



# Starting a Groundwork Trust in your Community

December 13, 2016

# About Groundwork USA



We lead the only network of local organizations devoted to transforming the natural and built environment of and with marginalized communities.

- National enterprise, local roots
- Working where environment, economy, and civic engagement intersect
- Broadening participation in building just, equitable, inclusive communities for all

## Our Network



Groundwork Anacostia River, DC  
Groundwork Atlanta  
Groundwork Bridgeport  
Groundwork Buffalo  
Groundwork Cincinnati/Mill Creek  
Groundwork Dallas  
Groundwork Denver  
Groundwork Doña Ana County, NM  
Groundwork Elizabeth, NJ  
Groundwork Guyandotte, WV  
Groundwork Hudson Valley  
Groundwork Indianapolis

Groundwork Jacksonville  
Groundwork Lawrence, MA  
Groundwork Milwaukee  
Groundwork New Orleans  
Groundwork Portland, OR  
Groundwork Providence, RI  
Groundwork Richmond, CA  
Groundwork Richmond, VA  
Groundwork San Diego-  
Chollas Creek, CA  
Groundwork Somerville, MA  
Groundwork Southcoast, MA

# Our Commitment, Core Values



- Equity, justice, and barrier-free access to opportunity and well-being for all
- Everyone deserves a green, healthy, and resilient neighborhood
- Leading by doing
- Investing in people and in place
- Everyone has a role to play

# National with Local Roots



# A Replicable, Adaptable Model



- Informed by best practices
- Tailored for each unique community
- Leverages existing assets, opportunities
- Designed to gather and respond to local mandates

# Our Focus Areas



- Equitable Local Economies
- Healthy Communities
- Transforming Brownfields
- Revitalizing Urban Waters
- Youth Development



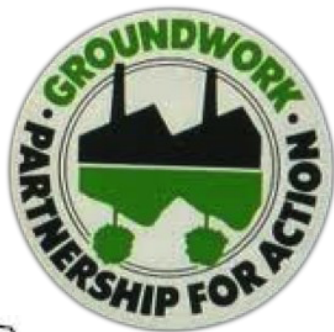
## What is a Groundwork “Trust”?



- A vehicle to catalyze change in communities struggling with environmental, economic, and social conditions brought about by disinvestment.
- **Trust (n):** The trait of believing in the reliability and honesty of others.



# Our History





# Inter-Agency Agreement Supports The Groundwork USA Network



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# Groundwork USA's Brownfield and Urban Waters Technical Assistance Programs



- Peer-support, coaching, learning
- Best practice, field-tested strategies
- Network exchange among like-minded practitioners

# What do we mean when we say “equitable development”?



- Everyone should benefit from development
- Community defines “benefits”
- Revitalization without displacement
- Asset-based planning (i.e., local residents, leaders, expertise are sought out, valued)
- Mutual accountability; building trusting relationships
- Collaborative, inclusive community engagement
- Finding common ground (i.e., balancing community priorities, developer/financing/regulatory realities)
- No “finish line”

# A Return on Investment

## Leveraging is critical:

- Groundwork USA leverages \$3 for every Federal dollar it receives.
- Groundwork Trusts leverage \$18 for every Federal dollar passed through by securing additional public/private/in-kind funds (grants, donations, fee-for-service)

## Results on the ground to demonstrate it!

- 1.1M feet of river habitat cleaned/restored
- 763,878 volunteer hours channeled
- 105,000+ youth engaged
- 3,755 acres of parkland improved
- 550+ acres of brownfields reclaimed/transformed
- 2,582 jobs created



# Groundwork USA Network Accomplishments in 2015

<b>Project Mix</b>		
Total number of projects worked on planning and design	419	
construction and implementation	153	
natural resource conservation	148	
community planning initiatives	128	
Total number of projects completed	102	
Total number of programs delivered (e.g. youth, climate change, food and nutrition, community gardens, civic engagement, stewardship, storm water reduction)	279	
	215	
<b>Physical Improvements (total number)</b>		
Trees planted	1,044	
Bulbs, perennials, flats of flowers & vegetables planted	31,339	
Large amenities installed (e.g. benches, playgrounds, raised beds, rain g'dens)	366	
Small amenities installed (e.g. flower boxes, signs, trash cans, recycling bins)	313	
Acres of brownfields/derelict land improved	42	
Acres of open space/parkland improved	274	
Miles of sidewalk, paths, trails built or improved	38	
Sites cleaned up (one time)/maintained (regularly)	137/212	
Tons of trash/debris cleaned up	425	
Feet of riparian habitat cleaned up, conserved or restored	71,014	
<b>Integrating the Economy and the Environment</b>		
Total number of businesses involved	357	
Number of jobs provided (full, part time, interns, summer)	237	
Weeks of environmental and green job training (1 trainee for 40 hours = 1 week, 3 students for 20 hours each = 1.5 weeks)	1,045	
Number of youth participating in leadership/skills training	836	
<b>Benefits to Climate Protection</b>		
Tons of CO2 sequestered through projects and programs	838	
Tons of CO2 emissions reduced	2,932	
<b>Access to Healthy Food</b>		
Number of community garden beds provided/maintained	6,228 / 1,099	
Number of families benefiting from fresh food from gardens	7,017	
<b>Community Involvement and Education</b>		
Number of youth (<18 yrs) engaged in volunteer activities	9,239	
Number of adults (>18 yrs) engaged in volunteer activities	10,139	
Total volunteer hours	104,888	
Number of schools involved	327	
Weeks of environmental education (1 student for 40 hrs = 1 week, 3 students for 20 hours each = 1.5 weeks)	4,233	
Number of community events	553	
Number of people engaged at events	44,754	
New partnerships established / # Partners engaged in work	485/ 1,037	
<b>Leveraging Resources</b>		
Public sector funding (federal, state, local)	\$7.5 million	
Private sector funding (business, foundations, civic, private)	\$3.4 million	
Value of donated goods/services (not volunteer time)	\$726,082	
<b>Groundwork Network's Highlighted (Proudest) Achievements</b>		
<i>Cincinnati, OH:</i> We are proud of our work on the <i>Cincinnati Connects Plan</i> , which represents a bold vision for a healthy city with a 42-mile alternative transportation system that offers enhanced access & connectivity for all.		
<i>Denver, CO:</i> Our first Social Enterprise, <i>Groundwork Greens</i> , is up and running! <i>Groundwork Greens</i> grows and sells fresh produce for sale to local restaurants and to residents of low-income food desert areas, while also providing job training to low-income youth in our Green Team program.		
<i>Lawrence, MA:</i> We completed the construction of the \$2.75M Ferrous Site, an urban wild park which provides the capstone of the <i>Spicket River Greenway</i> .		
<i>Milwaukee WI:</i> Our <i>Milwaukee Urban Garden Program</i> grew to 92 neighborhood groups that manage gardens and lead community activities on vacant city-owned lots to improve healthy food access, outdoor activity and social cohesion.		
<i>Richmond, CA:</i> We played a leading role in securing funding for a multi-million dollar <i>Urban Canopy Renewal Program</i> and, with the designation of our executive director as the City's Urban Forester, launched a comprehensive ten-year tree canopy improvement effort with residents to respond to global climate instability and improve neighborhood quality of life.		

So what's not getting done?



# Establishing a New Groundwork Trust



# Overview of the New Trust Process



- Steering Committee
- Letter of Interest
- Site Visit
- Full Proposal
- Feasibility Study / Vote
- Launching Phase

# 1



## Forming a Steering Committee

Assessing local interest and support  
for the Groundwork model

# The Steering Committee



- Representative/reflective of community
- Team players commit to six-month process
- Collaborators agree to “ground rules” for participation

# 2



## The Letter of Interest

Describing your community's ideas  
for how Groundwork could take root

## The Letter of Interest

- 4-5 page descriptive letter
- Demographics, environmental, economic & community development challenges
- Lead organization, contact person
- Demonstrated local community interest in Groundwork
- Evidence of opportunities for the potential new Trust
- Ability to leverage local funding for the new entity (municipal, private, in-kind)
- Existing funding and/or technical assistance from EPA, NPS-RTCA, and/or GWUSA



## What is the potential for Groundwork to...

- Facilitate creation, improvement, stewardship of parks, greenways, gardens?
- Stimulate local economic revitalization that is accessible to all
- Increase local capacity to address “3Es” (environment, economy, equity)?
- Engage stakeholders in planning and development of projects, programs, partnerships?

# 3



## The Site Visit

Orienting the Selection Committee to local people and conditions on the ground

# Why Groundwork?



And why now?



# 4



## Invitation for a Full Proposal

Diving more deeply into exploration of the  
Groundwork model and its potential

## Accompaniments to the full proposal

### Letter of Support from Highest Ranking Official

- Provides expression of commitment to providing compulsory local match of at least \$35K/year for first three years of Trust's existence

### More Fully Formed Expression of Potential

- Likely first partners
- “Low-hanging fruit” projects that will build momentum
- Amplification of an inclusive “big idea” or vision the Trust would champion

# 5



## The Feasibility Study / Vote

Where the rubber meets the road:  
a look at implementing the Groundwork  
model locally

## The Feasibility Study Process

- 6-month process guided by GWUSA, NPS staff with Steering Committee
- Up to \$5,000 available from GWUSA for local project consultant to work with Steering Committee
- Explore needs, opportunities, priorities
- ID projects, programs, partnerships
- “Meet and greet” info meetings to build relationships and gain commitments from potential funders
- Yay/nay vote from Steering Committee to proceed

# 6



## The Launching Phase

Detailing the steps necessary to getting doors opened, lights on, staff hired and working

# The Launching Process



- Only begins once GWUSA Board OKs the Feasibility Study & Launch Strategy for the new Groundwork Trust
- Involves outlining a concept for the “Launch Event,” which announces Groundwork to the local community
- New Trust signs MOU with GWUSA and commits to Years 1 & 2 checklist (milestones are mostly standard nonprofit compliance activities)

# The Trust Launching Phase

## NPS Seed Funding, Through GWUSA TA

- \$190K dispersed over 3-4 years, with \$90K for the launch year
- Remaining \$100K (as available) is released over 3 years in annual increments of \$25K-\$50K

## NPS/GWUSA Task Agreement

- Deliverables ID'd help build Trust organizational and program capacity during launch phase
- Provides vehicle for federal funding

## Fiduciary Agreement

- Between GWUSA and new Trust
- Requires local \$35K municipal match and \$10K private sector match to be in place

## Next Steps

### Anticipated Timing

- LOIs to be submitted on February 1, 2017
- Notifications of selection will go out around February 15, 2017
- Site visits will happen between February 15 and April 15, 2017
- Anticipated due date for full proposal submission is May 31, 2017
- Anticipated notification of the final two (2) communities selected will be around June 30, 2017
- Feasibility studies will begin in September 2017



Questions?