategies for solving the childhood-obesity crisis in America. Grant money advances organizational efforts to obtain voluntary commitments from the nonprofit and corporate communities to adopt practices and policies that promote healthy eating and active living.

**PARTNERSHIP FOR A HEALTHIER AMERICA INC.**

**2012**  
Washington, D.C.  
\$83,000

The partnership is working with the private sector to develop strategies for solving the childhood-obesity crisis in America. A three-year, \$250,000 grant advances organizational efforts to obtain voluntary commitments from leading companies to adopt practices and policies that foster healthy lifestyles and behaviors.

**PHYSICIANS FOR SOCIAL RESPONSIBILITY — LOS ANGELES**

Los Angeles, Calif.  
\$150,000

The 5,000-member physician and health advocate organization informs the medical community and policy makers, promotes safer practices and elevates the role of community-based organizations as part of its efforts to protect public health from nuclear threats and environmental toxins. Grant money supports a project to broaden the scope of a regional Air Quality Management Plan to include measures aimed at reducing freight-generated diesel pollution at port and transshipment areas in southern California.

**PLAYWORKS**

Oakland, Calif.  
\$250,000

The organization sends trained, full-time program coordinators into low-income schools to transform recess and play into a positive experience that helps youngsters and teachers get the most out of learning opportunities. This funding supports Playworks' national expansion campaign and scaling of its innovative program.

**POLICYLINK**

Oakland, Calif.  
\$300,000

The national research, communications, capacity-building and advocacy-support organization is working to change land-use planning, urban design and urban food systems in ways that improve the health of low-income and minority communities. Through this grant, PolicyLink is developing a policy agenda and toolkit for integrating health and housing; and providing assistance to public and private stakeholders to ensure the effective, equitable implementation of the federal Healthy Food Financing Initiative, which increases urban access to regional healthy food systems.

**PREVENTION INSTITUTE**

Oakland, Calif.  
\$250,000

The institute addresses the primary causes of health disparities in low-income communities. It is using this grant to identify and advance effective models for achieving better community health outcomes at lower costs.



**PREVENTION INSTITUTE**

Oakland, Calif.  
\$225,322

The institute addresses the primary causes of health disparities in low-income communities. It is using this grant to oversee planning, implementation, technical assistance and awardee coaching activities for the BUILD Health Challenge, which provides funding for 14 place-based initiatives, anchored by local hospitals, health departments and community-based organizations, that improve population health in low-income neighborhoods.

**PROJECT HOPE — THE PEOPLE-TO-PEOPLE HEALTH FOUNDATION INC.**

Millwood, Va.  
\$550,000

As part of its mission to achieve sustainable advances in health care around the world by implementing health-education programs and providing humanitarian assistance in areas of need, Project HOPE publishes the health-policy journal Health Affairs to inform key policymakers about important topics. This grant funds the spring 2015 publication of a special issue of the journal dedicated to community development and health, and supports a briefing for policymakers in Washington to highlight the journal's findings.

**PUBLIC HEALTH LAW & POLICY**

**2011**  
Oakland, Calif.  
\$300,000

Public Health Law & Policy assists communities in developing and implementing public health policy strategies. This three-year, \$900,000 grant enables the nonprofit organization to offer legal, policy, and technical assistance to grantees participating in our Advancing Safe and Healthy Housing initiative, a comprehensive approach to improving housing conditions for low-income residents.

**PUBLIC HEALTH SOLUTIONS**

New York, N.Y.  
\$150,000

The organization develops, implements and advocates strategic solutions to prevent disease and improve community health. A three-year, \$450,000 grant supports the design and launch of a National Peer Learning Network to educate and assist food-procurement decision-makers in shifting supply chains and food purchasing to help large school districts procure healthy, locally grown, sustainably produced food for school meal programs.

**THE REGENTS OF THE UNIVERSITY OF CALIFORNIA, LOS ANGELES**

— 2013 — LOS ANGELES, CALIF. — \$750,000 —

The public research university is dedicated to the creation, dissemination, preservation and application of knowledge for the betterment of the global society. Through a three-year, \$2.25 million grant, the UCLA Center for Healthier Children and Nemours Health & Prevention Services are launching the Accelerating Population Health Innovation for Families and Communities, a national initiative to drive transformative changes in community-centered health systems.

**PUBLIC HEALTH INSTITUTE**

Oakland, Calif.  
\$750,000

Funding supports a demonstration project in five cities around the country to develop agreements and strategies among hospitals, financial institutions and community organizations to reduce population health disparities in urban neighborhoods.

**SOCIAL AND ENVIRONMENTAL ENTREPRENEURS INC.**

**2013**  
Calabasas, Calif.  
\$120,000

The organization encourages and empowers individuals to serve as catalysts for progressive change in social justice and ecological restoration. Assistance from a two-year, \$240,000 grant supports East Yard Communities for Environment Justice in promoting full, authentic community participation in public policy decision-making about transportation and goods movement that affect population health.



## SOUTH CAROLINA COMMUNITY LOAN FUND

North Charleston, S.C.  
\$325,000

The financing institution, formerly the Lowcountry Housing Trust, supports the development of vibrant, sustainable communities by providing loans, technical assistance and advocacy for affordable housing, healthy food retail and community facilities and businesses. This two-year, \$450,000 grant enables the loan fund to accelerate and expand its healthy food financing investments and activities.

## SOUTHEASTERN MICHIGAN HEALTH ASSOCIATION

Detroit, Mich.  
\$338,946

The association is a consortium of health officers who direct local health departments in southeastern Michigan facilitating the delivery of health services throughout the area. It also houses the Advancing Safe and Healthy Homes Initiative, and is using this grant to manage technical assistance support for grantees and to convene the initiative's annual networking meeting.

## SOUTHEASTERN MICHIGAN HEALTH ASSOCIATION

2012  
Detroit, Mich.  
\$250,000

The association is a consortium of health officers who direct local health departments in southeastern Michigan facilitating the delivery of health services throughout the area. This three-year, \$750,000 grant for the association's CLEARCorps/Detroit project supports the development of a policy agenda for Healthy Homes Detroit, a combined hazards-reduction and community-education initiative being implemented in selected Detroit neighborhoods. The funding is part of our Advancing Safe and Healthy Homes Initiative.

## SOUTHEASTERN MICHIGAN HEALTH ASSOCIATION

2011  
Detroit, Mich.  
\$409,871

The association is a consortium of health officers who direct local health departments in southeastern Michigan and has proven to be highly effective in facilitating the delivery of health services throughout the area. Supported by this four-year \$1.42 million grant, the association is serving as the national program office for our Advancing Safe and Healthy Homes Initiative, which broadens its childhood lead-abatement effort into a comprehensive healthy-housing approach.

## ST. JOHN'S WELL CHILD AND FAMILY CENTER INC.

2012  
Los Angeles, Calif.  
\$250,000

The independent community health center works to eliminate health disparities and foster community well-being by providing and promoting the highest quality care through a network of 10 federally qualified health centers and school-based clinics in Central and South Los Angeles and the city of Compton. St. John's is using this three-year, \$750,000 grant to implement a comprehensive, community-based strategy as part of our Advancing Safe and Healthy Homes Initiative.

## TAOS HEALTH SYSTEMS INC. HOLY CROSS HOSPITAL

Taos, N.M.  
\$150,000

The organization operates Holy Cross Hospital and provides health care services to residents of ethnically diverse communities in the state's north-central region. Funding supports Taos Health Systems' implementation and advancement of the "La Jicarita Family Health Initiative," a demonstration project focused on building a community-based system and infrastructure to improve the health and well-being of children, as part of the Safety-Net Enhancement Initiative, a cohort of eight communities around the country addressing health disparities through multi-sector collaboration.

## TIDES FOUNDATION

— 2013 — SAN FRANCISCO, CALIF. — \$500,000 —

The foundation acts as the fiscal agent for the Convergence Partnership, a major collaboration of leading national health foundations that drives policy and environmental changes to address disparities and promote healthy people in healthy places. This two-year, \$1 million grant supports the partnership and advances its work.



## TRUSTEES OF TUFTS COLLEGE

2013  
Medford, Mass.  
\$225,000

The internationally renowned research university emphasizes active citizenship and public service in its academic disciplines. With this three-year, \$675,000 grant, Tufts is coordinating a multisector partnership focused on reducing air-pollution exposure for low-income populations in Boston's Chinatown and the city of Somerville by redesigning multifamily housing and instituting health-protective municipal policies.

## UNIVERSITY OF CALIFORNIA — SAN FRANCISCO

2013  
San Francisco, Calif.  
\$250,000

The university anchors the Program for Reproductive Health and the Environment, which conducts research and leverages scientific findings to advance clinical care and health policies that prevent exposure to harmful chemicals and create a healthier environment. This three-year, \$750,000 grant extends funding for the Reach the Decision Makers science and policy training program and supports fellowship opportunities for participants.

## UNIVERSITY OF MARYLAND — BALTIMORE COUNTY

Baltimore, Md.  
\$165,882

The liberal arts honors university is home to the Hilltop Institute, a nationally recognized research center dedicated to improving the health and social outcomes of vulnerable populations. This two-year, \$350,000 grant continues support for Hilltop's Community Benefit Program, which studies benefits of tax-exempt hospitals in local communities and informs policymakers about those benefits and changes in the field.

## UNIVERSITY OF MICHIGAN

Ann Arbor, Mich.  
\$200,000

The university's Center for Law, Ethics and Health researches the influence of law and ethics on health care and public health systems. Funding supports a strategic analysis and design of a program by the center to help local health departments in Michigan adapt to changes and develop public health efforts in the context of health care reform.

## UNIVERSITY OF MICHIGAN

Ann Arbor, Mich.  
\$229,410

The university's Center for Managing Chronic Disease serves as the principal evaluator of efforts by grantees of Kresge's Safety Net Enhancement Initiative to share lessons learned about the effects of multisector partnerships on community health. This grant supports a comprehensive study of those efforts to date, their effectiveness and overall impact on population health in their communities.

## UNIVERSITY OF SOUTHERN CALIFORNIA

2013  
Los Angeles, Calif.  
\$90,000

Housed at the university's Keck School of Medicine, the Southern California Environmental Health Sciences Center spearheads research on traffic-related health impacts. This two-year, \$180,000 grant enables the Community Outreach and Engagement Program to educate the public and policymakers about the health effects of diesel pollution from ports and goods movement to ensure decision-making on new transportation infrastructure and global trade leads to cleaner air and improved health in low-income communities.

## VIRGINIA COMMONWEALTH UNIVERSITY

Richmond, Va.  
\$110,000

The public research university anchors the Center on Society and Health. The research center is using this grant to study and support the incorporation of innovative public health practices into the planning phase for a mixed-income housing redevelopment project in the city.

## VIRGINIA ORGANIZING INC.

Charlottesville, Va.  
\$81,150

The organization is the fiscal sponsor for the Science Communication Network, which works to identify, prioritize and publicize emerging environmental public health research. This grant supports efforts to facilitate communication between scientists studying environmental health and journalists covering the field and produce high-quality, accurate media coverage about environmental exposures and the disproportionate effects they have on low-income communities.

## VIRGINIA ORGANIZING INC.

2012  
Charlottesville, Va.  
\$30,000

The statewide grassroots organization is dedicated to challenging injustice by empowering people in local communities to address issues that affect the quality of their lives. The Health and Environmental Funders Network, based in Bethesda, Md., operates as a joint plan of work of Virginia Organizing and is using this three-year, \$190,000 grant to improve its capability to engage, track and provide services to foundations focused on environmental health and justice.

## VIRGINIA ORGANIZING INC.

2012  
Charlottesville, Va.  
\$100,000

The grassroots organization is dedicated to challenging injustice by empowering people in local communities to address issues that affect the quality of their lives. This joint, three-year, \$300,000 grant from our Health and Environment programs enables the group's Environmental Health Sciences project to expand its media coverage of environmental-health and climate-change stories with the aim of increasing public understanding of the issues and demand for policy solutions.





### VOICES OF DETROIT INITIATIVE

Detroit, Mich.  
\$150,000

The community-health collaborative works to improve services for medically underserved populations by coordinating the efforts of local health systems, public health agencies, community-health centers and grassroots organizations. This grant supports the rollout and replication of a “Healthy Living Mall” model designed to reduce the incidence of diabetes and hypertension among seniors living on a residential-housing campus.

### WASHTENAW COUNTY PUBLIC HEALTH

Ypsilanti, Mich.  
\$140,333

Serving 348,000 residents in southeastern Michigan, the agency has piloted its Prescription for Health program in four Ypsilanti health clinics to provide low-income clients with nutrition instructions and “tokens” for purchasing fresh produce at a local farmers market. This two-year, \$226,357 grant is being used to finalize, evaluate and advance the program model and enhance its sustainability.

### WAYNE STATE UNIVERSITY

**2011**  
Detroit, Mich.  
\$205,000

The university has a long history of community outreach, education of health care workers and care delivery to vulnerable populations. This three-year, \$675,000 grant enables the university’s Center for Urban Studies to adapt and expand its Lead Housing Database for use in our Advancing Safe and Healthy Housing initiative, which broadens its childhood lead-abatement effort into a comprehensive healthy-housing approach.

### WEST HARLEM ENVIRONMENTAL ACTION INC.

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

The nonprofit advocacy organization, also known as “WE ACT,” works to improve environmental quality and to secure environmental justice in predominately African American and Latino communities. Through this two-year, \$500,000 grant, WE ACT is mobilizing a citywide campaign to improve conditions and code enforcement in public and subsidized housing, as part of an effort to foster better health for New York City residents living in substandard apartments and homes.

### WHITTIER STREET HEALTH CENTER COMMITTEE INC.

Roxbury, Mass.  
\$150,000

As a primary provider of clinical and social services for 14,000 clients, the health center has led a partnership of agencies, academics and community organizations in developing the “Building Vibrant Communities” project. This grant supports the project’s work and expansion of its program model to address high rates of hypertension and depression among residents in Boston public-housing developments.

### WHOLESOME WAVE FOUNDATION CHARITABLE VENTURES INC.

— BRIDGEPORT, CONN. — \$500,000 —

The foundation works to improve health outcomes for vulnerable populations by increasing access to fresh, locally grown food and bolstering revenues for family farmers on a national level. Through this grant, Wholesome Wave is partnering with the Fair Food Network to ensure the Supplemental Nutrition Assistance Program incentives included in the 2014 Farm Bill are successfully implemented, and to pilot and evaluate a model of an optimal nutrition incentive program in two communities that is designed to improve access to affordable healthy food for low-income Americans and stimulate local economic growth.

### WHOLESOME WAVE FOUNDATION CHARITABLE VENTURES INC.

**2013**  
Bridgeport, Conn.  
\$200,000

The foundation works to improve health outcomes for vulnerable populations by increasing access to fresh, locally grown food and bolstering revenues for family farmers on a national level. Assisted by this three-year, \$600,000 grant, Wholesome Wave and its partners are developing a national scaling and sustainability strategy to expand its healthy-food incentive programs and farm-to-retail venues.

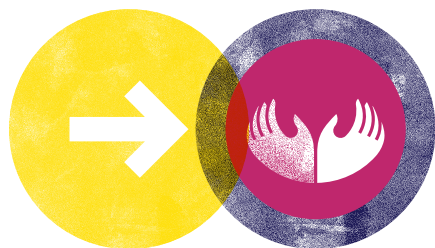
### WISCONSIN PRIMARY HEALTH CARE ASSOCIATION

**2012**  
Madison, Wis.  
\$164,000

The association advances the efforts of Wisconsin Community Health Centers to provide access to comprehensive, community-oriented primary-care services. A three-year, \$583,000 grant provides funding to implement the Strengthen, Transform, Adapt and Replicate initiative in the state’s federally qualified health centers as part of an effort to build innovative, scalable, sustainable facilities that can adapt to a rapidly changing environment.

**Kokua Kalihi Valley Comprehensive Family Services unites educational, governmental and community-based organizations in a land-to-table initiative to improve community health by nurturing social capital within the predominantly low-income, foreign-born community of Kalihi Valley in Honolulu, Hawaii.**





# Human Services

## ACCESS

**2013**  
Dearborn, Mich.  
\$100,000

The center, formerly known as the Arab Community Center for Economic and Social Services, offers integrated social, immigration, health, employment and education supports for individuals with low incomes through its 10 Detroit-area locations, and spearheads the National Network for Arab American Communities. A two-year, \$200,000 grant, awarded jointly by our Human Services and Detroit programs, supports the general operations of ACCESS and enables the network to launch a Youth Fellows Program to build the leadership skills of young Arab Americans.

## ALLIANCE FOR CHILDREN AND FAMILIES INC.

Milwaukee, Wis.  
\$500,000

The organization, now known as the Alliance for Strong Families and Communities, offers leadership and management-development services to its membership network of 500 nonprofit agencies serving 4.6 million clients in 2,200 locations across the United States and Canada. This grant underwrites the development of the Center for Engagement and Neighborhood Building, an initiative to help alliance members adopt new methods and systems that support individuals, families and communities as they create their own solutions to improve their quality of life and economic security.

## ALLIANCE FOR CHILDREN AND FAMILIES INC.

**2011**  
Milwaukee, Wis.  
\$839,998

The alliance offers leadership and management-development services to its national membership network of 500 nonprofit agencies serving 4.6 million individuals and families in 8,000 U.S. communities. This four-year, \$5.38 million grant funds a project to integrate strategic thinking into personnel, training, planning and other areas as a means to help nonprofits improve their organizational alignments and client services.

## AMERICAN PUBLIC HUMAN SERVICES ASSOCIATION

**2013**  
Washington, D.C.  
\$160,000

The bipartisan membership organization of state and local human-services leaders works collaboratively to advance innovative policies and strategies that improve the lives and well-being of low-income individuals, families and communities. Leveraging the effectiveness of networks and membership organizations, this two-year, \$260,000 grant will identify innovative models, develop practitioners' toolkits, foster better communications and create an action plan to help transform the human-services sector.

## ASSOCIATION FOR ENTERPRISE OPPORTUNITY

Washington, D.C.  
\$100,000

The national organization fosters the development of strong, effective U.S. microbusiness initiatives to assist underserved entrepreneurs in starting, stabilizing and expanding businesses. A grant enables the association to identify alternative revenue sources and build financial sustainability.

**BOLD IS SUPPORTING HUMAN DEVELOPMENT FOR SUSTAINED WELL-BEING AND ECONOMIC MOBILITY.**





**BOLD IS  
SUPPORTING  
HUMAN  
DEVELOPMENT  
FOR SUSTAINED  
WELL-BEING  
AND ECONOMIC  
MOBILITY.**





**We believe**  
the human-services  
sector can be  
transformed to focus  
on human development  
and progress, making it  
possible for those with  
low incomes to achieve  
well-being and economic  
mobility.

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**The Alliance for Strong Families and Communities** places a priority on shifting the sector from its traditional “services” model to one that facilitates human progress – helping people transition from crisis to stability and economic security. The organization (formerly the Alliance for Children and Families) provides leadership and management-development services to 500 human-services agencies in the U.S. and Canada. Collectively, its members deliver \$3.6 billion in services annually to more than 4.6 million people.

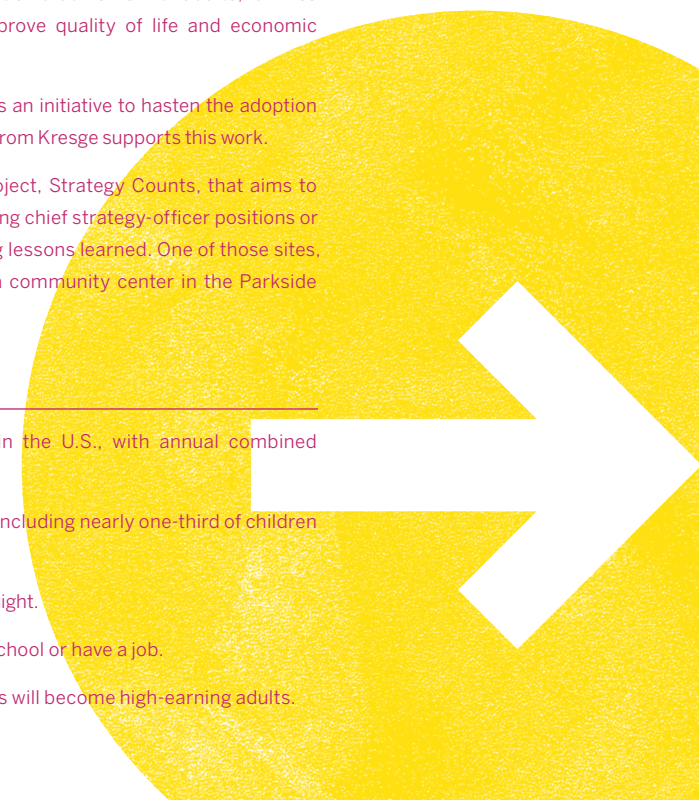
The alliance’s framework, Commitments of High-Impact Organizations, provides members with a method for shifting to an outcomes-based orientation that works with adults, families and communities to create individualized plans to improve quality of life and economic security.

The Center for Engagement and Neighborhood Building is an initiative to hasten the adoption and implementation of the framework; a \$500,000 grant from Kresge supports this work.

Complementing this is a four-year, \$5.4 million pilot project, Strategy Counts, that aims to increase organizational effectiveness at 20 sites by funding chief strategy-officer positions or extensive technical assistance and capturing and sharing lessons learned. One of those sites, the Opportunity Alliance in Portland, Maine, supports a community center in the Parkside neighborhood, whose residents are pictured here.

### Why It Matters

- There are 101,800 human-services organizations in the U.S., with annual combined expenses of \$199.6 billion.
- One in seven people – 45.3 million – lives in poverty, including nearly one-third of children in the nation’s largest cities.
- More than 578,000 people are homeless on any given night.
- One in seven young adults ages 17-24 do not attend school or have a job.
- Only 6 percent of children born to low-income families will become high-earning adults.







# KRESGE HUMAN SERVICES PROGRAM 2014

Grants Awarded

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**25 Grants Made**  
of foundation's 408 total

Amount of Grants Awarded

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**\$9.7 Million**  
of foundation's \$242.5 million total \*

Amount of Grants Paid Out During Year

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**\$18.5 Million**  
paid out on 2014 and prior-years' grants

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**A community center offers programs for residents of the Parkside neighborhood in Portland, Maine. The center receives assistance from the Opportunity Alliance, a part of the Alliance for Strong Families and Communities' Strategy Counts initiative. Photos courtesy Opportunity Alliance.**

\* Includes \$100 million for the Foundation for Detroit's Future, the fund created to help resolve Detroit's bankruptcy; see Letter From the President.



**ASSOC. FOR RESEARCH ON NONPROFIT ORGANIZATIONS AND VOLUNTARY ACTIONS**Indianapolis, Ind.  
\$50,000

The interdisciplinary organization, known as ARNOVA, supports philanthropy, civil society and voluntary action through the creation, application and dissemination of knowledge on nonprofit organizations. A two-year, \$100,000 grant bolsters leadership development and ARNOVA's efforts to build its organizational capacity and strengthen its learning community.

**BE THE CHANGE INC.**Boston, Mass.  
\$334,000

The organization creates national issue-based campaigns, such as Opportunity Nation, driven by broad cross-partisan coalitions that inspire culture change and accelerate public-policy development to bring about positive changes in society. Through this grant, the Opportunity Nation coalition of 300 nonprofits, businesses, educational institutions, faith-based organizations and community groups is working to expand economic mobility and close the opportunity gap in America.

**BOSTON CHINATOWN NEIGHBORHOOD CENTER****2013**  
Boston, Mass.  
\$100,000

The center provides greater Boston's Asian immigrant and Asian American community with essential services that ease integration into American society, promote economic success and social well-being and preserve the richness of Asian culture. This two-year, \$200,000 grant assists the center in making organizational changes designed to increase its community outreach, improve the coordination of its family services and expand its case-management activities.

**CATALYST MIAMI**Miami, Fla.  
\$50,000

Working through a partnership network, the coalition identifies and launches innovative strategies to help people and communities thrive. Funding enables Catalyst Miami to convene its human-services network for an anti-poverty summit being held in collaboration with the Center for American Progress.

**THE CENTER FOR VICTIMS OF TORTURE****2013**  
Minneapolis, Minn.  
\$153,660

The human-rights advocacy and assistance organization provides direct care for survivors of torture and violent conflict and trains partners worldwide to rehabilitate victims and work to end torture. Through this three-year, \$500,000 field-building grant, the center is studying the feasibility of a coordinated, partnership-based model for treating refugees with serious mental illness that couples mental health case management with associated health and social services on site at a primary care clinic.

**CENTER ON BUDGET AND POLICY PRIORITIES**Washington, D.C.  
\$10,216

The national nonpartisan research and policy institute provides rigorous analysis on federal and state budgets and programs to strengthen the safety net and protect pathways to economic security. Funding covers the additional costs of our second Kresge Human Services Grantee Policy Convening, held in December 2013, which coincided with the center's annual State Fiscal Policy Conference.

**CENTER ON BUDGET AND POLICY PRIORITIES**Washington, D.C.  
\$400,000

The national nonpartisan research and policy institute provides rigorous analysis on federal and state budgets and programs to strengthen the safety net and protect pathways to economic security. Grant money goes to fund the State Priorities Partnership and the network's efforts to develop sound, equitable state budget and tax analysis and policies that advance economic mobility for individuals with low incomes.

**CENTER ON BUDGET AND POLICY PRIORITIES****2013**  
Washington, D.C.  
\$160,000

The national nonpartisan research and policy institute provides rigorous analysis on federal and state budgets and programs to strengthen the safety net and protect pathways to economic security. A two-year, \$300,000 field-building grant provides general operating funds to bolster staff and enhance its infrastructure.

**COLORADO COALITION FOR THE HOMELESS**Denver, Colo.  
\$400,000

The coalition operates 53 programs that provide 15,000 homeless or at-risk adults and children annually with emergency housing and integrated human services. This grant is being used to create a comprehensive, integrated health care system to achieve better patient outcomes, and to prepare staff members to operate under the new Affordable Care Act policies.

**COLORADO COALITION FOR THE HOMELESS**Denver, Colo.  
\$60,000

The coalition operates 53 programs that provide 15,000 homeless or at-risk adults and children annually with emergency housing and integrated human services. It is using a grant to hire staff and an external consultant to gather and analyze data to evaluate progress toward desired program outcomes.

**CORPORATION FOR ENTERPRISE DEVELOPMENT****2013**  
Washington, D.C.  
\$300,000

The organization works at the local, state and federal levels to create economic opportunity that alleviates poverty. Assisted by this two-year, \$600,000 grant, the organization is collaborating with its Assets & Opportunity Network members to develop the necessary capacity to advance human-services system and policy reforms that can help individuals and families with low incomes build financial assets and plan for a more prosperous future.

**COUNCIL FOR A STRONG AMERICA**Washington, D.C.  
\$334,000

The council serves as the parent organization for five programmatic groups dedicated to expanding opportunities and strengthening pathways out of poverty for disadvantaged children and families. This grant supports the communications and advocacy work of the council's "unexpected messengers," a network of leaders from law enforcement, business, the ministry and the armed forces who champion research-based public investments in social, educational and health-related programs and policies.

**CREDIT WHERE CREDIT IS DUE****2011**  
New York, N.Y.  
\$250,000

The organization delivers financial education and asset-development services to individuals and families caught in the spiral of poverty as part of its citywide, action-oriented model to promote upward economic mobility among low-income, marginalized communities. This three-year, \$750,000 grant for general operations enhances the organization's effectiveness, expansion and impact.

**FAMILY INDEPENDENCE INITIATIVE****2013**  
Oakland, Calif.  
\$50,000

The organization's innovative approach leverages the resourcefulness, drive and self-determination of families as they work together for more prosperous lives. A two-year, \$200,000 grant from our Human Services and Detroit programs funds expansion of the model in Detroit.

**FARESTART****2013**  
Seattle, Wash.  
\$85,000

Over the past 20 years, the culinary job training and placement program for individuals who are disadvantaged and may be experiencing homelessness has empowered 6,500 people and served 5.5 million meals to needy men, women and children in the Seattle area. FareStart serves as an adviser to, and Model Member of, Catalyst Kitchens, which is using a three-year, \$300,000 grant to expand its collaborative network of food-service social enterprises, launch new programs, ramp up its training and secure corporate sponsors and contracts.

**FIRST PLACE FOR YOUTH****2013**  
Oakland, Calif.  
\$150,000

The multiservice organization provides housing, employment and education programs for youth exiting foster care to help them build the skills to make a successful transition to self-sufficiency and responsible adulthood. A two-year, \$300,000 grant enables First Place to bolster its organizational effectiveness and resilience.

**THE FORUM FOR YOUTH INVESTMENT****2013**  
Washington, D.C.  
\$100,000

Through its research and practical experience, the nonpartisan "action tank" gives youth and adult leaders the information, connections and tools to create greater opportunities and outcomes for young people. This two-year, \$200,000 grant goes toward strengthening its Ready by 21 Leader Network and the Children's Cabinet Network, which engage leaders from state and community policymaking and human-services agencies in broad-based efforts to improve programs for vulnerable children and youth.



## GEORGIA JUSTICE PROJECT

**2013**  
Atlanta, Ga.  
\$100,000

Through its legal, social and advocacy services, the organization breaks the cycle of poverty by defending the indigent criminally accused and helping them rebuild their lives. The Georgia Justice Project is using a two-year, \$200,000 grant to bolster its organizational capabilities and to create a New Southern Strategy Coalition to improve access to employment, housing and benefits for Southerners who have a criminal history.

## THE GREATER NEW ORLEANS FOUNDATION

**2012**  
New Orleans, La.  
\$350,000

Serving the 13-parish region of metropolitan New Orleans, the foundation works to create a resilient, sustainable, vibrant community by spearheading strategic initiatives, connecting donors to local needs and supporting effective nonprofit organizations. This four-year, \$600,000 grant expands a capacity-building program to strengthen the region's human-services sector by providing consulting services, technical assistance, training and other resources to more than 30 human-services organizations.

## HAVEN FOR HOPE OF BEXAR COUNTY

**2013**  
San Antonio, Texas  
\$100,000

The organization coordinates the efforts of 80 partners to offer a holistic and integrated approach to assisting individuals and families who are homeless. It is using this two-year, \$300,000 grant to expand an innovative system-of-care framework that takes a person-centered, trauma-informed, peer-supported approach to helping people achieve economic security and self-sufficiency.

## HAWAI'I COMMUNITY FOUNDATION

**2012**  
Honolulu, Hawaii  
\$589,152

The statewide philanthropic foundation provides grants and advisory services to nonprofit organizations that invest in people and solutions to benefit Hawaiian island communities. This four-year, \$1.5 million grant helps to strengthen Hawaii's human-services system by building the capacity of leading human-services organizations to serve at-risk youth, homeless individuals and frail elderly residents and fostering greater collaboration among community, government and nonprofit leaders.

## INNOVATION NETWORK FOR COMMUNITIES

**2013**  
Tamworth, N.H.  
\$75,000

The national organization helps to develop and spread scalable innovations that transform the performance of community systems such as education, energy, land use, transportation and workforce development. A two-year, \$150,000 field-building grant enables the network to explore and advance promising program models, social-impact investment strategies and grantmaking tools in the human-services field that improve outcomes for low-income people in urban areas.

## INSIGHT CENTER FOR COMMUNITY ECONOMIC DEVELOPMENT

Oakland, Calif.  
\$566,500

The national research, consulting and legal-services organization advances innovative solutions that help people and communities become economically secure over the long term. This three-year, \$850,000 grant underwrites the center's general operations and supports its work to foster a learning community that engages human-services providers, advocates and government leaders in refining the standards of economic self-sufficiency applied to programs and benefits for low-income individuals.

## JIM CASEY YOUTH OPPORTUNITIES INITIATIVE

**2013**  
St. Louis, Mo.  
\$255,000

The initiative helps young people make the transition from foster care to adulthood by improving policies and practices, promoting youth engagement, applying evaluation and research and creating community partnerships at the local, state and national levels. This three-year, \$750,000 grant leverages the effectiveness of its network and supports the expansion of its program model to two additional states.

## LARKIN STREET YOUTH SERVICES

**2013**  
San Francisco, Calif.  
\$150,000

The agency offers a continuum of housing, medical care, education and job-training support to help youth who are homeless move off the streets and reclaim their lives. It is using a two-year, \$300,000 grant to enhance its organizational effectiveness and resilience, in part by developing an integrated education and employment program geared toward creating long-term career pathways and economic security so that the youth never experience homelessness again.



## LATIN AMERICAN YOUTH CENTER

**2013**  
Washington, D.C.  
\$275,000

The center seeks to empower a diverse population of youth to achieve a successful transition to adulthood through innovative, multicultural programs that address young people's social, academic and career needs. A three-year, \$600,000 grant underwrites the organization's general operations and bolsters its leadership training, technology infrastructure and marketing, communications and management strategies.

## LIFT

Washington, D.C.  
\$50,000

Through its resource centers in six cities, LIFT's trained volunteer advocates help community members build the strong personal, social and financial foundations needed to achieve economic stability and well-being. Funding enables LIFT to hire consultants to help formalize an influence framework and implementation plan to guide its work in coming years.

## LIFT

**2013**  
Washington, D.C.  
\$150,000

Through its resource centers in six cities, LIFT's trained volunteer advocates help community members build the strong personal, social and financial foundations needed to achieve economic stability and well-being. Funding from a two-year, \$300,000 grant enhances the organization's talent, technology and overall capacity to help people move and stay out of poverty.

## MICHIGAN ASSOCIATION OF UNITED WAYS INC.

**2010**  
Lansing, Mich.  
\$376,000

The association, which works directly with Michigan's 64 local United Ways to develop responses to current and emerging issues, is coordinating the Michigan Benefits Access Initiative, which provides needy Michigan families with one-stop access to public benefits. This four-year, \$2.1 million grant enables the initiative to expand its Web-based MiBridges application program for submitting benefit requests online.

## MISSISSIPPI CENTER FOR JUSTICE

**2013**  
Jackson, Miss.  
\$100,000

The center is a legal and advocacy organization committed to advancing racial and economic justice through the development and pursuit of strategies to combat discrimination and poverty statewide. A two-year, \$300,000 grant for general operations supports organizational investments in staffing, programming, coaching and planning that enhance the center's long-term effectiveness and resilience.

## NATIONAL ALLIANCE FOR HISPANIC HEALTH

**2010**  
Washington, D.C.  
\$647,981

The alliance's network of 500 community-based organizations delivers health and human services to 15 million low-income individuals, and its national and federal outreach partners touch the lives of 100 million people annually. This four-year, \$4.3 million grant supports the alliance's Our Treasures demonstration project to strengthen 10 multiservice organizations by funding new chief operating officer and/or chief development officer positions.

## NATIONAL CHURCH RESIDENCES

**2012**  
Columbus, Ohio  
\$200,000

National Church is the nation's largest nonprofit developer and manager of affordable senior housing and services. This three-year, \$600,000 joint grant from our Human Services and Health programs enables the organization to implement and expand its new Integrated Health Home Medical Program, a person-centered care system that addresses physical, behavioral and social needs.

## NATIONAL FEDERATION OF COMMUNITY DEVELOPMENT CREDIT UNIONS INC.

**2012**  
New York, N.Y.  
\$1.04 Million

The federation provides financial, technical and human resources to help strengthen community development credit unions that offer banking services to low-income and minority residents in urban and rural communities. This four-year, \$1.6 million grant funds a pilot project designed to increase access to integrated financial and human services for families and individuals in four underserved urban areas by fostering strategic partnerships between CDCUs and human-services providers.

## NATIONAL HUMAN SERVICES ASSEMBLY

Washington, D.C.  
\$400,000

The association of national nonprofit health and human-services organizations works collaboratively to shape and strengthen the delivery of care and services. A two-year, \$600,000 grant enables the association to engage its national networks in articulating and advancing a new frame for the human-services sector to ensure key principles are accurately reflected at the core of a national agenda.



## NATIONAL IMMIGRATION FORUM

**2013**  
Washington, D.C.  
\$300,000

Through its policy expertise, communications outreach and coalition building, the organization advances sound federal immigration solutions and creates opportunities for immigrants to succeed and contribute to American society. A two-year, \$600,000 grant funds the Bethlehem Project, which leverages the effectiveness of networks and creates new pathways to the economic mainstream for low-income, citizenship-eligible immigrants in four cities.

## NATIONAL INDIAN CHILD WELFARE ASSOCIATION

Portland, Ore.  
\$350,000

The association is a national organization focused on the well-being of Native American children and families. This three-year, \$1.05 million grant helps the association and an emerging network of child-welfare organizations serving diverse, disadvantaged communities of color develop culturally informed executive succession processes.

## NEW VENTURE FUND

Washington, D.C.  
\$150,000

The organization serves as fiscal sponsor and administrator of a new professional communications hub for the civil legal-aid sector. Grant money underwrites operating costs for the hub, including staffing and a communications firm.

## NEW VENTURE FUND

**2013**  
Washington, D.C.  
\$150,000

This organization serves as fiscal sponsor and administrator of a new professional communications hub for the civil legal-aid sector. This two-year, \$300,000 grant will help fund the hub's operations, including staffing.

## NONPROFIT FINANCE FUND

**2013**  
New York, N.Y.  
\$400,000

The national organization works with nonprofits to help strengthen their financial health and improve their capacity to serve their communities. This two-year, \$1 million grant supports the launch of the Community Resilience Fund, a public-private partnership to provide working capital, advisory services and technical aid to bolster the financial stability of New York City human-services organizations.

## PHILANTHROPY NEW YORK

New York, N.Y.  
\$35,000

The professional community of nearly 290 private, corporate, family and public foundations based in the New York City region fosters collaboration among funders, promotes strategic grantmaking and advances public policies that support the philanthropic and nonprofit sectors. It serves as the fiscal sponsor for the Asset Funders Network, which is using a two-year, \$70,000 grant to fund its nationwide expansion.

## PINE STREET INN

**2013**  
Boston, Mass.  
\$150,000

The multiservice agency provides housing, job training and placement, emergency shelter and street outreach to men and women experiencing homelessness. To foster innovative communities of practice, this two-year, \$300,000 grant will support organizational changes to help Pine Street shift its efforts from emergency shelter to permanent supportive housing for individuals who are chronically homeless.



## PREBLE STREET

Portland, Maine  
\$250,000

Established as a food pantry and soup kitchen, the organization has transitioned from providing shelter services to adopting a comprehensive model that emphasizes permanent housing and supportive services for chronically homeless individuals. This three-year, \$750,000 grant enables Preble Street to improve its programming, technology infrastructure and staff retention and to advance its efforts to reduce the human, social and economic toll of homelessness.

## RHODE ISLAND LEGAL SERVICES

**2012**  
Providence, R.I.  
\$200,000

The law firm provides legal assistance and representation to low-income individuals to protect their legal rights and to ensure they are treated fairly throughout the civil justice system. This three-year, \$600,000 grant supports the development of a Holistic Legal and Social Services Network, a coalition of human-services and legal-aid organizations that uses an integrated approach to helping families move from poverty to financial stability.

## ROCA INC.

**2013**  
Chelsea, Mass.  
\$100,000

The organization offers an evidence-based, high-impact intervention approach that helps disengaged and disenfranchised young people move out of poverty and away from violence. A two-year, \$300,000 grant strengthens ROCA's organizational capacity to work with young men as part of the Massachusetts Juvenile Justice Pay-for-Success pilot project.

## SA2020

**2013**  
San Antonio, Texas  
\$100,000

SA2020 is an umbrella organization working to mobilize the San Antonio community to achieve shared goals that will help transform it into a world-class city by the year 2020. A two-year, \$200,000 grant enables SA2020 to assist human-services providers in strengthening and aligning their efforts with the community's vision for shared prosperity and well-being for all residents.

## SAN ANTONIO AREA FOUNDATION

**2011**  
San Antonio, Texas  
\$180,000

The foundation's Center for Nonprofit Support is one of the city's leading experts on nonprofit sustainability, providing management support and organizational development assistance to nonprofits in Texas. Funding from this three-year, \$626,500 grant enables the center to become a stand-alone entity and to expand its technical assistance and capacity-building programs.

## SARGENT SHRIVER NATIONAL CENTER ON POVERTY LAW

Chicago, Ill.  
\$77,000

The center is a legal and advocacy organization that strives to improve lives through the development of innovative, effective programs and policies that advance justice and opportunity. Grant money supports the convening and growth of a network of leaders of statewide and regional law and policy organizations who seek to strengthen the civil legal-aid community by sharing promising practices and information.

## SARGENT SHRIVER NATIONAL CENTER ON POVERTY LAW

**2012**  
Chicago, Ill.  
\$480,000

The center is a legal and advocacy organization that strives to improve lives through the development of innovative, effective programs and policies that advance justice and opportunity. Funding from this three-year, \$1.4 million grant helps to strengthen training opportunities for civil legal-aid providers across the U.S. and expand advocacy support to preserve and protect the civil legal rights of low-income individuals.

## SINGLE STOP USA INC.

**2013**  
New York, N.Y.  
\$500,000

Through its "single-stop shop" model, the organization enables families to apply for a variety of public benefits and services at one centralized, easy-to-access location. Funding from a two-year, \$900,000 grant at the enterprise level allows Single Stop to upgrade its technology tools, increase its financial sustainability and ramp up its policy work to help families build economic security.

## SOCIAL ENTERPRISE ALLIANCE

Minnetonka, Minn.  
\$300,000

The alliance engages social enterprises, service providers, nonprofit organizations, corporations and venture capitalists in building the field of social enterprise through networking opportunities, educational forums, strategic partnerships and impact legislation. It is using a four-year, \$800,000 grant to reimagine its organizational approach, increase the effectiveness of its members' work and advance a robust social enterprise movement.

## SOUTHEAST ASIA RESOURCE ACTION CENTER

**2013**  
Washington, D.C.  
\$155,000

The national organization supports Cambodian, Laotian and Vietnamese American communities through advocacy, leadership development and capacity building, and serves as an intermediary for the Office of Refugee Resettlement at the U.S. Department of Health and Human Services. A three-year, \$500,000 grant funds the center's general operations and accelerates its growth.



### PIMA COUNTY COMMUNITY DEVELOPMENT AND NEIGHBORHOOD CONSERVATION

— TUCSON, ARIZ. — \$50,000 —

Part of Pima County's Community and Economic Development department, the agency works to improve the quality of life for residents, particularly in economically and socially disadvantaged communities. This grant covers consulting services to help develop a "pay for success" model for human-services programs.



**ST. VINCENT DE PAUL OF LANE COUNTY INC.**2011  
Eugene, Ore.  
\$50,000

St. Vincent de Paul offers social and homeless services, affordable housing and job training and placement to low-income individuals in Oregon's Lane County. This five-year, \$512,400 grant provides funding for the purchase and renovation of a facility to house the Oakridge Service Center, as well as a five-year operating subsidy.

**STEP UP SAVANNAH INC.**2011  
Savannah, Ga.  
\$151,000

The collaboration of organizations, businesses and government agencies that seeks to move families toward economic self-sufficiency uses a three-pronged approach of workforce development and jobs, wealth building and financial literacy, and work supports. General operating support from this three-year, \$445,000 grant strengthens the capacity and effectiveness of the coalition members.

**STEWARDS OF AFFORDABLE HOUSING FOR THE FUTURE**2013  
Washington, D.C.  
\$540,000

The network of 12 social-enterprise nonprofits provides high-quality, affordable rental homes for more than 96,000 households in 49 states, the District of Columbia, Puerto Rico and the Virgin Islands. Assisted by this two-year grant, the network is developing common outcomes measures that show the impact and the cost implications of affordable housing with support services supplied by its members.

**SUMMIT ACADEMY, OPPORTUNITIES INDUSTRIAL CENTER**2013  
Minneapolis, Minn.  
\$200,000

The vocational-training and job-placement school offers programs and support services in technology, construction and health care to help low-income, minority adults become educated, employed, contributing members of their communities. A three-year, \$600,000 grant supports its general operations to enhance its organizational effectiveness and resilience.

**SYRACUSE UNIVERSITY**Syracuse, N.Y.  
\$100,000

As an anchor institution in Syracuse, the university pursues collaborations that simultaneously enrich scholarship and research. This grant provides additional funding to the university's Maxwell School of Citizenship and Public Affairs for the development of a resilience assessment tool and the dissemination of resilience research in the human-services field.

**THIRD SECTOR NEW ENGLAND INC.**2011  
Boston, Mass.  
\$325,000

The organization provides capacity-building programs and services for individual nonprofits and the nonprofit sector. This three-year, \$975,000 grant (transferred from Tides Inc. in 2013) supports scaling up the reach of the Nonprofit Centers Network, which promotes development of multitenant nonprofit centers.

**TIDES CENTER**San Francisco, Calif.  
\$35,656

The center is a public charity that provides a solid infrastructure for groups working to promote progressive social change on the local, national and international levels. This grant extends funding for a national convening and learning series, Reinventing Human Services, focused on identifying transformative opportunities to bolster the sector's capacity to address growing poverty and inequality in the United States.

**UNITED WAY OF THE BAY AREA**2012  
San Francisco, Calif.  
\$250,000

The charitable organization harnesses the philanthropic power of nonprofits, government, corporations and individuals to create change and to achieve its goal of cutting Bay Area poverty in half by 2020. This three-year, \$500,000 grant enables the United Way and local human-services providers to create a regional network and develop a common framework to move families toward self-sufficiency.

**UNIVERSITY OF MINNESOTA**Minneapolis, Minn.  
\$276,103

The university is home to the Public and Nonprofit Leadership Center, which supports trained, experienced leaders who work collaboratively for the public good. This three-year, \$796,370 grant continues funding for the Hubert Project, which is developing and disseminating multimedia learning materials for nonprofit human-services leaders and managers.

**URBAN INSTITUTE**2013  
Washington, D.C.  
\$480,000

The nonpartisan economic and social-policy research institute disseminates its finding to a broad audience and informs community development to promote social, civic and economic well-being. This two-year grant funds the multisite Housing Opportunity and Services Together, or HOST, demonstration, a project to test strategies that use housing as a platform for services to improve the life chances of vulnerable children, youth and adults.

**URBAN INSTITUTE**2012  
Washington, D.C.  
\$325,000

The nonpartisan economic- and social-policy research institute disseminates its findings to a broad audience and informs community development to promote social, civic and economic well-being. Assisted by this three-year, \$1 million grant, the institute is launching a demonstration project in seven states aimed at increasing the delivery of public benefits to eligible low-income families, streamlining public-benefits systems and informing federal and state policies and practices.

**VALLEY INITIATIVE FOR DEVELOPMENT AND ADVANCEMENT**2012  
Weslaco, Texas  
\$150,000

The community-based agency provides underserved residents with education and training to promote self-sufficiency and build a skilled workforce that meets the demands of employers and spurs investment in the region. A three-year, \$500,000 grant enables the agency to participate in a 10-year, federally funded demonstration project, Innovative Strategies for Increasing Self-Sufficiency, which centers on a rigorous evaluation of next-generation strategies for increasing the economic self-sufficiency of low-income individuals and families.

**VENTURE PHILANTHROPY PARTNERS INC.**

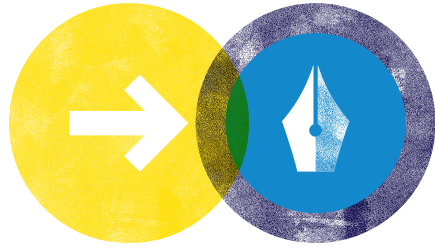
— WASHINGTON, D.C. — \$650,000 —

The philanthropic-investment organization contributes money and provides expertise to high-performing nonprofit organizations that serve the core developmental, learning and education needs of children and youth from low-income families in the National Capital Region. This three-year, \$770,000 grant supports the expansion of the youthCONNECT model in Prince George's County, Maryland, as part of an overarching effort to improve education, employment and health-behavior outcomes for low-income and at-risk young people.

**YOUTHLINK**2013  
Minneapolis, Minn.  
\$196,600

YouthLink offers a safe, supportive refuge for homeless youth and provides services and counseling to help them transition toward stability, independence and self-sufficiency. Assisted by a two-year, \$378,000 grant, the agency is conducting a study to analyze the efficacy and cost effectiveness of an intervention framework that delivers multiple services for youth who are at-risk or experiencing homelessness.





# President's Discretion

## BROOKINGS INSTITUTION

Washington, D.C.  
\$50,000

Brookings' Metropolitan Policy Program focuses attention on the vital role cities play as engines of economic growth and global competitiveness. This grant supports the analysis and synthesis of existing plans for Detroit's post-bankruptcy future and the development of a narrative for stimulating the city's revitalization over the next five to 10 years.

## CALIFORNIA COMMUNITY FOUNDATION

Los Angeles, Calif.  
\$30,000

The foundation works to drive change in Los Angeles through its intermediary work as a champion of charitable giving, a steward of donor funds and as a thought leader, convener and grantmaker. A two-year, \$80,000 grant supports LA THRIVES, a collaborative housed at CCF working to attract and deploy private capital to finance equitable transit-oriented development that contributes to the well-being of local communities.

## THE DENVER FOUNDATION

Denver, Colo.  
\$30,000

The community foundation helps mobilize resources that strengthen the Denver region. This two-year, \$80,000 grant assists Mile High Connects, a collaborative of private, public and nonprofit sector leaders, in leveraging private capital to finance equitable transit-oriented development that fosters communities that offer all residents the opportunity for a high quality of life.

## THE SAN FRANCISCO FOUNDATION

San Francisco, Calif.  
\$30,000

The foundation mobilizes resources and acts as a catalyst for change to build strong communities, foster civic leadership and promote philanthropy. A foundation initiative, the Great Communities Collaborative, is using this two-year, \$80,000 grant to coordinate activities that strengthen the region's capacity to attract and deploy private investment for equitable transit-oriented development that creates healthy, thriving, affordable neighborhoods in the Bay Area.

## SUSTAINABILITY ACCOUNTING STANDARDS BOARD

San Francisco, Calif.  
\$250,000

The board develops and disseminates sustainability accounting standards that help public corporations disclose useful information to investors. It is using this grant to accelerate progress toward its long-term goal of promoting a shared understanding of corporate sustainability performance that allows companies and investors to make informed decisions that drive value and improve sustainability outcomes.

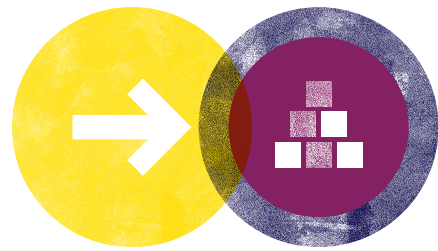
## UNIVERSITY OF MINNESOTA

Minneapolis, Minn.  
\$100,000

The university's law school is home to the Institute on Metropolitan Opportunity, which investigates the ways that laws, policies and practices affect development patterns in U.S. metropolitan regions, with a particular focus on the growing social and economic disparities within these areas. Through this grant, the institute is analyzing the sources and extent of developing fiscal crises in Michigan cities and towns, and assessing the potential impact of policies designed to ease existing stress and avoid future problems.

**Downtown and Midtown Detroit are in a period of rapid transformation. Today, the city's main artery of Woodward Avenue is bustling with M-1 Rail construction work.**





# Special Initiatives

## ACHIEVEMISSION

Oakland, Calif.  
\$600,000

The consulting firm helps nonprofit organizations and foundations increase social impact by improving the sector's perception and practice of human capital management. This grant enables six grantees to participate in AchieveMission's signature Talent Initiative program, which provides human capital assessment, planning and development services to organizations seeking new leadership and workforce talent to guide their mission-driven expansion or internal culture change.

## ACHIEVING THE DREAM

Silver Spring, Md.  
\$450,000

The national reform initiative seeks to increase the academic success of community college students, particularly students of color and those with low incomes. This joint four-year, \$1.1 million grant from our Education and Human Services programs underwrites the nationwide expansion of the Working Families Success Network in Community Colleges strategy by supporting three Los Angeles-area community colleges as they create pathways and provide integrated services that prepare low-income students for jobs with family-sustaining wages.

## ALLIANCE FOR NONPROFIT MANAGEMENT

Chestnut Hill, Mass.  
\$60,000

The membership organization of consultants, funders, academics and thought leaders supports efforts by nonprofits and other service organizations to build capacity. This three-year, \$180,000 grant supports work to increase sharing of research and promising practices by drawing more organizations into the alliance, holding conferences and webinars, and fostering affinity groups focused on improving practices in the nonprofit sector.

## ASIAN AMERICANS/PACIFIC ISLANDERS IN PHILANTHROPY

San Francisco, Calif.  
\$10,000

The national advocacy organization is dedicated to advancing philanthropy and Asian American/Pacific Islander communities. This three-year, \$30,000 grant provides institutional membership support for three years.

## ASSOCIATION OF BLACK FOUNDATION EXECUTIVES INC.

New York, N.Y.  
\$45,000

The independent membership organization promotes effective, responsive philanthropy in African American communities. This three-year, \$85,000 grant funds our institutional membership in the association for three years and supports the 2014 Joint Affinity Groups Unity Summit.



## ASSOCIATION OF BLACK FOUNDATION EXECUTIVES INC.

2013  
New York, N.Y.  
\$50,000

The independent membership organization promotes effective, responsive philanthropy in African American communities. Through this three-year, \$150,000 grant, the association is creating a network of trained, connected, accessible black coaches and a Web-based resource center to strengthen the management and leadership skills of its members.

## BILL, HILLARY AND CHELSEA CLINTON FOUNDATION

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

Formerly known as the William J. Clinton Foundation, the philanthropy works to improve global health, strengthen economies, promote health and wellness and protect the environment by fostering partnerships among governments, businesses, nongovernmental organizations and private citizens. This grant supports programming for the initiative's domestic work and the 2014 annual meeting of CGI America, held in Denver.

## THE CENTER FOR APPLIED TRANSECT STUDIES INC.

Miami, Fla.  
\$100,000

Through its research, publications and training, the center advances the design, implementation and documentation of resilient transect-based communities, which are characterized as walkable, transit-connected, affordable, diverse and sustainable. This grant supports expansion of the Project for Lean Urbanism, which seeks to promote small-scale revitalization efforts by community groups and small businesses, through the development and sharing of a framing document at convenings around the country focused on developing partnerships between funders and community organizations.

## CENTER FOR COMMUNITY CHANGE

Washington, D.C.  
\$200,000

The center strengthens, connects and mobilizes grassroots groups to enhance their leadership, voice and power. This cross-program, two-year, \$400,000 grant provides funding for the Student Impact Project and Healthy Young America Campaign, which developed the Young Invincibles, a national organization that focuses on empowering young Americans with information regarding health care, jobs, entrepreneurship and higher education.

## CENTER FOR EFFECTIVE PHILANTHROPY

2013  
Cambridge, Mass.  
\$70,000

The center develops comparative data, assessment tools, programming and publications that enable philanthropic funders to define, assess and improve their effectiveness and social impact. A two-year, \$150,000 grant provides general operating support to advance CEP's research agenda, programs and communications to benefit the philanthropic sector.

## COMMUNITY PARTNERS

Los Angeles, Calif.  
\$165,000

The organization is the fiscal sponsor of the Talent Philanthropy Project. This grant supports work by the project to encourage foundations to invest in leadership development at nonprofit organizations.

## CORPORATION FOR SUPPORTIVE HOUSING

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

The organization provides loans and assistance for projects that integrate housing with health services in ways that improve people's quality of life while lowering public costs. This three-year, \$750,000 grant from our Human Services and Health programs supports development and testing of programs that use new financial approaches to place more people in supportive housing, and provide comprehensive health and social services.

## COUNCIL OF MICHIGAN FOUNDATIONS INC.

2012  
Grand Haven, Mich.  
\$45,000

The membership organization of grantmakers in Michigan provides networking, education and advocacy opportunities. This two-year, \$135,000 grant funds the Office of the Foundation Liaison, a cabinet-level position in state government to help identify and broker strategic partnerships between the state and foundations that could lead to policy reforms that improve the lives of Michigan families and children.

## COUNCIL ON FOUNDATIONS INC.

Arlington, Va.  
\$55,000

The council provides its membership of private, community and family foundations and corporate-giving programs with the opportunity, leadership and tools to expand, enhance and sustain their ability to advance the common good. A three-year, \$165,000 grant renews our annual membership dues for three years.

## DALLAS ARTS DISTRICT

Dallas, Texas  
\$50,000

The Dallas Arts District is home to the city's leading visual and performing arts institutions and serves as the cornerstone and catalyst for creative vitality in the region. This grant enabled Dallas to host the New Cities Summit 2014, which focused on the development of more dynamic, sustainable, just and creative cities.



## THE FORUM FOR YOUTH INVESTMENT

Washington, D.C.  
\$300,000

Through its research and practical experience, the nonpartisan “action tank” gives youth and adult leaders the information, connections and tools to create greater opportunities and outcomes for young people. A cross-program, three-year, \$665,000 grant enables the forum to supply technical assistance to Performance Partnership Pilots, which encourages state and local organizations to work together to better serve disconnected youth.

## FOUNDATION CENTER

New York, N.Y.  
\$50,000

The center maintains a comprehensive database on grantmakers and operates research, education and training programs designed to increase the effectiveness of philanthropy. This three-year, \$150,000 grant continues support for knowledge-sharing efforts and funds implementation of the center’s 10-year strategic plan to improve the information infrastructure connecting nonprofits and funders.

## FUNDERS’ NETWORK FOR SMART GROWTH & LIVABLE COMMUNITIES INC.

Coral Gables, Fla.  
\$50,000

Working at the intersection of health, community development and environment, this network of funding organizations promotes sustainable, socially equitable, economically sound land-use decisions leading to smarter growth policies and practices. A grant enables the Restoring Prosperity in Older Industrial Cities funder working group to spearhead joint learning and initiatives that advance sustainable, equitable, prosperous communities in urban areas recovering from de-industrialization and disinvestment.

## FUNDERS’ NETWORK FOR SMART GROWTH & LIVABLE COMMUNITIES INC.

Coral Gables, Fla.  
\$45,000

Working at the intersection of health, community development and environment, this network of funding organizations promotes sustainable, socially equitable, economically sound land-use decisions leading to smarter growth policies and practices. This two-year, \$75,000 grant provides membership support.

## GRAHAM GUND GALLERY

Gambier, Ohio  
\$300,000

The visual arts center at Kenyon College provides exhibitions, classes and cultural and socially engaged programs. Funding supports its general operations and activities.

## GRANTMAKERS FOR CHILDREN, YOUTH AND FAMILIES

Silver Spring, Md.  
\$25,000

The national philanthropic affinity organization promotes effective grantmaking that integrates research, policy and practice to bring about systemic change for children, youth and families. This three-year, \$45,000 grant provides membership support.

## GRANTMAKERS FOR EFFECTIVE ORGANIZATIONS

Washington, D.C.  
\$15,000

The group represents a diverse community of 500 grantmakers committed to building strong, effective nonprofit organizations, and works to promote strategies and practices that contribute to grantee success. This three-year, \$45,000 grant renews our annual membership for three years.

## GRANTS MANAGERS NETWORK INC.

**2013**  
Washington, D.C.  
\$10,000

The affinity group for grants management professionals includes more than 2,400 members from more than 300 foundations, public charities and corporations. This four-year, \$80,000 grant supports GMN’s efforts to streamline grant application and reporting, and provides three years of membership dues.

## GUIDESTAR

Williamsburg, Va.  
\$35,000

Through its extensive database, GuideStar gathers and displays financial and organizational information on the nonprofit sector, which allows donors, funders, researchers and educators to make informed decisions. This three-year, \$85,000 grant renews our annual institutional membership for three years.

## HEALTH CARE WITHOUT HARM

Boston, Mass.  
\$300,000

The organization promotes green-building and environmental-sustainability standards and tools for the health care industry. It is using a cross-program, two-year, \$600,000 grant to launch a Health Care Climate Council to mobilize new leadership on climate change within the U.S. health care sector and to implement innovative measures that improve the sector’s climate resilience.



## INDEPENDENT SECTOR

Washington, D.C.  
\$25,000

The coalition of 600 leading charities, foundations and corporate grantmakers is committed to advancing the common good and strengthening the nonprofit sector by promoting effective policies, championing public-private collaborations, fostering accountability and serving as a common meeting ground. A three-year, \$75,000 grant renews our annual membership in the organization for three years.

## INDEPENDENT SECTOR

Washington, D.C.  
\$150,000

The coalition of 600 leading charities, foundations and corporate grantmakers is committed to advancing the common good and strengthening the nonprofit sector by promoting effective policies, championing public-private collaborations, fostering accountability and serving as a common meeting ground. This two-year, \$300,000 grant provides general operating support as well as funding for the C-Suite initiative for leadership development, including the 2014 C-Suite Detroit regional convening and the C-Suite Track at the 2014 national conference in Seattle.

## JOBS FOR THE FUTURE

Boston, Mass.  
\$175,000

The organization identifies, develops and promotes education and workforce strategies that expand opportunities for youth and adults in more than 200 communities across 43 states. A cross-program grant is being used to conduct an in-depth examination of effective green infrastructure job programs in up to eight cities, including Detroit, to identify promising strategies for improving the entry and retention of underserved individuals in jobs within this economic sector.

## LOCAL INITIATIVES SUPPORT CORP.

New York, N.Y.  
\$765,000

The national community development financial institution works through 30 local offices in 25 states to help community organizations gain access to financial capital, expertise and policy support to create affordable housing and commercial activity. This two-year, \$1.35 million grant continues support for the Building Sustainable Communities initiative by funding research, assessment, management support and new resources for local sites in the program.

**MDRC**

— NEW YORK, N.Y. — \$550,000 —

**The education and social policy research organization combines research and experience to improve the lives of low-income individuals and influence public policy and practice. This four-year, \$1.5 million grant from our Education, Human Services and Detroit teams supports MDRC’s campaign to improve external communications, enhance its program-development process and support demonstration projects aimed at promoting community college access and moving families out of poverty.**

## MERCY HOUSING CALIFORNIA

San Francisco, Calif.  
\$220,000

Mercy Housing California is the largest regional division of Mercy Housing Inc., and offers affordable housing programs and resident services to low- and very-low-income working-poor families, seniors and individuals across 36 California counties. A joint two-year, \$480,000 grant from our Health and Human Services program teams provides funding for the Los Angeles Supportive Housing Accelerator prototype, an innovative approach to financing, developing and operating supportive housing for chronically homeless individuals and frequent users of local health services.

## NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY

**2013**  
Washington, D.C.  
\$40,000

The organization promotes philanthropic giving that serves the public good, responds to the needs of underserved people and communities and meets high standards of integrity and transparency. A three-year, \$120,000 grant covers our membership dues and supports this work.



## NATIONAL COUNCIL OF NONPROFITS

Washington, D.C.  
\$125,000

The council works through its network of state associations and affiliates in 42 states and the nation's capital to advance the role, capacity and voice of more than 25,000 charitable nonprofits. This four-year, \$225,000 grant provides operating support for three years.

## NATIONAL PUBLIC RADIO

Washington, D.C.  
\$400,000

National Public Radio distributes programming to more than 900 public-radio stations across the country. A three-year, \$1.2 million grant enables NPR to expand its programming on urban issues, strengthen its engagement with urban member stations and extend its reach to new audiences.

## NEW PROFIT INC.

Boston, Mass.  
\$50,000

The national venture philanthropy fund provides multiyear financial and strategic support to innovative social entrepreneurs and the organizations they lead, and serves as the intermediary organization for the Pathways Fund, a Social Innovation Fund-supported effort to boost college attainment. A grant underwrites New Profit's annual Gathering of Leaders convening in 2015.

## NEXT CITY

Philadelphia, Pa.  
\$80,000

Next City works to inspire social, economic and environmental change in cities by creating media and events around the world. This grant supports the design of an American pavilion at the Seventh World Urban Forum in Medellin, Colombia, and the development of programming to illuminate important issues affecting American cities.

## ONE DAY ON EARTH FOUNDATION

Brooklyn, N.Y.  
\$100,000

The foundation works to build and support a global community of media creators, nonprofits and other partners to create media projects that inspire social change. This grant supports creation of a documentary series that highlights issues of equity and opportunity in American cities, derived from footage shot by professional filmmakers in 11 cities including Detroit.

## ONE PERCENT FOUNDATION

2013  
San Francisco, Calif.  
\$25,000

Dedicated to engaging the millennial generation in philanthropy and democratizing giving in the United States, One Percent Foundation inspires young adults to give at least 1 percent of their income to charitable causes. This three-year, \$50,000 grant supports the foundation's general operations.

## PLACES JOURNAL

Berkeley, Calif.  
\$50,000

The online, free-access journal publishes essays, criticism, photography, narrative journalism and peer-reviewed articles about contemporary architecture, landscape and urbanism in an effort to promote equitable cities and sustainable landscapes. This grant supports the creation of "The Inequality Chronicles," a series of articles exploring American cities in an era of economic stratification.

## PRESIDIO TRUST

San Francisco, Calif.  
\$70,000

The Presidio Trust is a federal agency created to save and manage San Francisco's Presidio, a former U.S. Army installation that has been converted for public use. The Presidio Institute, an initiative of the trust, is using a two-year, \$150,000 grant to develop a Talent and Leadership Development online platform intended to inspire, encourage and empower community leaders.

## PUBLIC HEALTH INSTITUTE

Oakland, Calif.  
\$740,518

The institute works to foster innovative approaches to public health problems. This three-year, \$1.66 million grant from our Environment and Health programs continues support for the institute's efforts to increase involvement of the health sector in climate-resilience efforts, and spread strategies that incorporate public health and social equity concerns into those efforts.

## ROCKEFELLER PHILANTHROPY ADVISORS

New York, N.Y.  
\$20,000

The organization provides research and counsel on charitable giving, develops philanthropic programs and offers program, administrative and management services for foundations and trusts. Funding supports our membership in the Investors' Council of the Global Impact Investors Network, which operates under the fiscal sponsorship of Rockefeller Philanthropy Advisors.



## SMART GROWTH AMERICA

2013  
Washington, D.C.  
\$507,750

The national organization researches, advocates and leads coalitions to bring smart-growth practices to communities nationwide. Through this two-year, \$1.49 million grant, Smart Growth America's Transportation for America advocacy program is working with regional planners and local advocates in developing and implementing model regional transportation plans, projects, programs and policies that improve health, equity, the environment and placemaking in Detroit and other target regions.

## TECHNOLOGY AFFINITY GROUP

Wayne, Pa.  
\$60,000

The membership organization for foundation technology professionals promotes the understanding of how information and communications technology can help its members further their philanthropic goals. A two-year, \$107,500 grant is being used to develop, launch and promote Simplify, an information-sharing project to streamline grant application and reporting processes for the nonprofit sector.

## TECHSOUP GLOBAL

San Francisco, Calif.  
\$150,000

The technology resources organization helps non-U.S. charities obtain donations of technology products, information and services. A cross-program grant from our Education and Arts & Culture programs supports the continued development of the NGOsource initiative, an equivalency-determination service that streamlines international grantmaking by helping U.S. grantmakers evaluate whether an intended foreign grantee is the equivalent of a U.S. public charity.

## TIDES CENTER

2011  
San Francisco, Calif.  
\$55,000

Tides is the fiscal agent of Emerging Practitioners in Philanthropy, an affinity group offering peer and intergenerational networking, professional and leadership development, and next-generation advocacy for foundation professionals under the age of 40. Kresge's three-year, \$165,000 grant is for general operating support of Emerging Practitioners in Philanthropy.

## UNIVERSITY OF MINNESOTA

Minneapolis, Minn.  
\$100,000

The university's Institute on Metropolitan Opportunity studies issues of poverty and race, as well as ways that laws, policies and practices affect development patterns in metropolitan regions around the United States. Funding supports research on the impacts of job development and commuting patterns on economic opportunities in large metropolitan areas.

## URBAN AGE INSTITUTE

San Francisco, Calif.  
\$50,000

The institute fosters leadership and innovation among cities in strategic urban planning, urban policy, public sector management, sustainable environmental planning and poverty reduction. This grant supported the planning, programming and hosting, in Detroit, of Meeting of the Minds 2014, an annual conference focused on urban sustainability issues.

## URBAN INSTITUTE

Washington, D.C.  
\$50,000

The nonpartisan economic- and social-policy research institute disseminates its findings to a broad audience and informs community development to promote social, civic and economic well-being. Funding supports the planning process for the Urban Institute Academy and the Brookings Academy pilot programs, which offer fellowships, mentorship and research experiences for underrepresented students in order to foster a diverse pipeline of public policy researchers and analysts.

## VERDE

Portland, Ore.  
\$250,000

The organization works to bring environmental investments to Portland's neighborhoods and ensures that low-income and minority residents directly benefit from the investments. This three-year, \$600,000 grant from our Arts & Culture, Community Development, Environment and Health programs supports the Living Cully initiative, which engages low-income residents of Portland's Cully neighborhood in developing and implementing strategies that improve public health, climate resilience and economic opportunity.

## YOUNG NONPROFIT PROFESSIONALS NETWORK

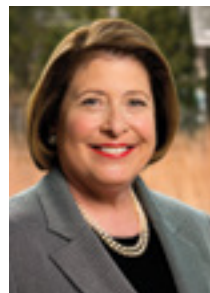
New York, N.Y.  
\$100,000

The organization supports the professional development of the next generation of nonprofit leaders by providing opportunities for skill building, information sharing and networking. A two-year, \$125,000 grant advances work on a strategic plan to expand and strengthen its chapter infrastructure.



# Trustees and Staff

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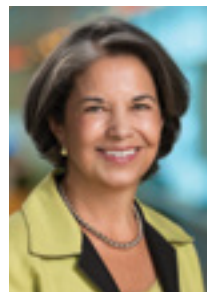
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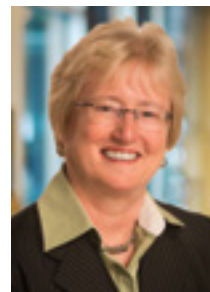
**Cynthia L. Kresge**  
**Physician  
Assistant**  
Cancer Care  
Associates P.C.  
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**Maria Otero**  
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Community  
Volunteer and Non-  
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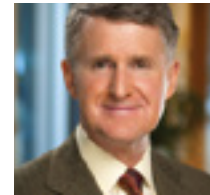


**Nancy Schlichting**  
**Chief Executive  
Officer**  
Henry Ford Health  
System  
Detroit, Mich.

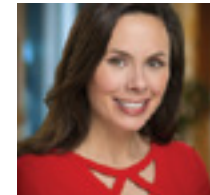


**Rip Rapson**  
(Ex Officio)  
**President and  
Chief Executive  
Officer**  
The Kresge  
Foundation  
Troy, Mich.

## EXECUTIVE OFFICE



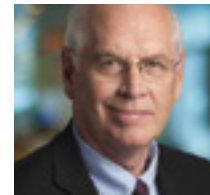
**Rip Rapson**  
President and Chief  
Executive Officer



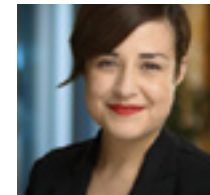
**Rebecca  
Chamberlain-  
Creanga**  
Strategy and  
Evaluation Fellow



**Robin Hacke**  
Senior Fellow



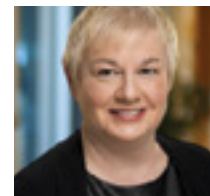
**Fred G. Karnas**  
Senior Fellow



**Mariana C.  
Martinez**  
Assistant to the  
Chief Program and  
Strategy Officer

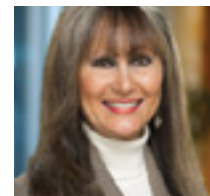


**Ariel H. Simon**  
Vice President,  
Chief Program and  
Strategy Officer

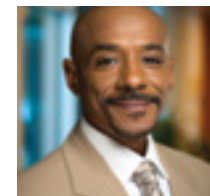


**Sharon Zimmerman**  
Assistant to the  
President, Director  
of the Executive  
Office

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Facilities Manager



**Kevin A. Pearson**  
Building and  
Grounds Caretaker  
Larson Realty Group

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Vice President, Chief  
Financial Officer  
and Treasurer



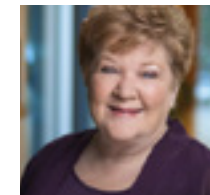
**Sherry Appleton**  
Staff Accountant



**Carla S. Forkin**  
Accounting Manager

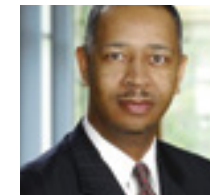


**Sheryl M. Madden**  
Controller



**Cheryl L. Taylor**  
Finance Team  
Assistant

## GRANTS MANAGEMENT



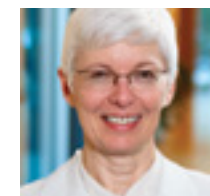
**Marcus L. McGrew**  
Director of Grants  
Management



**Joyce M. Holliman**  
Grants Management  
Associate



**Ra'mona M. Mayberry**  
Grants Management  
Assistant



**Susan C. Randall**  
Grants Management  
Associate



**Genise T. Singleton**  
Grants Manager



**Amber J. Williams**  
Grants Management  
Associate



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### → ARTS & CULTURE



**Alice L. Carle**  
Managing Director



**Helen Davis Johnson**  
Program Officer



**Michelle D. Johnson**  
Associate Program Officer



**Carrie A. Hubert**  
Program Team Assistant



**Regina R. Smith**  
Senior Program Officer

### → COMMUNITY DEVELOPMENT, DETROIT



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Managing Director



**Bryan P. Hogle**  
Program Officer



**Wendy Lewis Jackson**  
Deputy Director



**George C. Jacobsen**  
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**Benjamin S. Kennedy**  
Deputy Director



**Krista C. Lowes**  
Senior Program Team Assistant

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Managing Director



**Christina Quattropani**  
Program Team Assistant

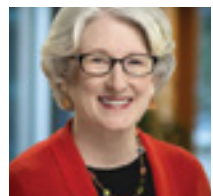


**Chera D. Reid**  
Program Officer

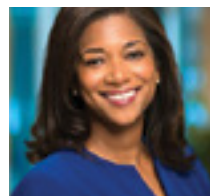


**Caroline Altman Smith**  
Senior Program Officer

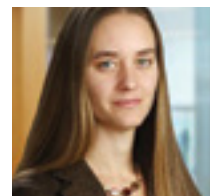
### → ENVIRONMENT



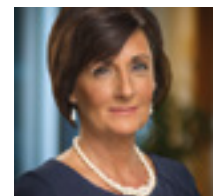
**Lois R. DeBacker**  
Managing Director



**Shamar Bibbins**  
Program Officer



**Jessica E. Boehland**  
Program Officer



**Jill A. Johnson**  
Program Team Assistant

### → HEALTH



**David D. Fukuzawa**  
Managing Director



**Stacey Barbas**  
Senior Program Officer



**Chris M. Kabel**  
Senior Program Officer

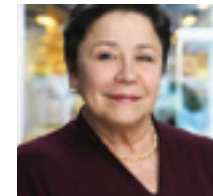


**Laura L. Lamberti**  
Program Team Assistant



**Phyllis D. Meadows**  
Senior Fellow

### → HUMAN SERVICES



**Guillermina Hernández-Gallegos**  
Managing Director



**Sandra McAlister Ambrozy**  
Senior Program Officer



**Agustina Ponce**  
Program Team Assistant



**Christine Robinson**  
Senior Program Officer

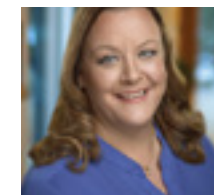


**Michael B. Shaw**  
Program Officer

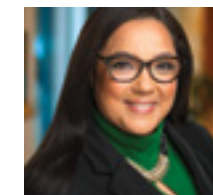
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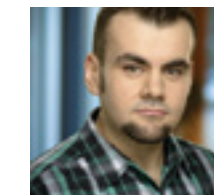
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Human Resources and Payroll Administrator



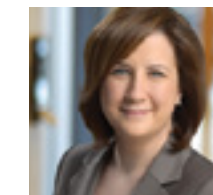
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First Impression Specialist



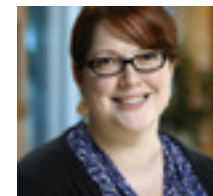
**Eugen N. Safta**  
Network Manager



**Almir Jaganjac**  
Network Administrator



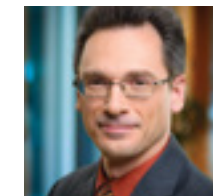
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Information Systems Manager



**Heather Kilgore**  
Records Management Assistant



**Sonita Martin**  
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**Mark Schairer**  
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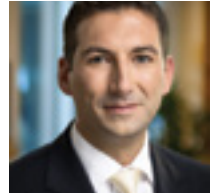
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Investment Officer



**Rebecca Atkinson**  
Investment Team  
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**John A. Barker**  
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**Kimberlee R.  
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**Kim Dempsey**  
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**Joe Evans**  
Portfolio Manager

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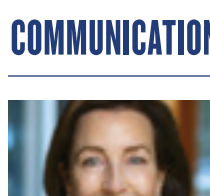
**Sean Feng**  
Investment Director



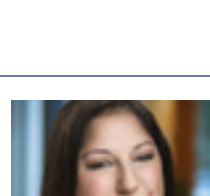
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Managing Director  
of Investments



**Elizabeth A.  
Goldsberry**  
Managing Director  
of Investment Risk  
and Operations



**Cynthia B. Shaw**  
Communications  
Director

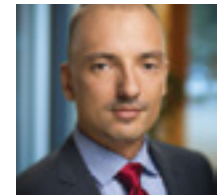


**Julie A. Bagley**  
Communications  
Assistant



**W. Kim Heron**  
Web and Publications  
Writer

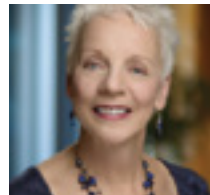
## COMMUNICATIONS



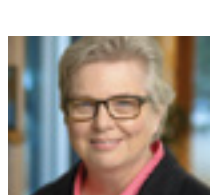
**Nick Krasnokut**  
Senior Investment  
Associate



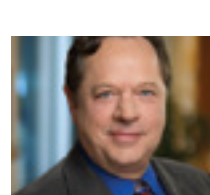
**Christopher K. Shen**  
Investment Analyst



**Susan L. Shirkey**  
Investment Opera-  
tions Manager



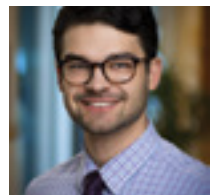
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Communications



**Mark Whitney**  
News Editor



**Donna L. Snider**  
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**Tim A. Zotov**  
Investment Analyst





## Environmental Footprint

Minimizing our environmental footprint is a priority as we produce this annual report.

The report is printed on Neenah Classic Crest paper, which is Forest Stewardship Council certified. The paper is manufactured using 100 percent certified renewable energy, and certified Carbon Neutral Plus through investments in energy conservation and renewable resources by Neenah Paper, which is a member of the Climate Registry.

The soy-based and vegetable oil-based inks used to print this report are 91 percent free of volatile organic compounds.

The printer, University Lithoprinters, is a Michigan member of the Great Printer Project, a national, cooperative effort to make pollution prevention a standard practice in the lithographic printing industry. It is a chain-of-custody certified printer by the Forest Stewardship Council.™



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### Grants Management

Marcus McGrew  
Genise Singleton

### Finance

Carla S. Forkin

### Editorial Contributors

Claudia Capos  
Domenica Trevor

### Design and Production

Column Five, New York, N.Y.

Stephanie Minasian-Koncewicz  
Riley Hoonan  
Wyatt Carroll  
Jeremy Fetters  
Erika Imberti  
Lindsay Hathaway

### Photographers

Glenn Charles  
Cybelle Codish  
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Lon Horwedel  
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