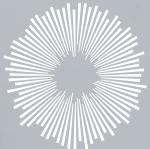


THE LIVING CITIES 2009 ANNUAL REPORT

FUSE



LIVING CITIES
INNOVATE • INVEST • LEAD







LETTER FROM THE CEO

Dear Friends:

This has been an extraordinary year. In January 2009, an almost unbridled optimism swept the country after the presidential inauguration of Barack Obama. Since then, a steady stream of incredibly talented Americans has been migrating to Washington to be a part of crafting our nation's future. For the first time in decades, the promise and prominence of our cities has been acknowledged through the creation of the White House Office of Urban Affairs. In the economic stimulus bill, billions of new dollars have been made available to jumpstart urban economies — from transit and schools to green jobs and foreclosure mitigation.

In stark contrast, 7 million more Americans have become unemployed since January. The bankruptcies of GM and Chrysler have exacerbated job losses in older, already struggling industrial cities such as Cleveland and Detroit. Foreclosures continue to rise, especially in cities like Chicago and Seattle, which had previously not been that hard hit. Foreclosure actions have already been initiated on more than 1 million homes. And, data have shown that in the past 12 months, American households have lost more than \$5 trillion of stock market and housing wealth.

These extreme contrasts, however, have created an environment ripe for change. We have a once-in-a-generation opportunity to, as Matt Miller said in his book, *The Tyranny of Dead Ideas*, “expose the conventional wisdom as obsolete, and open people’s minds to a new vision of what is possible and what is necessary” for cities. Part of this is a growing recognition that we have put the hard choices off for too long and must act now to build a new foundation for lasting prosperity.

As this annual report describes, Living Cities has been working to establish this new foundation and is beginning to make it a reality.

We are helping cities re-imagine what should be done with underinvested neighborhoods, and find new ways to connect low-income people to economic opportunities wherever they exist in a region. We are supporting efforts to align local, state and federal policies so these resources can have more impact on the ground. Instead of trying to work around long-broken public systems, like education, workforce development and transportation, we are helping to re-engineer them for the 21st century. Finally, we are investing strategically in the emerging green economy to insure that its benefits help both low-income people and the planet.

We do our work by harnessing the unique and diverse knowledge of our 22 member organizations, attracting new investors to cities, blending philanthropic and private sector capital in new ways and creating problem-solving platforms that help people and institutions work together more effectively.

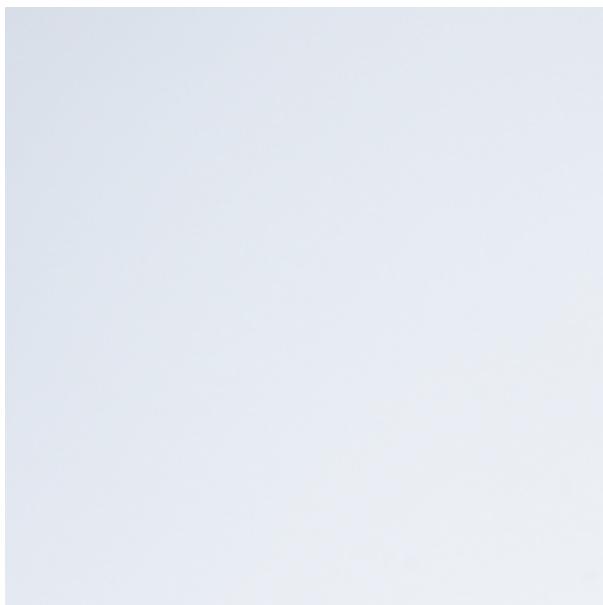
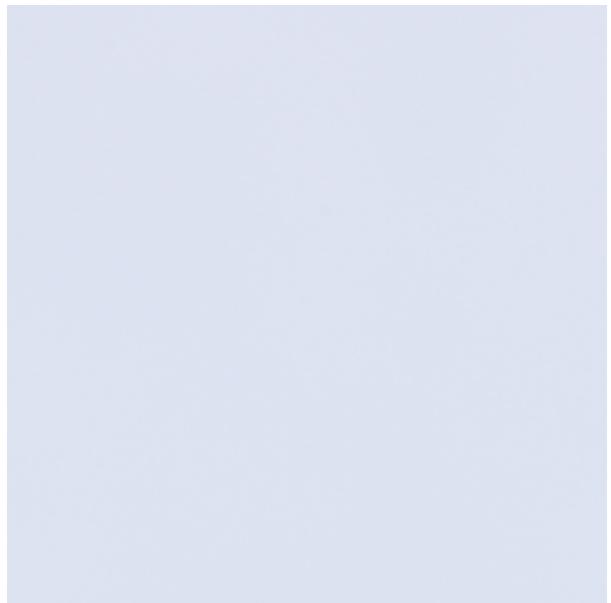
We intentionally have sought to serve as the spark for innovation when appropriate and as the glue for slower-going efforts designed to knit together disconnected fields, such as housing, transportation and jobs.

We are deeply encouraged by the changes we see happening throughout the country. New public sector leaders are expending their political capital to take important risks. Local philanthropy is providing leadership on problems thought to be intractable. Private capital is slowly coming back to leverage new public and philanthropic investments. Finally, a new type of community engagement is being created before our eyes through the use of social media.

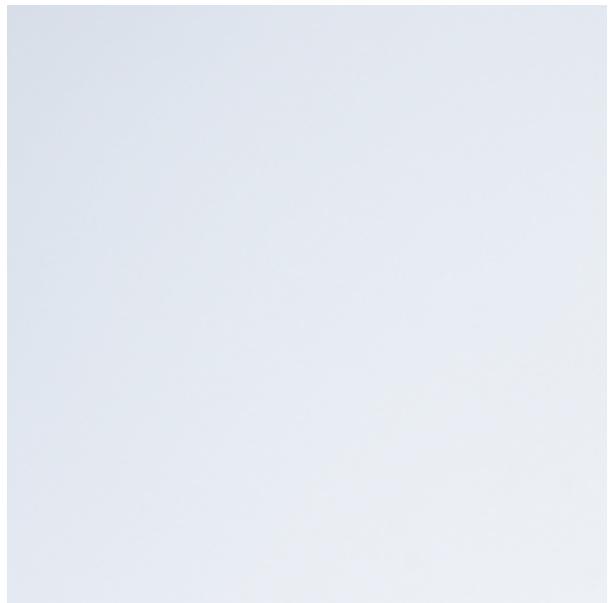
Earlier this year, we welcomed the [W.K. Kellogg Foundation](#) and [Morgan Stanley](#) as new members of our [Living Cities family](#). We look forward to working with you as well in the coming year as we continue to set a new course for our nation's cities.

A handwritten signature in black ink, appearing to read "Ben Hecht".

Ben Hecht
November 2009



Founded in 1991, Living Cities is an innovative philanthropic collaborative of 22 of the world's largest foundations and financial institutions. Our members are not simply funders. They participate at the senior management level on the [Living Cities Board of Directors](#) and contribute the time of 80+ expert staff toward crafting and implementing our agenda to improve the lives of low-income urban residents and the communities in which they live.



We take an integrative approach to the problems that our nation's cities face, by simultaneously strengthening neighborhood institutions from the bottom up and reengineering, from the top down, the public systems that fail to create adequate opportunities. We help to align local, state and federal policies to effectively address the issues surrounding jobs, housing, climate change, asset building and health care. And, we leverage the collective power of the public, private and philanthropic sectors — especially through new and innovative ways of aggregating capital.

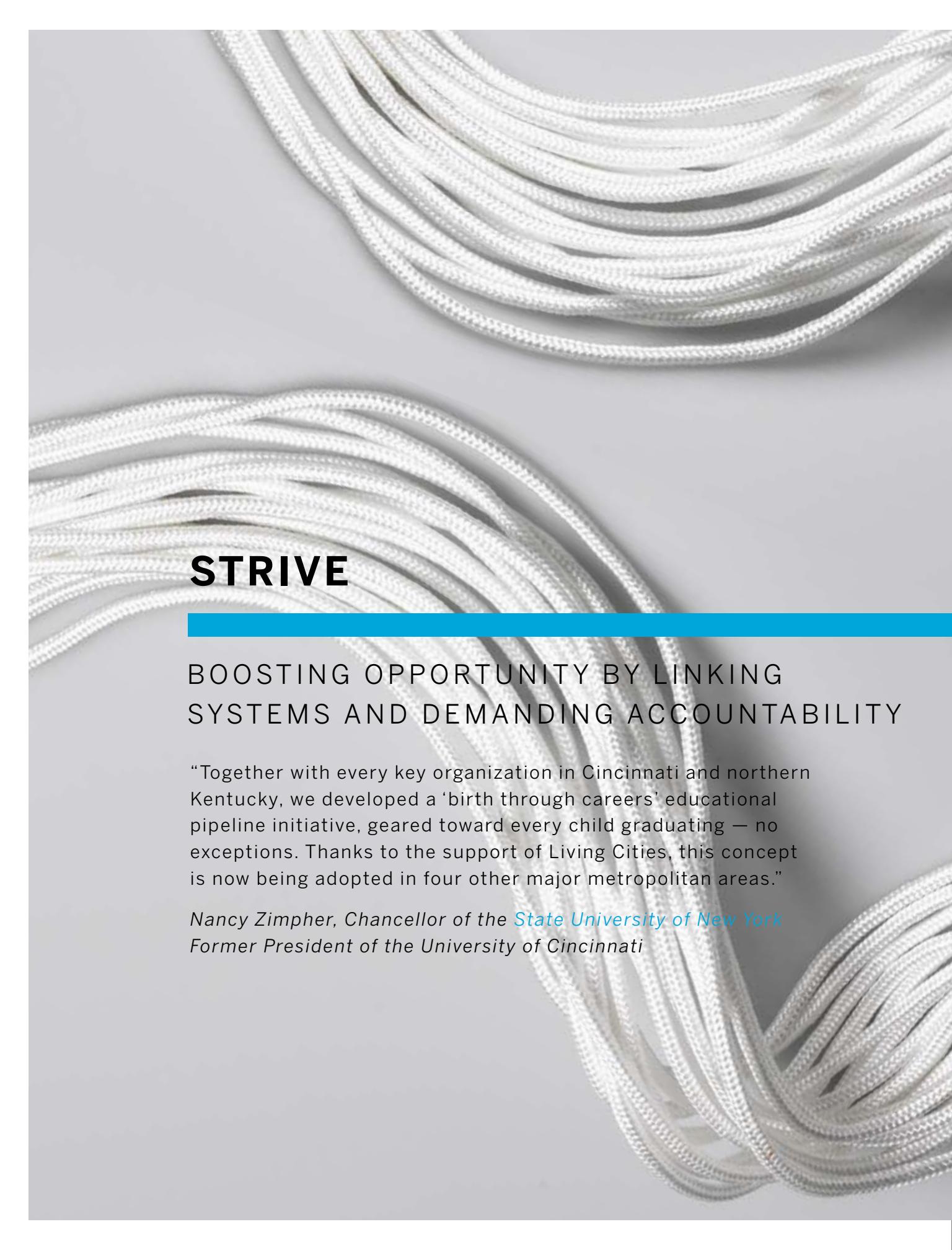


FUSE (v) to unite or knit together

“The diverse perspectives and expertise of the 22 foundations and financial services firms that make up Living Cities define a unique ability to inform and re-engineer urban systems for the 21st century.”

*Gary Hattem (Chairman, Living Cities Board of Directors)
President, Deutsche Bank Americas Foundation
Managing Director, Deutsche Bank*





STRIVE

BOOSTING OPPORTUNITY BY LINKING SYSTEMS AND DEMANDING ACCOUNTABILITY

“Together with every key organization in Cincinnati and northern Kentucky, we developed a ‘birth through careers’ educational pipeline initiative, geared toward every child graduating — no exceptions. Thanks to the support of Living Cities, this concept is now being adopted in four other major metropolitan areas.”

*Nancy Zimpher, Chancellor of the [State University of New York](#)
Former President of the University of Cincinnati*



STRIVE Model

Strive's participants perform data-driven assessments of every program, institution and input that shape a young person's educational experience from birth all the way through to a career.

Birth

Prepare for School

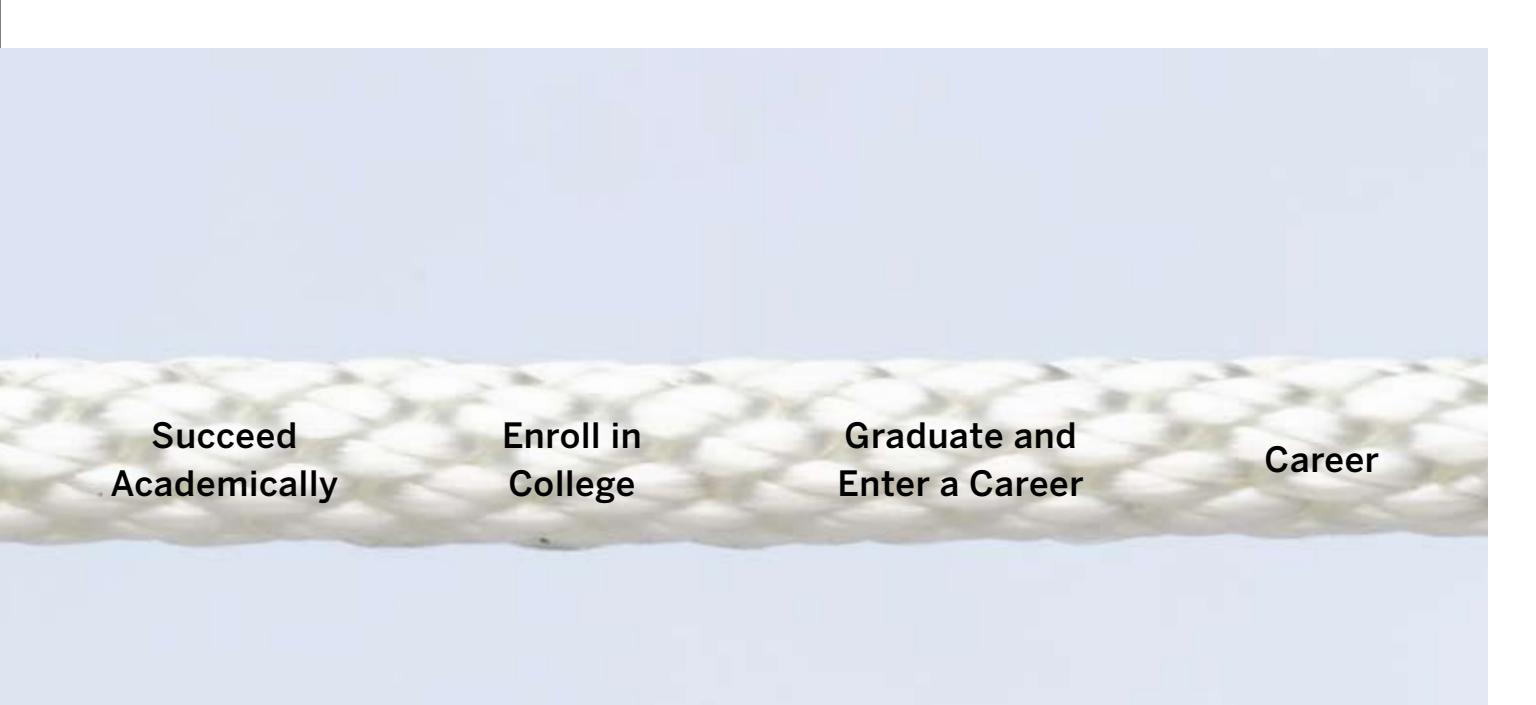
Be Supported in
and Out of School

Despite decades of investments to improve education, many problems identified years ago remain today. Approximately one in six young people drops out of high school. In math and science, U.S. students perform worse than students in most other developed nations. Nearly half of all young people who start college don't finish. All these figures are far worse for Black and Latino students.

Recent years have seen a shift in reform efforts: from programs that target a particular problem, like dropout rates or teacher training, to broad-based initiatives that target the education system as a continuum, from cradle to career (also often called P-16 or P-20 continuum). Via large-scale collaboration, the actors who influence education can institute reforms simultaneously, rather than in a piecemeal fashion.

One of the most promising approaches is [Strive](#), an innovative P-20 partnership founded in 2006. Using a data-driven approach, Strive stakeholders, including educators, businesspeople and philanthropists, scrutinize every aspect of education, including out-of-school support systems. They're knitting together education into a rational system, from pre-school all the way to a career, and using data to hold every player in the system accountable. Now, with Living Cities' backing, the Strive model is poised to spread across the country.

In 2006, then University of Cincinnati President Nancy Zimpher was concerned about how well schools in her southern Ohio/northern Kentucky region were preparing students for college. She and other civic leaders



**Succeed
Academically**

**Enroll in
College**

**Graduate and
Enter a Career**

Career

worked to build what became Strive. Strive has established networks and working groups that allow it to examine every input into the education system and determine its effectiveness and degree of coordination. More than 300 Greater Cincinnati-region organizations and institutions, with a combined yearly budget of \$7 billion, now participate in Strive, including school districts, universities, private and corporate funders, civic leaders and nonprofits. Participants are grouped into networks and meet regularly to examine data, drive improvements and foster collaboration.

The model has quickly reported small but significant gains in several key educational indicators. Based on that track record, Living Cities made a \$1 million investment in the [Coalition of Urban Serving Universities](#) to expand Strive to four other areas: the East Bay (California State University), Indianapolis (Indiana University & Purdue University), Houston (University of Houston) and Richmond (Virginia Commonwealth University).

The idea is not to copy Cincinnati precisely — one of the reasons that Strive's architects are convinced that their approach works is that it is truly local — but to share the model of the fused education continuum, broad-based collaboration and data-driven decision making, and let locals adapt it to their particular conditions.

“By supporting integrative, cross-sector education initiatives, Living Cities is helping to ensure that a family’s income does not determine the quality or level of education their children receive.”

*Hilary Pennington,
Director of Education,
Postsecondary Success,
and Special Initiatives,
United States Program
[Bill & Melinda Gates Foundation](#)*

OUR WORK IN OHIO



RE-IMAGINING CITIES THROUGH CITY-STATE COLLABORATION

“Living Cities has brought the most powerful and needed voices to the table from the public and private sectors and at the city, state and federal levels. What began as a vision of what we could do has become a plan of action for what we are doing and what we will do. Without Living Cities this would not have been possible.”

Ted Strickland, Governor of Ohio



Cleveland faces serious challenges. The city of roughly 438,000 has lost much of its industrial base and half its population since 1950, as residents have departed to seek opportunity elsewhere. Left behind are approximately 3,300 acres of vacant land and an estimated 15,000 vacant buildings.

The city's budgets, school system and infrastructure all face grave problems. Yet it's also a city of strengths, with vibrant political leadership, dynamic community organizations and strong anchor institutions such as universities, hospitals and cultural attractions. Those forces, if brought together with a strong state partner, have the potential not just to build a re-imagined city, but to create a model for struggling cities everywhere.

That belief led Living Cities to form a partnership with Cleveland Mayor Frank G. Jackson and Ohio Governor Ted Strickland in 2008. The governor and mayor agreed to align local and state policies across key areas such as jobs, education, economic and neighborhood development.



(L-R) Cleveland Foundation President and CEO Ronn Richard; Director of Recovery for Auto Communities and Workers Ed Montgomery; and U.S. Secretary of Labor Hilda L. Solis discuss key local issues with government officials from Cleveland and Ohio at a meeting coordinated by Living Cities and the Funders Network for Smart Growth.

"Living Cities' involvement in and commitment to change in Cleveland goes far beyond funding. They have been and are a powerful convener, facilitator and partner."

Frank G. Jackson, Mayor of Cleveland

Since then, action groups of city and state teams that bring together upper-level public officials, business leaders, community activists and others have established goals in several key areas. While working on multiple, interrelated fronts, the top priority is to ensure that all residents, regardless of income, have access to the resources needed to build assets and income and obtain success in college and in a career. In addition, work is being done to re-engineer the city's community and land-use plans, bring energy efficiency retrofits to commercial and residential buildings and foster equitable transit-oriented development.

Living Cities has been at the heart of this engagement — providing funding to bring in subject matter experts when needed, financing staff to facilitate and organize the collaborations and acting as an independent force, encouraging the best and brightest in Cleveland to put aside their differences and join forces.



Ohio Cooperative Solar — one of the first of a network of employee-owned Community Wealth Businesses launched by the [Cleveland Foundation](#) — is part of the overall effort to bring energy efficiency retrofits to commercial and residential buildings.

[View a video about the Ohio Cooperative Solar Program.](#)

LISC/ENTERPRISE

BROADENING ENGAGEMENT AND ACTION TO TRANSFORM NEIGHBORHOODS

"Transforming the lives and neighborhoods of public housing tenants is a difficult task. Having Living Cities as a partner with Enterprise and the city of San Francisco will be critical to the success of HOPE San Francisco (a program to transform entire communities)."

*Richard Gross, Vice President of California Initiatives
Enterprise Community Partners*



Traditionally, approaches to revitalizing long-underinvested urban neighborhoods have focused almost exclusively on real estate. The theory was: the more and faster you renovated buildings, the more and faster you would help a neighborhood turn around. As real estate and capital markets have collapsed, the limitations of this approach are more and more pronounced. Two long-term partners of Living Cities, the national housing intermediaries, the [Local Initiatives Support Corporation \(LISC\)](#) and [Enterprise Community Partners](#), are pioneering new, comprehensive and sustainable approaches to rejuvenating neighborhoods.

LIVING CITIES & LISC

LISC's effort, Sustainable Communities, is being tested in 65 neighborhoods in 17 cities and rural areas around the country (47 neighborhoods in the 10 Living Cities-funded sites alone). Sustainable Communities, which was modeled after Chicago LISC's New Communities Program, begun in 2002 with Living Cities' support, builds on LISC's long-established real estate development model of strengthening communities from within. The comprehensive approach helps broaden opportunities for local residents through access to better education, broader job choices, safer streets, new economic opportunities and stronger personal finances.

In Minnesota, for example, Twin Cities LISC is participating in the Central Corridor Funders' Collaborative and Learning Network, a large-scale partnership designed to support and learn from efforts to ensure equitable outcomes of massive regional investments in public transit.

By the end of 2010, Twin Cities LISC expects to have developed 10-15 cross-sector partnerships in areas including workforce, education, and parks and recreation; implemented comprehensive community development strategies in 12-15 neighborhoods; developed and/or preserved



The HOPE San Francisco Academy provides leadership, organizational and technical training to residents of HOPE SF communities. Enterprise is part of the collaborative effort to transform targeted San Francisco neighborhoods through the city's HOPE SF initiative.

"Living Cities has provided us with flexible capital at critical points throughout LISC's history in the Twin Cities. This includes seeding new strategies and initiatives, such as our Building Sustainable Communities demonstration in five targeted areas, and our foreclosure recovery efforts across the region."

Andriana K. Abariotes, Executive Director,
Twin Cities LISC

450-480 affordable for-sale and rental homes; and developed 100,000 square feet of commercial space and 2,000 square feet of community space. Twin Cities LISC will have leveraged \$4,800,000 from Living Cities' initial investment during this time period.

LIVING CITIES & ENTERPRISE

Meanwhile, Enterprise Community Partners is leading a unique public-private partnership with the city of San Francisco to transform eight of San Francisco's most impoverished public housing communities into healthy, thriving, mixed-income neighborhoods. More than simply replacing the bricks and mortar, through this effort, "HOPE SF," the partners are collaborating with the communities to turn these troubled neighborhoods into places of hope and opportunity.

Architects, urban planners and civil engineers are soliciting the input of residents in the redesign of their homes and communities. Housing developers, both for-profit and non-profit, will incorporate these re-designs as they double the number of homes from 2,500 to 5,000, guarantee that current residents have the right to return, minimize their displacement during the construction process, and attract higher-income residents. In addition, the entire project will meet the highest green building standards.

But the innovations don't stop with the housing: city and state government officials are aligning their policy actions with the redevelopment in order to deliver greater change; service agencies and organizations are coordinating both on- and off-site services for residents; and local business owners are working to stimulate the area economy by providing residents with on-site shopping and jobs. Once completed, these new communities will provide residents with open space, access to public transportation, on-site community centers, job training, health care, child care and schools.



01



02

Developed in partnership by Aeon and Hope Community, the Jourdain is a 41-unit mixed-use building offering stylish, affordable apartments with easy access to stores, schools, and parks. Twin Cities LISC has supported the development of the Jourdain, and the larger revitalization efforts along Franklin Avenue in south Minneapolis, through its annual capacity building support, technical assistance and flexible project financing.

01 Dilapidated site in South Minneapolis

02 The same site after Twin Cities LISC's and its partners' revitalization work



FUSE (n) a cord that, when lit, conveys fire

“Even after 18 years, Living Cities continues to spark innovation by uniting the public, private and philanthropic sectors. This gives us the opportunity to catalyze a fundamental rethinking of what is needed to bring opportunities in our cities to low-income people and their communities.”

*Pablo Farias (Vice Chairman, Living Cities Board of Directors)
Vice President, Asset Building and Community Development
Program, [Ford Foundation](#)*





PROJECT ON MUNICIPAL INNOVATION

ACCELERATING CRITICAL SYSTEM CHANGE
THROUGH LOCAL LEADERSHIP

“Public officials and the non- and for-profit partners they work with are continuously developing creative approaches to solve difficult challenges; but these approaches often do not spread to other cities. One reason that Living Cities and the Ash Institute for Democratic Governance and Innovation at Harvard Kennedy School created the Project on Municipal Innovation is to provide a system through which the best innovations both spread and take root in America’s cities.”

Stephen Goldsmith, Daniel Paul Professor of Government and Director of the Innovations in American Government Program, [Ash Institute for Democratic Governance and Innovation](#), Harvard Kennedy School



Deep change in American cities demands an integrated approach. It necessitates a willingness to break through bureaucratic walls and develop solutions that cut across agency lines. Today, there are new municipal leaders who are prepared to do just that – to expend political capital to address long-neglected public systems, from education and economic development to neighborhoods and infrastructure.

But until recently, there has not been an effective way for these officials to learn “what works” across multiple disciplines, share and build upon each other’s ideas, get a clear sense of how to make these changes happen and access resources to get them done.

In 2008, Living Cities and the [Ash Institute for Democratic Governance and Innovation at Harvard Kennedy School](#) created the Project on Municipal Innovation (PMI) to accelerate the adoption of large-scale urban change. The project serves as a networking and learning forum for the senior mayoral staff from 25 of our largest and most creative cities. By bringing together smart people and good ideas, PMI sparks new solutions for some of the toughest problems facing cities today.

What makes PMI different from other networks for cities is that it works directly with each participating mayor’s seasoned policy staff. While a mayor is a city’s chief executive, it is typically the senior staff that develop policy and are the heart of city halls everywhere. And since they don’t belong to any particular agency, they can often act quickly, cutting through the bureaucracies that often stifle innovation.



(L-R) Former mayors Bill Purcell (Nashville) and Stephen Goldsmith (Indianapolis) discuss the role of expert guidance for mayors working to advance innovation. Goldsmith is Daniel Paul Professor of Government and Director of the Innovations in American Government Program, Ash Institute for Democratic Governance and Innovation, Harvard Kennedy School. Purcell is Director of the Institute of Politics, Harvard Kennedy School.

“With PMI, city policymakers now have a central source to share their ideas and experiences and to gain insight from both their peers and a broad range of experts in the public and private sectors.”

Mark Rigdon, Director, Global Philanthropic Strategy & Programs, [JPMorgan Chase Foundation](#)

Living Cities and Ash together invite guest experts to engage with the city leaders, offering them insights into best practices that have been tested and developed elsewhere. They also put the city officials into contact with federal officials – like those from the departments of Housing and Urban Development and Education – to learn how they can access federal funding opportunities and shape the programs of the new administration.

These conversations on key issues often lead to technical assistance and funding opportunities through small grants we and our members offer to cities to help kick-start integrative initiatives. For example, after a recent seminar on economic development, Living Cities is helping Orange County, Fla., hire a consultant to evaluate their current technology-based economic development model and helping Seattle leaders study how they can support the county's small-scale technology and music entrepreneurs.

The next phase of PMI's support is coming in the form of cutting-edge knowledge. Living Cities and Ash are currently developing a series of "blueprints," municipal playbooks on more than 20 policy challenges facing cities. These will cover everything from how to build a successful building retrofit program to expanding access to fresh, healthy food in low-income urban communities. The first of these blueprints will be available in early 2010.



01



02

01 Sue Carnell, Group Executive for Mayor Dave Bing of Detroit and an expert in education policy, attends the fall 2009 PMI meeting.

02 Mayoral advisors from Dallas, Atlanta and Cleveland discuss challenges and opportunities for innovation in housing and transit policy at the same PMI meeting.

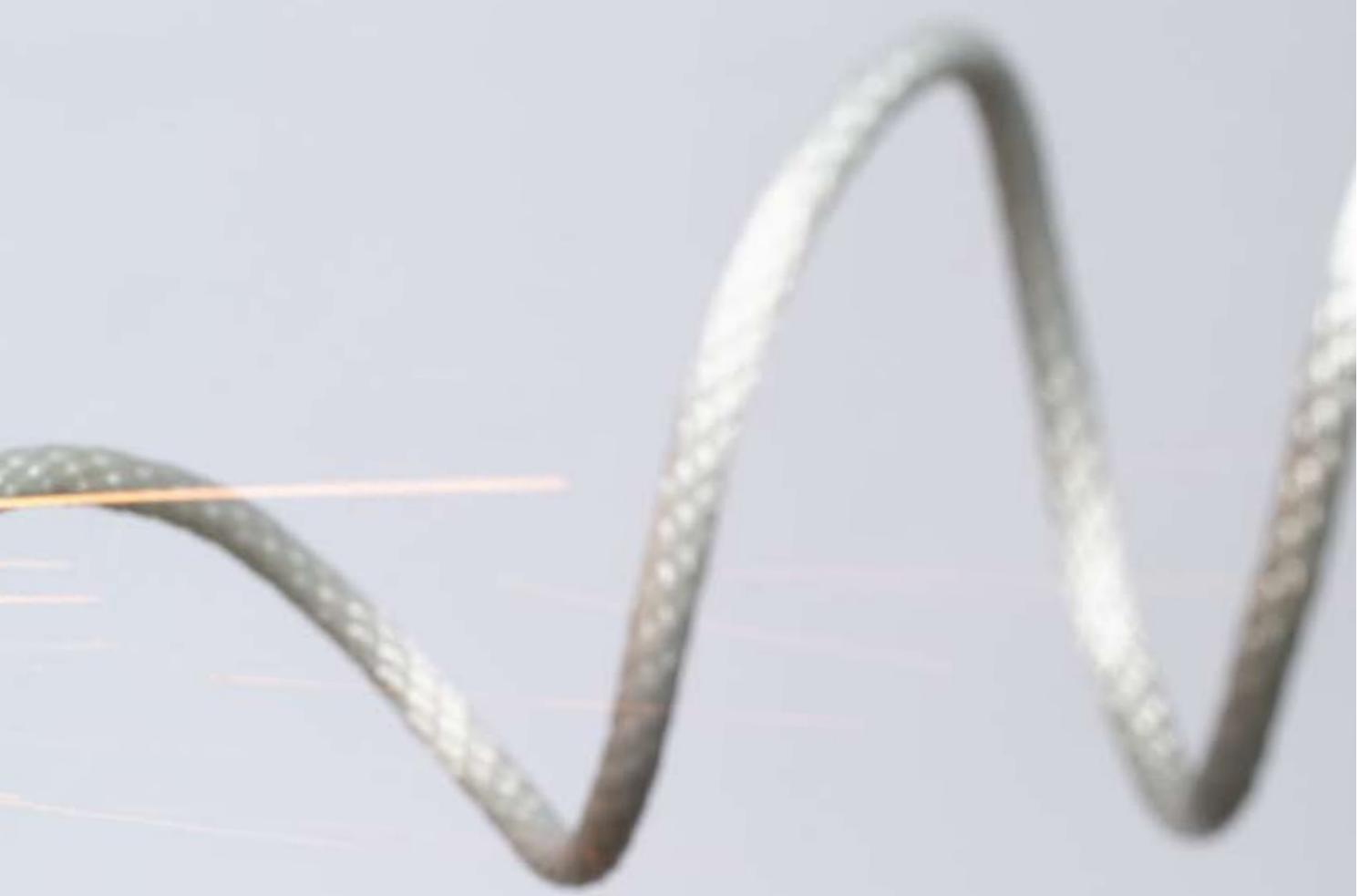
CATALYST FUND

INVESTING IN INNOVATIVE APPROACHES

“With the Catalyst Fund, Living Cities has infused new meaning and purpose into the traditional concept of program-related investments, opening up opportunities for new PRI investors to learn from its founders and to seed innovative ideas that can serve as model programs for other cities.”

Douglas W. Nelson, President & CEO, [The Annie E. Casey Foundation](#)







The Living Cities Catalyst Fund was created in 2008 with an initial seven investors. Now at the beginning of its second year, the Fund has nine investors and continues to grow.

In July 2008, as credit became scarce across the country, Living Cities raised the [Catalyst Fund](#), a \$22 million pool of patient and flexible capital. The Fund was established to provide a critical spark to help organizations innovate and to boost successful efforts in public education, health, asset building and the emerging green economy. Built to complement the generation of flexible affordable housing loan funds that Living Cities helped to pioneer in the 1990s, the Catalyst Fund not only leverages substantial additional funds from other sources, but serves as a vehicle to attract new investors to urban issues and disinvested communities.

Since its creation in the summer of 2008, the Catalyst Fund has made \$4 million in loans to support the creation of grocery stores in neighborhoods that lack access to fresh foods and to mitigate the impact of concentrated foreclosures in neighborhoods. Catalyst loans have helped to launch initiatives with total funding that now exceeds \$35 million.



And the pipeline of potential projects continues to grow, with loans for retrofit programs that will finance energy efficiency improvements in residential and commercial buildings, organizations working to extend primary health care and mental health services in underinvested communities, and educational organizations partnering with school districts to improve outcomes for low-income students.

Many social investors are looking for ways to generate profit while advancing their mission. But doing so can be tricky because it requires the capacity to source, structure and manage financial transactions — a capacity many investors do not have. The Catalyst Fund offers investors an attractive vehicle for investing in communities, generating financial and social returns, without the need to recruit specialized staff.

"Without the patient, flexible capital provided by the Living Cities Catalyst Fund, bold new ideas for addressing such issues as the impact of the foreclosure crisis on our cities, and the lack of access to fresh food in low-income urban neighborhoods, would struggle to attract necessary funding in a difficult economic climate."

Frank DeGiovanni, Director
of Economic Development
[Ford Foundation](#)

GREEN



LAYING THE FOUNDATION FOR A NEW ECONOMY BY SPARKING INNOVATION AND COLLABORATION

“Living Cities is addressing the critical interrelated issues of jobs for inner-city residents in the emerging green economy and training for those new jobs. This is smart economic development. And it will contribute to combating climate change and helping the planet.”

Pamela P. Flaherty, President & CEO, [Citi Foundation](#)



If we continue emitting greenhouse gases at current rates, we can expect higher temperatures, rising seas and an increase in extreme weather events, according to experts. These developments will be felt disproportionately by cities and low-income people. On the other hand, the emerging green economy creates unprecedented opportunities for lowering energy and transportation costs and creating substantial numbers of jobs with meaningful career ladders.

America's cities have a critical role to play in creating a green economy. They are home both to large numbers of low-income people, and to the buildings that emit 40 percent of greenhouse gases, the primary source of global warming. Traditionally, though, green investments have often focused on new technologies and alternative energy, not on city revitalization and opportunities for low-income people.

Recognizing this, Living Cities has launched a set of initiatives designed to ensure that the transition to a greener economy creates these opportunities. We are helping cities create large-scale building energy retrofit systems, supporting leading-edge efforts to create a green workforce system and investing in sustainable development initiatives that expand access to transit.

This spring, Living Cities held a Green Boot Camp that convened more than 100 senior local officials and their partners in the energy and workforce sectors from 16 cities for two days of discussion and peer networking on scaling up building energy retrofits. The cities chosen to attend are at the forefront of recognizing that, at



Deputy Secretary at the [U.S. Department of Housing and Urban Development \(HUD\)](#) Ron Sims delivers the keynote address at the Green Boot Camp, emphasizing the importance of building enduring systems that address climate change and lay the foundation for a more equitable green economy.

"The Green Boot Camp was a great opportunity for exploring the potential and challenges of building retrofits. It has given us a solid foundation for moving toward a sustained retrofit system in Philadelphia and the surrounding region."

Laurie Actman, Mayor's Liaison to the Metropolitan Caucus for the City of Philadelphia

scale, retrofits can create substantial economic and environmental benefits, from progress on climate change to lower costs and new jobs.

Our goal for the boot camp was to lay the foundation for an equitable green economy, and to spark a focus on equity and scale at the earliest stage of development. We encouraged cities and their partners to create retrofit systems that cross sectors and silos and create models for cities to learn from each other and from experts in the field.

Since the boot camp, Living Cities has provided funding and technical support to a number of cities and created ways for the participants to continue to learn from each other's efforts. Specifically, we've committed more than \$2.6 million in grants to eight cities and metro areas for the planning and design of retrofit systems and green workforce initiatives as well as grants to several national nonprofits for field building and federal policy development and advocacy.

In addition, we plan to lend capital to a number of programs that will finance the retrofit of residential and commercial buildings. Lastly, Living Cities and [Green For All](#) recently launched the Energy Efficiency Opportunity Fund, which focuses on large-scale retrofitting initiatives that will reduce carbon, save money and create green jobs.



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01 Green Boot Camp attendees listen to one of the featured speakers at the event. The intensive training session brought more than 100 senior city and local government officials and their partners from 16 cities.

02 (L-R) Stockton Williams, Director and Senior Advisor, Green Economy Initiatives, Living Cities; George Hamilton, President, [The Institute for Sustainable Communities](#); Ron Sims, Deputy Secretary of [HUD](#); Ben Hecht, President and CEO, Living Cities; and Steve Goldsmith, Daniel Paul Professor of Government and Director of the Innovations in American Government Program, [Ash Institute for Democratic Governance and Innovation](#), Harvard Kennedy School

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Bill & Melinda Gates Foundation

Darren Walker

Vice President, Foundation Initiatives

The Rockefeller Foundation

A. Dennis White

President & CEO

MetLife Foundation

Living Cities' programs and policies are developed and guided by four standing committees and temporary working groups that are established as needed to address current issues. More than 80 staff members from Living Cities' member organizations, including experts in a range of urban issues, participate in these activities as described in the following pages.



CAPITAL FORMATION COMMITTEE

Structures vehicles to attract, aggregate and deploy capital to create opportunities and improve the quality of life in disadvantaged urban communities.

| | | |
|---|--|--|
| Co-Chairs | Benjamin Kennedy <i>The Kresge Foundation</i> | Tom Reiss <i>W.K. Kellogg Foundation</i> |
| Douglas W. Nelson <i>The Annie E. Casey Foundation</i> | Dan Letendre <i>Bank of America</i> | Debra Schwartz <i>The John D. and Catherine T. MacArthur Foundation</i> |
| Frank DeGiovanni <i>Ford Foundation</i> | Christine Looney <i>Ford Foundation</i> | Rick Scott <i>The McKnight Foundation</i> |
| Members | Asad Mahmood <i>Deutsche Bank</i> | Patricia Shannon <i>AARP Foundation</i> |
| Tonya Allen <i>The Skillman Foundation</i> | Juan Martinez <i>John S. and James L. Knight Foundation</i> | Laura Trudeau <i>The Kresge Foundation</i> |
| Dudley Benoit <i>JPMorgan Chase & Co.</i> | Anne Mosle <i>W.K. Kellogg Foundation</i> | Christa Velasquez <i>The Annie E. Casey Foundation</i> |
| Amy Brusiloff <i>Bank of America</i> | Marco Navarro <i>Robert Wood Johnson Foundation</i> | A. Dennis White <i>MetLife Inc.</i> |
| Andrew Ditton <i>Citi Community Capital</i> | | Staff Lead Robin Hacke <i>Director of Capital Formation</i> |
| Brinda Ganguly <i>The Rockefeller Foundation</i> | | |

POLICY COMMITTEE

Provides a framework that aligns local, state and federal policies and the roles of the public, private and philanthropic sectors to support cities, neighborhoods and individual opportunity.

| | | |
|--|--|---|
| Co-Chairs | Katie Hong <i>Bill & Melinda Gates Foundation</i> | Salvatore Sclafani <i>U.S. Department of Housing and Urban Development</i> |
| Andrew Plepler <i>Bank of America</i> | Angie Garcia Lathrop <i>Bank of America</i> | Damian Thorman <i>John S. and James L. Knight Foundation</i> |
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| Gail Bernstein-Gold <i>Morgan Stanley</i> | Elaine Ryan <i>AARP Foundation</i> | |
| Don Chen <i>Ford Foundation</i> | | |

PROGRAM COMMITTEE

Sets Living Cities' programmatic agenda, and oversees the development and implementation of the organization's grant-making portfolio in order to drive a localized integrative approach

Co-Chairs

Hilary Pennington
Bill & Melinda Gates Foundation
Rip Rapson
The Kresge Foundation

Members

Maggi Alexander
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Emily Allen
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Tonya Allen
The Skillman Foundation
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Kara Carlisle
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Karen Daly
U.S. Department of Housing and Urban Development
Ed Egnatios
The Skillman Foundation

Amy Feldman
Citi Foundation

Susan Gewirtz
The Annie E. Casey Foundation

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The Skillman Foundation

April Hawkins
MetLife Foundation

Craig Howard
The John D. and Catherine T. MacArthur Foundation

Wendy Jackson
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Joshua Jarrett
Bill & Melinda Gates Foundation

Chauncy Lennon
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Annika Little
Bank of America

George McCarthy
Ford Foundation

Rick McGahey
Ford Foundation

Brandee McHale
Citi Foundation

Anne Mosle
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Paula Sammons
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Surdna Foundation

Vivian Vasallo
AARP Foundation

Roger Williams
The Annie E. Casey Foundation

Mark Willis
Ford Foundation

William Wright
Morgan Stanley

Staff Lead
Marian Urquilla
Director of Program Strategies

KNOWLEDGE & EVALUATION COMMITTEE

Ensures that Living Cities remains on track with its strategic plan and meets the priority members have placed on knowledge sharing and evaluation.

| | | |
|--|--|---|
| Co-Chairs | Debbie Greiff <i>Bill & Melinda Gates Foundation</i> | Mayur Patel <i>John S. and James L. Knight Foundation</i> |
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| Helen Chin <i>Surdna Foundation</i> | Brandee McHale <i>Citi Foundation</i> | Staff Lead Neil Kleiman <i>Director of Policy and Research</i> |
| Frank DeGiovanni <i>Ford Foundation</i> | | |

FORECLOSURE WORKING GROUP

Explored Living Cities interventions in the foreclosure crisis to mitigate the effects of concentrated foreclosures on neighborhoods.

| | | |
|--|--|---|
| Jim Baek <i>Deutsche Bank</i> | Wendy Jackson <i>The Kresge Foundation</i> | Laura Trudeau <i>The Kresge Foundation</i> |
| Mary Burkholder <i>Local Initiatives Support Corporation</i> | Angie Garcia Lathrop <i>Bank of America</i> | Christa Velasquez <i>The Annie E. Casey Foundation</i> |
| Eileen Casey <i>AXA Equitable</i> | George McCarthy <i>Ford Foundation</i> | Roger Williams <i>The Annie E. Casey Foundation</i> |
| Frank DeGiovanni <i>Ford Foundation</i> | Mark McDermott <i>Enterprise Community Partners</i> | Mark Willis <i>Ford Foundation</i> |
| George Gaberlavage <i>AARP Foundation</i> | Pat McEnerney <i>Deutsche Bank</i> | Staff Leads Tamir Novotny <i>Program Associate</i> |
| Solomon Greene <i>Open Society Institute</i> | Debra Schwartz <i>The John D. and Catherine T. MacArthur Foundation</i> | John Weiser <i>BWB Solutions</i> |
| Sarah Greenberg <i>NeighborWorks</i> | Herb Sturz <i>Open Society Institute</i> | Kevin McQueen <i>BWB Solutions</i> |
| Craig Howard <i>The John D. and Catherine T. MacArthur Foundation</i> | Mary Tingenthal <i>Housing Partnership Network</i> | |

FEDERAL ENGAGEMENT WORKING GROUP

Explores the strategic approach Living Cities should take to interact with Congress and the administration going forward to help shape national policy.

Chair

Damian Thorman
*John S. and James L.
Knight Foundation*

Members

Sharon Alpert
Surdna Foundation

Debra Berlyn
AARP Foundation

Don Chen

Ford Foundation

Angie Garcia Lathrop
Bank of America

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Lee Sheehy

The McKnight Foundation

Roger Williams

The Annie E. Casey Foundation

Staff Leads

Stockton Williams
*Sr. Advisor and Director of
Green Economy Initiatives*

Jenn Fogel-Bublick

McBee Strategic

120-DAY WORKING GROUP

Planned and conducted the Green Boot Camp for state and local leaders.

Sharon Alpert
Surdna Foundation

Margot Brandenburg
The Rockefeller Foundation

Kim Burnett
Surdna Foundation

Don Chen
Ford Foundation

Aubria Corbitt
Chase

Lisa Cylar Miller
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*Former Living Cities
Distinguished Urban Fellow*

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Bruce Schlein
Citi

Lee Sheehy
The McKnight Foundation

Erik Sten
*Former Living Cities
Distinguished Urban Fellow*

Damian Thorman
*John S. and James L. Knight
Foundation*

Roger Williams
The Annie E. Casey Foundation

Ruth Ann Norton
*National Coalition to End
Childhood Lead Poisoning*

Staff Lead

Stockton Williams
*Sr. Advisor and Director of
Green Economy Initiatives*

HOUSING WORKING GROUP

Responds to immediate crises and opportunities in housing policy and builds the foundation for a new generation of long-term housing activity.

| | | |
|--|--|--|
| Nancy Barrand <i>Robert Wood Johnson Foundation</i> | Eric Muschler <i>McKnight Foundation</i> | Roger Williams <i>The Annie E. Casey Foundation</i> |
| Kim Burnett <i>Surdna Foundation</i> | Jacqueline O'Garrow <i>Bank of America</i> | Mark Willis <i>Ford Foundation</i> |
| Andrew Ditton <i>Citi Community Capital</i> | Debra Schwartz <i>The John D. and Catherine T. MacArthur Foundation</i> | Beadsie Woo <i>The Annie E. Casey Foundation</i> |
| Rodney Harrell <i>AARP Foundation</i> | Mike Stegman <i>The John D. and Catherine T. MacArthur Foundation</i> | Staff Leads |
| Gary Hattem <i>Deutsche Bank</i> | Erik Sten <i>Former Living Cities Distinguished Urban Fellow</i> | Tamir Novotny <i>Program Associate</i> |
| Angie Garcia Lathrop <i>Bank of America</i> | Jasmine Thomas <i>Surdna Foundation</i> | Aaron Gornstein <i>Citizens' Housing and Planning Association</i> |
| George McCarthy <i>Ford Foundation</i> | | |

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Ben Hecht, *President & CEO*

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A faint, grayscale photograph of a city skyline at night, featuring numerous lit-up skyscrapers and buildings.

“We do our work by harnessing the unique and diverse knowledge of our 22 member organizations, attracting new investors to cities, blending philanthropic and private sector capital in new ways, and creating problem-solving platforms that help people and institutions work together more effectively.”

Ben Hecht
President & CEO
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