

Stronger Together The Power of Funder Collaboration

**40 Years of Collaborative Funds
in The New York Community Trust**

August 2016

THE NEW YORK
COMMUNITY TRUST



MEET THE TRUST'S COLLABORATORS

With our collaborators (listed below), we've been able to accomplish a great deal.

Altman Foundation (FNC, Hive, N2000, SMF, WDF)
 American Express (AF, 1NYC)
 Anonymous (Hive, 2010C)
 Catherine and Joseph Aresty Foundation (DEC)
 Vincent Astor Foundation (N2000)
 Atlantic Philanthropies (FNC, DEC)
 AT&T Foundation (AF)
 Bank of China (N2000)
 BT Foundation (DEC)
 Baron de Hirsch Fund (FNC)
 The BTM Foundation, Inc. of the Bank of Tokyo – Mitsubishi, Ltd. (N2000)
 Morton K. and Jane Blaustein Foundation (DEC, FNC)
 Blue Ridge Foundation NY (SMF)
 Booth Ferris Foundation (AF, DEC, FNC, N2000, CAF, SCF)
 Robert Bowne Foundation (SCF, SMF)
 Building Trades Employers Association (WDF)
 Carnegie Corporation of NY (FNC, DEC)
 Mary Flagler Cary Charitable Trust (AF)
 Annie E. Casey Foundation (FNC)
 CBS Foundation (AF)
 Chase Manhattan Bank Foundation (AF, N2000, SCF)
 Chemical Bank (AF)
 Citi Community Development (1R; 1NYC, AF)
 CIT Financial Corporation (CSPF)
 Liz Claiborne Foundation (WDF)
 Edna McConnell Clark Foundation (N2000, SCF)
 Robert Sterling Clark Foundation (DEC, CAF, WDF)
 Clark Foundation (FNC, WDF)
 Community Foundation of New Jersey (1R)
 Con Edison (1NYC, AF)
 Council of Fashion Designers of America/ Vogue Initiative (AIDS)
 Charles E. Culpeper (AF)
 Nathan Cummings Foundation (AF)
 Eleanor Naylor Dana Charitable Trust (AF)
 Ira W. De Camp Foundation (WDF)
 Deutsche Bank Americas Foundation (DEC, N2000, WDF, FNC)
 Dickler Family Foundation (DEC)
 DIFFA: Design Industries Foundation Fighting AIDS (AIDS)
 Dora Fund in The New York Community Trust (FNC)
 Equitable Life Assurance Society of the U.S. (CSPF)
 Exxon Corp. (CSPF)
 Fairfield County Community Foundation (1R)
 Fannie Mae Foundation (N2000)
 Ford Foundation (AF, DEC, FNC, N2000, 1R)
 Fordham Street Foundation (DEC)
 Foundation for Child Development (FNC)
 Foundation for the Jewish Community (FNC)
 FJC, a Foundation of Philanthropic Funds (FNC)
 Sidney E. Frank Foundation (DEC)
 Freeport–McMoRan Inc. (CSPF)
 Fuji Bank and Trust Company (N2000)
 Bill & Melinda Gates Foundation (DEC)
 Bernard F. and Alva B. Gimbel Foundation (DEC, WDF)
 Chuck Goldman Family Foundation (FNC)
 Grace Foundation Inc. (CSPF)
 William T. Grant Foundation (SMF, WDF)
 Greenwall Foundation (AF, DEC)
 Gulf + Western Foundation (CSPF)
 Stella and Charles Guttman Foundation (DEC, SMF)
 Harkness Foundation for Dance (AF)
 Hasbro Children's Foundation (SCF)

Charles Hayden Foundation (SCF)
 Edward W. Hazen Foundation (DEC)
 William Randolph Hearst Foundation (AF, N2000)
 Heathcote Art Foundation (AF)
 Leona M. and Harry B. Helmsley Charitable Trust (SMF)
 Martin Hirschorn IAC Fund (2010 Census Outreach)
 Renate, Hans and Maria Hofmann Trust (Hive)
 Charles Evans Hughes Memorial Foundation (DEC, FNC)
 IBJ Foundation, Inc. of the Industrial Bank of Japan, Ltd. (N2000)
 IBJ Whitehall Bank & Trust Company (N2000)
 IBM (AF)
 Independence Community Foundation (N2000, WDF)
 International Paper Company Foundation (CSPF)
 J.M. Kaplan Fund (AF, FNC)
 Lambent Foundation (CAF)
 Lever Brothers (CSPF)
 Local Initiatives Support Corporation (1R)
 Long Island Community Foundation (1R)
 Leon Lowenstein Foundation (WDF)
 MAC AIDS Fund (AIDS)
 John D. and Catherine MacArthur Foundation (Hive)
 Suzette Brooks Masters and Seth J. Masters Fund in NYCT (FNC)
 M & T Trust Company (N2000)
 Andrew W. Mellon Foundation (A&C, AF)
 Mertz–Gilmore Foundation (AF, FNC)
 Metropolitan Life Foundation (N2000, SMF)
 Mizuho USA Foundation (WDF)
 JP Morgan Chase Foundation (AF, N2000, SCF, WDF)
 Morgan Stanley (WDF)
 Mozilla Foundation (Hive)
 National AIDS Fund/Elton John AIDS Foundation (AIDS)
 National Community Development Initiative (N2000)
 National Fund for WDF Solutions (WDF)
 NBC (AF)
 New York Council for the Humanities (A&C)
 New York Foundation (FNC, DEC)
 New York State Interest on Lawyer Account (FNC)
 New York Times Co. (AF)
 Stavros Niarchos Foundation (Hive, CAF, SMF)
 Edward Noble Foundation (AF)
 Norman Foundation (FNC)
 North Shore Unitarian Universalist Veatch Program (FNC)
 NoVo Foundation (DEC)
 NYC Media Alliance (1NYC)
 John R. Oishei Foundation (A&C)
 One Nation Foundation (1NYC)
 Open Society Institute (1NYC, N2000, FNC, 2010C)
 Oram Foundation (1R)
 Philip Morris Companies (AF)
 Pinkerton Foundation (DEC, SMF, WDF)
 Public Interest Projects (DEC, FNC)
 Paul Rapoport Foundation (AIDS)
 Rauch Foundation (1R)
 Robert Rauschenberg Foundation (CAF)
 RCA Corp. (CSPF)
 Reed Foundation (AF)
 Republic National Bank of N.Y. (N2000)
 Charles Revson Foundation (DEC, 1NYC)
 Robin Hood Foundation (SCF)
 Rockefeller Brothers Fund (DEC, N2000, CAF, FNC)
 David Rockefeller Fund (AF, Hive, CAF)
 Rockefeller Foundation (DEC, N2000, 1R, WDF, FNC)

Helena Rubenstein Foundation (AF, SMF, WDF)
 Fan Fox & Leslie R. Samuels Foundation (AF)
 Joseph E. Seagram & Sons, Inc. Fund (SCF)
 Schott Foundation for Public Education (DEC)
 Valentine Perry Snyder Fund (FNC)
 Soros Open Society (SCF)
 Sperry Corporation (CSPF)
 Nate B. and Frances Spinghgold Foundation (DEC)
 Starr Foundation (N2000)
 Staten Island Foundation (SMF)
 W. Clement & Jessie V. Stone Foundation (DEC)
 Surdna Foundation (DEC, N2000, 1R, FNC)
 Taconic Foundation (WDF)
 Tiger Foundation (WDF)
 Time Inc. (CSPF)
 Time Warner (AF)
 Laurie M. Tisch Illumination Fund (2010CO)
 TD Bank Charitable Foundation (SMF)
 Travelers Foundation (DEC)
 Emily Hall Tremain Foundation (1R)
 Trinity Wall Street (DEC)
 Twenty-First Century ILGWU Heritage Fund (FNC)
 United Hospital Fund of NY (AIDS, VF)
 U.S. Trust Company of NY (N2000)
 United Way of NYC (AIDS, FNC, SCF, WDF)
 UJA–Federation of New York (FNC)
 Uris Brothers Foundation (N2000)
 H. Van Ameringen Foundation (DEC)
 Viacom International Inc. (AF)
 Lila Wallace–Readers Digest (AF)
 Washington Mutual Bank (DEC)
 Andy Warhol Foundation for the Visual Arts (AF)
 Waterhouse National Bank (N2000)
 Westchester Community Foundation (1R)
 Wolfensohn Family Foundation (N2000)

While every effort has been made to carefully prepare this list, we recognize that omissions may occur. If your organization is not properly represented please contact Pat Jenny at pjj@nyct-cfi.org.

KEY TO FUND ABBREVIATIONS

NYC AIDS Fund	AIDS
Arts and Culture Research Fund	A&C
Arts Forward Fund	AF
Corporate Special Projects Fund	CSPF
Donors' Education Collaborative	DEC
Fund for New Citizens	FNC
Hive Digital Media Learning Fund	Hive
Neighborhood 2000	N2000
NYC Cultural Agenda Fund	CAF
One NYC, One Nation Fund	1NYC
One Region Fund	1R
Summer Matters Fund	SMF
Summer in the City Fund	SCF
NYC Veterans Fund	VF
Workforce Development Fund	WDF
2010 Census Outreach	2010C



**“If you want to go fast, go alone.
If you want to go far, go together.”**

—AFRICAN PROVERB

Collaborating for New York

There’s power in numbers—particularly when grantmakers collaborate. Although collaboration is not a new concept in philanthropy, its importance has grown as donors work together to maximize the impact of their giving.

Donor collaboration is on the rise because it meets many needs. By joining forces, funders leverage the resources of many to tackle larger agendas, tougher issues or long-term challenges. Collaboration also provides philanthropists with an opportunity to get involved in areas in which they are not experts or take risks they might not assume on their own.

For almost 40 years The New York Community Trust has been an innovator in collaboration, partnering with more than 140 funders to pursue common goals.

So far, The Trust has been home to 20 collaborative funds, distributing \$119 million. The collaborations develop around common interests but operate in many ways. Some focus on sharing ideas while others are more structured, with governance and administration shaped to fit the collaborators’ needs. Some funds address short-term issues and have a brief life, while others continue, focusing on more complex goals over the long term.

The Trust’s earliest collaborative funds began in 1977 in response to New York City’s fiscal crisis. With an eye on the future, The Trust held a series of meetings with New York’s corporate leaders who shared an interest in keeping vital City programs and initiatives alive. Thus the Corporate Special Projects Fund was born. The fund supported projects benefiting the City and improving quality of life: everything from parks restoration and police support to youth employment programs.

A second collaboration, the Neighborhood Revitalization Fund, began in 1978 to support community development initiatives. Grants were made to community organizations developing low-income housing in City-owned buildings, using City and federal housing programs. These groups also were revitalizing commercial strips and even managing urban industrial parks. In 1991 the Neighborhood Revitalization Fund was closed and absorbed into The Trust’s community development grantmaking. Over the 13 years of the Fund, New York City nonprofit housing organizations came to be sophisticated developers; in the subsequent 20 years, community development organizations became a lynchpin of community resources, providing services ranging from employment counseling and job training to small business support and youth and senior citizen programs.

With the launch in 1982 of the NY Grantmakers Summer Programs, which supported quality summer programs for New York City’s underserved children, The Trust’s collaborative funds program was off and running. Perhaps our most substantial collaboration to date was the September 11th Fund, which we’ve previously reported on. It pooled \$534 million from two million individuals from all 50 states and 150 countries to respond to the tragic events of that day.

Through the years, we’ve taken on many more challenges, teamed with a variety of organizations, and learned a great deal about what makes collaborations successful. We haven’t slowed our efforts to make life better for people in New York City.

As we finish our fourth decade of collaborative funding, we’re proud to take a look at what we have accomplished together with our foundation partners.

Lorie A. Slutsky
President

Healthy Lives



\$23,396,500

in grants given by the AIDS Fund

8

funders

14,000

diagnosed in NYC in 1993

3,000

diagnosed in NYC in 2014

300

agencies supported

NEW YORK CITY AIDS FUND

Leading the Fight Against AIDS

In the 1970s a few New York physicians began to notice a worrisome pattern of illness in young gay men: patients with a litany of conditions that included unusual pneumonias, a rare skin cancer, joint pain and soaking night sweats. It took several years to learn what this mysterious ailment was.

The first case of AIDS in the United States was identified in 1981, quickly followed by a deluge of others. Initially many foundations were slow to react, reluctant to provide funds for a disease they knew little about, other than that it disproportionately affected gay men and intravenous drug users.

The New York Community Trust was an early leader in supporting programs combating AIDS. The Trust made its first grant for HIV research in 1983, and six years later launched the New York City AIDS Fund with the National Community AIDS Partnership, a consortium of foundations and corporations. Housed at the Trust, the AIDS Fund operated from 1989 through 2014, uniting grant makers, local and State government agencies, human services organizations and those living with AIDS toward a common goal of providing services to patients and funding research to develop improved treatments and ultimately eradicating the disease.

The AIDS Fund was instrumental in informing the New York philanthropic community about needs and issues related


to the AIDS epidemic. It was also one of the City's most important sources of private funding for a sustained local response, and played a major role in improving the coordination and targeting of City resources. In 2009 Mayor Michael Bloomberg honored the Fund for its outstanding commitment to improving the lives of New Yorkers affected by AIDS.

Others have now stepped in. Through partnerships, the AIDS Fund has helped New York City move closer to a collective vision of a world free of HIV. Since 2006, the AIDS Fund has partnered with the Council of Fashion Designers of America (CFDA) through the CFDA-Vogue Initiative, a companion fund to the New York City AIDS Fund. CFDA's fundraising efforts included the successful 7th on Sale and Fashion's Night Out events. The CFDA Fund continues to support causes helping New Yorkers who are living with HIV/AIDS.

CHALLENGE	THE FUND'S RESPONSE	OUTCOMES
Lack of infrastructure to provide medical services, especially early on	Provided grants for direct care, nutrition, housing	Improved access to care; reduced hospitalization and mortality rates
Build prevention programs, particularly for high-risk groups	Supported education initiatives, including prevention campaigns	Steady decline in the number of AIDS infections
Fear and lack of experience among government and foundations about serving those with AIDS	Foundations learned together how to address fears and advocate for enhanced publicly supported services	Expanded the definition of AIDS to increase eligibility for services
AIDS organizations lack information about new health care financing models	Provided comprehensive education, including a Learning Lab	Organizations gained skills needed to navigate through managed care

The NYC AIDS Fund

raised millions to provide services, prevent infection, and advocate for public policy.



NYC VETERANS FUND

Aid to Returning Soldiers

Post-traumatic stress disorder. Depression and anxiety. Reintegration into the workforce. Living with physical injury. Difficulty connecting with family and friends. The physical, psychological, and social challenges faced by military veterans are well-documented. Because of these stressors, many veterans have difficulty readjusting to civilian life.

The Trust founded the NYC Veterans Fund with the United Hospital Fund to help veterans of the conflicts in Iraq and Afghanistan cope with the wounds of war. Grants to the Greater New York Hospital Foundation and other agencies helped the City’s hospitals

improve health and mental health services for returning service members and their families and provided online and telephone mental health services for veterans with emotional problems.

As the fastest-growing group of veterans, women face their own unique issues upon returning to civilian life. An estimated 20 percent of women veterans of the Iraq and Afghanistan conflicts suffer from post-traumatic stress disorder. Grants from the NYC Veterans Fund provided expanded legal services and a telephone support line for women veterans. The Fund operated from 2011 through 2014.



\$279,000

in grants given by the Veterans Fund

2

fundors

960,000

service members have a psychological disorder

1,000

Iraq and Afghanistan war veterans diagnosed with PTSD each week

12

agencies supported

Thriving Communities



Courtesy of Harlem Stage

\$1,904,500

in grants given by
Arts Forward Fund

48

funders

\$110,000

in grants given by the
Arts & Culture Research Fund

\$351,680

in grants given by the NYC
Cultural Agenda Fund to date

ARTS FORWARD FUND, ARTS & CULTURE RESEARCH FUND, NYC CULTURAL AGENDA FUND

Supporting the Arts

The lack of financial support for arts and cultural organizations over the years has been characterized as “the quiet crisis in the arts.” The Trust and collaborators have supported several programs to shore up research and advocacy that can help leverage increased investment in the sector, while also increasing direct support.

Launched in 1991, the Arts Forward Fund responded to a financial crisis for arts organizations brought about by the economic downturn and a decline in City and State funding. Arts Forward operated until 1998, providing funding to arts organizations as they reassessed their missions and explored future options.

The Arts & Culture Research Fund commissioned research using data sets from

the Cultural Data Project and operated in partnership with the City and State. In 2013 it made grants to six nonprofits whose work offered insights about the value of the arts on communities and neighborhoods in upper Manhattan, the Hudson Valley, and upstate New York. Among the findings: the arts provide substantial economic benefits to communities.

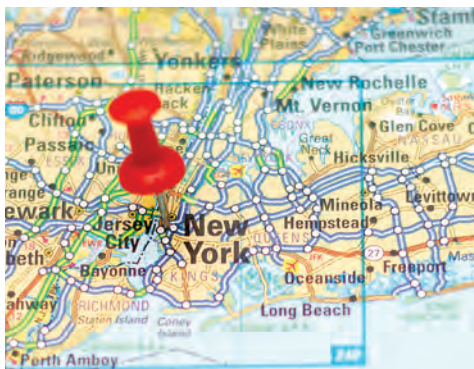
The NYC Cultural Agenda Fund was established in 2014 to improve arts advocacy, influence cultural policy, and advance cultural equity. The Fund has made grants to build advocates’ skills and develop research that will inform the City’s cultural plan, while promoting lively debate through public briefings.



Courtesy of Lower Manhattan Cultural Council

ONE REGION FUND

Transportation and Smart Growth: A Necessity, Not An Option



People want housing that is affordable, near stores and amenities, and easy to get to. Residents want to live close to transit so they don't need to own a car. A dependable, affordable transit system is vital to the success of individuals and communities: getting people to work on time, enabling businesses to thrive, moving goods, and helping to reduce climate change. Building new housing at transit centers reduces car use and commuting costs and saves open space.

The tri-state region's amazing network of commuter railways, subways, highways, bridges and tunnels serves more than 22 million people, but years of use have placed it under enormous strain. The One Region Fund was launched in 2006 to address the need for improvement and investment in this system, and promote land use policies that achieve smarter growth patterns. Funders from New York, New Jersey, and Connecticut teamed up to support strategic reforms, including transit, bike and pedestrian amenities, and transit-centered residential development across the metro region. It created a municipal grant program in 2008 to support local transit-centered development, leveraging millions in public financing from \$335,000 in grants.

The One Region Fund continued its work until 2014, making progress on advancing transit and sustainable development policies despite harsh fiscal realities in all three states.

\$22.7 million

leveraged in state grants
and loan guarantees

12

funders from New York, New
Jersey, and Connecticut

\$4,651,640

invested in transit policy reform
and transit-centered development
initiatives

\$4 million

in federal funds

NEIGHBORHOOD 2000 FUND

Bringing Hope to Distressed Areas

Capacity building empowers communities with skills, information and education to respond to challenges and solve problems. This continuous process encourages community growth.

Neighborhood 2000 was started in 1997 to provide funding for New York City's community development corporations (CDCs) in their efforts to revitalize distressed neighborhoods. The Fund provided a \$75,000 grant to help CDCs build capacity, forge relationships with the private sector, and create economic opportunity. The Fund:

- Expanded a day care network in lower-income neighborhoods in northern Manhattan from 36 to 75 providers.
- Supported an organized community response to a large brownfield site in Bushwick that was a neighborhood blight.

- Partnered with schools to create afterschool and college prep programs in Cypress Hills (Brooklyn) and Mount Eden (the Bronx).



- Funded a new workforce training center in Williamsburg.

Neighborhood 2000 operated through 2006. In addition to grantmaking, the Fund also supported legislation designed to stimulate investment in community-based programs. In 2006 the Fund moved to the United Way of New York City; it continues as the Change Capital Fund.

\$11,635,000

in grants given by
Neighborhood 2000

30

funders

3,055

Housing units built or
rehabilitated

430

Rental units converted to
tenant-control

Promising Futures



Above and below courtesy of WNYC/Radio Rookies

\$7.2 million

to date in grants given by Hive to help youth see themselves as creators, not just consumers, of digital media

7

funders

100

technology-driven educational tools and programs developed

93

Museums, libraries, and youth-serving agencies advancing digital media learning

HIVE DIGITAL MEDIA LEARNING FUND

Promoting Digital Learning

Digital technologies are transforming how young people learn. A true 21st century education engages young people in active, interest-driven learning that prepares them to succeed today and tomorrow.

The Trust and the John D. and Catherine MacArthur Foundation launched the Hive Digital Media Learning Fund (the Fund) in 2010 to promote adolescents' learning through digital media and the web. The Fund prioritized support for the members of Mozilla's Hive NYC Learning Network (Hive NYC), a robust network of museums, libraries, schools, and other youth-serving organizations.

Working with Hive NYC, the Fund made grants to Hive NYC members dedicated to providing middle- and high-school students with opportunities to explore interests and build skills through the creative application of digital media and technology. The Fund and Hive NYC established important partnerships across City agencies to promote digital media learning activities.

The Fund's grants encouraged collaboration among grantees, fueling innovation. Funded projects ranged from computer games and mobile apps to radio stories and short films, while connecting to subjects like arts, science, math, history, and civics.



A fitness program developed by the YMCA of Greater New York "went digital." With help from other Hive NYC members, the YMCA created an award-winning mobile app that lets young people create "playlists" of physical activities. The program can be downloaded for free, making it available to greater numbers of young people. Collaboration also enabled Carnegie Hall to introduce hip-hop and digital music production into its offerings through a partnership with music and technology nonprofit Building Beats.

The U.S. Department of Education's National Education Technology Plan gave a nod to the Hive Learning Network's ability to "champion connected learning, digital skills, and web literacy in youth-serving organizations in urban centers around the world." The Hive Fund will sunset in 2017.

The HIVE Digital Media Fund introduces young people to new ideas, interests, and careers.



CHALLENGE

Build a network of nonprofits interested in helping youth learn anywhere anytime with digital media

Encourage grantees to "think big" to develop replicable projects

Measure competencies gained in out-of-school enrichment programs

THE FUND'S RESPONSE

Made grants to 100+ projects advancing connected learning

Implemented a funding pathway with tiered grants to grow projects' impact

Promoted the adoption of digital badges to track progress

OUTCOMES

Expanded a digital media learning network from 13 to 93 agencies

Grantees move along the pathway to refine and spread tools and programs

Steady growth in the adoption of digital badging

Building Job Skills for the 21st Century Economy

Access to a good job is one of the most important components of a productive life. For the past 20 years, the New York City foundation community has invested time and resources in creating more effective pathways to good jobs, especially for less skilled residents. In 2001, a group of foundations came together to create the New York City Workforce Funders, with a mission of building a better system to connect City employers to job seekers and help low-skilled residents prepare for jobs.

The network of 60 foundations and corporate philanthropies meets quarterly to hear from colleagues, public officials, and nonprofit leaders about innovations in the field. This learning network has succeeded in expanding support for employment services from private philanthropy: in 2004, City foundations collectively made \$18.4 million in grants for workforce development; by 2015, the total had grown to almost \$72 million.

Some 20 foundations in addition to The Trust contribute to a collaborative fund for grants to start partnerships with City agencies, or to support capacity building in the field. In 2004, the Workforce Funders began

a partnership with the Department of Small Business Services to support sector employment strategies. In 2010, The Trust and the Workforce Funders created the New York Alliance for Careers in Healthcare, known as NYACH, within Small Business Services. NYACH works with hospitals, community health centers, nursing homes, and direct care employers to design training programs that deliver workers who can participate in a rapidly changing industry focused on reducing costs and delivering higher quality patient care.

Since then, the City and the Workforce Funders have supported additional industry partnerships. For example, the Tech Talent Pipeline, created in 2014, partners with more than 100 companies to deliver programs providing technology education, training, and job opportunities. In 2016, Small Business Services created four new industry partnerships in retail, food service—both with the Workforce Funders—and construction and manufacturing.

The Workforce Funders continue to influence public policy and program design, as well as build the capacity of nonprofit providers to prepare disadvantaged residents to compete in a 21st century economy.



Photo by Ari Mintz for The Trust

\$8,828,227

given in grants by the Fund to support workforce development to date

21

funders

\$65,000+

Starting salary for many of New York's tech jobs

1,980

job seekers and workers enrolled in NYACH training programs as of April 2016

20,000

Health care jobs created in NYC in the last few years





Photo by Ari Mintz for The Trust



\$20,595,000

in grants given by Fund for
New Citizens to date

33

funders

3.07 million

immigrants live in NYC

60

grass-roots organizations
received capacity-building grants

1,800

Immigrants a year assisted
with citizenship/residency filings

FUND FOR NEW CITIZENS

A Helping Hand for the Newest New Yorkers

New York is a truly global city. More than 37 percent of its residents were born in another country. The City's immigrants are more diverse than anywhere else, coming from all over the world and speaking hundreds of different languages.

Many immigrants face complex legal issues as they strive to find their place in this country. High-quality legal information and representation is essential to help immigrants integrate into the life of the City. The Fund for New Citizens was established in 1987 after passage of the Immigration Control and Reform Act of 1986. The Fund coordinated foundations' efforts to help the City's immigrants understand and benefit from the new law. At the same time, it seeded the New York Immigration Coalition, now a statewide group of more than 200 immigrant-serving nonprofits.


Since then, the Fund has continued to help the City's immigrants understand and respond to complex and oft-changing immigration laws and policies. It responded to help Muslim, South Asian, and Arab American men comply with a special registration program after September 11; provided legal assistance to New Yorkers as deportations skyrocketed beginning in 2010; and helped hundreds of the City's immigrant youth apply for Deferred Action for Childhood Arrivals when the program opened in

2012. The Fund helped create the Immigrant Representation Project, which for more than twenty years has provided legal screenings and representation at the Immigration Court. And its grants connect expert immigration lawyers from agencies such as the Legal Aid Society and Legal Services NYC with trusted neighborhood groups where the City's newest residents go for information and assistance.

In 2008, the Fund for New Citizens started making grants to strengthen immigrant-led groups so they can be strong advocates for their constituents. Since then, the Fund has helped more than 60 immigrant-led nonprofits improve their governance, financial management, and fundraising.

The Fund for New Citizens helps immigrants overcome challenges so they can benefit from new opportunities and lead productive lives. In addition to supporting advocacy and legal help for the City's immigrants, the Fund also provides foundations with the tools to understand immigration issues so they can spend their dollars with the greatest impact.

The Fund will continue bringing foundations together in the coming years, although the focus of its grants may shift as a response to a recent influx of new government resources for immigration legal services in the City.

The Fund for New Citizens helps immigrants and nonprofits respond to frequent changes in law and policy. 	CHALLENGE	THE FUND'S RESPONSE	OUTCOMES
	Limited access to immigration legal assistance	Connected immigrant-serving groups with experienced attorneys Launched the Immigration Representation Project	Greater availability of legal services, representation, and information
	Greater advocacy from immigrant-led nonprofits	Funded capacity-building for 60+ immigrant-led nonprofits	A network of diverse immigrant-led advocacy groups
	Prejudice and anti-immigrant sentiment	Focus attention on hate crime prevention, language access, and civic engagement	More immigrant-friendly policies including ID NYC and deferred action

SUMMER IN THE CITY FUND, SUMMER MATTERS

Summer Funds

Summer should be a time for young people to play, explore, make new friends, and get an academic head start on the next school year. But in a city where one in three children live in poverty, there’s a chronic shortage of quality summer programs. Beginning with NY Grantmakers Summer Programs in 1982 (see page 1), The Trust has led the way in collaborative efforts to support summer programs.

The Trust and collaborators launched the Summer in the City Fund in 1998 to help families receiving public assistance find quality summer child care. Welfare reform policies enacted in the 1990s required New Yorkers on public assistance to enter the welfare-to-work program. For young children, summer programs were a must. The Fund operated through 2006 and was administered by the Trust.

The New York City Youth Funders started another fund, Summer Matters, in 2010 with the City’s Department of Youth and Community Development. This program’s intent was to preserve 31 summer programs slated for closure. As a partner of the Youth Funders, The Trust supported this initiative, which continued through 2013.



ONE NYC, ONE NATION

Opening Doors, Strengthening Understanding



Arab American Association of New York

This partnership with the Mayor’s Office on Immigrant Affairs and the One Nation Foundation operated from 2010 through 2013 to increase civic engagement, strengthen understanding of the City’s immigrant population, and counter discrimination against American Muslims.

The Fund’s activities organized into five areas: education and economic opportunity, civic leadership and community bridge-building, arts and media, health and wellness, and youth leadership development.

This endeavor supported projects, including workshops providing immigrant community leaders with the skills needed to tap into the City’s civic life; leadership development through expansion of scouting opportunities for Muslim youth; and training to boost immigrants’ financial literacy. A forum on human rights held at a Buddhist temple in

Brooklyn led to the first Chinese-speaking responders being trained by the Office of Emergency Management.

Beyond grantmaking, One NYC One Nation also brought business, nonprofit and agency leaders together for initiatives focused on religious and ethnic tolerance.

\$961,557

in grants given by One NYC, One Nation

9 funders

\$16,872,809

in grants given by Donors' Education Collaborative to date

40

Grantees

29

funders

DONORS' EDUCATION COLLABORATIVE

Raising the Grade of NYC's Public Schools



DEC's founding premise is that broad-based change in schools requires an active, informed, and diverse constituency. For more than a decade it supported advocacy, including litigation, to press the State to provide the City an equitable share of education funding.

The litigation, led by the Campaign for Fiscal Equity, culminated in the Education and Budget Reform Act of 2007. Through the campaign and continued advocacy, DEC has helped bring hundreds of millions of dollars in additional funding to the City's schools.

Advocacy by its grantees, including Advocates for Children of New York and the Internationals Network for Public Schools, has resulted in policies helping parents who do not speak English understand what is happening in their children's schools. And with DEC support, Appleseed

New York continues to press for greater socioeconomic and racial integration. The Trust continues to administer this fund as it supports research, advocacy, and community organizing to press for excellence for all students.

In the early 1990s, 17 foundation presidents, including The Trust's, began meeting to find ways to make the City a better place to live. They decided to focus on improving schools, and in 1995 The Trust created the Donors' Education Collaborative (DEC). With 1.1 million students in nearly 1,800 schools, this public school system is the largest in the country. The cost and logistics of managing the system are daunting.



CONSTITUENTS	THE FUND'S RESPONSE	OUTCOMES	The Donors' Education Collaborative aims to improve New York City's public schools for all students through research, advocacy, and community organizing.
Parents	Funded parent groups to advocate for school reform	Increased funding for middle schools; mentoring programs for new teachers; translation for immigrant parents	
Students	Funded advocacy campaigns that involved young people	Fewer school suspensions and arrests and more guidance counselors	
Policymakers	Funded research and litigation to influence education, budgeting and policy	More State aid for City schools; a City Council resolution pressing for diversity in schools; more meaningful school progress reports	



Lessons Learned

The results of the collaborative funds housed at The Trust have varied: some have been quite successful and lasted for many years; others were designed as short-term initiatives; and others have closed due to lack of support. We have collected some lessons from this experience:

Good relationships with City government can provide focus and resources for a philanthropic collaborative. For example, the NYC Cultural Agenda Fund supported research on the social impact of the arts which is expected to undergird the City's first cultural plan in 2017, and the NYC Workforce Funders made joint investments with the City in selected initiatives that led to changes in policies for both philanthropy and City government.

Foundations working together are learning together. Foundation staff learn well from peers and this knowledge can improve joint grantmaking while influencing philanthropic practice at individual participating foundations, allowing for more creative and strategic investments outside the collaborative fund.

Collaborative funds can respond quickly when crises or opportunities arise. The Fund for New Citizens has often made the first (and sometimes only) grants in the wake of major immigration policy changes including Temporary Protected Status for Haitians following the devastating earthquake there.

Effective governance of a collaborative fund requires that no single member dominates the agenda.

Conflicts of interest should be checked at the door. For the Hive Digital Media Learning Fund, we needed the voice of digital media learning experts on our grantmaking review panels. We avoided a conflict of interest by including peer reviewers from another city.

Funds need to evolve over time and adapt to changes in membership and in the field. The Fund for New Citizens created its capacity-building program in response to a need among immigrant-led nonprofits, and the Donors' Education Collaborative has revised its request for proposals every three years to reflect the rapid pace of policy change in education in New York City.

Without a strong nucleus of foundations willing to work collectively to address issues or promote an agreed-upon agenda, it is difficult to keep partners at the table. For example, the One Region Fund struggled to define a path that worked in three different states. The NYC Veterans Fund never reached a critical mass of foundation supporters.

Building Partnerships, Changing Lives

Forty years of collaborative funds have allowed The New York Community Trust to ‘think big,’ working with partners to take on difficult challenges, global issues, and large social agendas. During this time a great deal has been accomplished. We:

- **Led the way** in the growth and success of collaborative funds in New York City, through investments ranging from thousands of dollars to millions.
- **Participated in collaborations** across many sectors where the need is great: health care, health services and policy; education; culture and the arts; immigration; jobs and workforce development; veterans’ services; youth and community development.
- **Created partnerships** that are nimble and flexible to meet changing needs and circumstances.
- **Established a highly successful model** of collaboration with modest and efficient administrative structure, and in many cases, no fees.
- **Helped advocate and influence** public policy to benefit others who lack a voice.
- **Developed a network** of partners in philanthropy who we continue to collaborate with to this day.
- **Addressed many complex social problems** to find solutions and along the way improve the quality of life for thousands.

The Trust will continue to deepen these partnerships and form new ones to make New York City a better place to live and work.

A Word on Governance

The Trust’s approach to governing its collaboratives has stood the test of time. Several aspects have proven effective across all our collaboratives. First, staffing and overhead use as little of the philanthropic funds raised as possible. A consultant or part-time employee handles the day-to-day work of communicating with members and nonprofits. Our program officers provide oversight for fund operations, and The Trust’s president approves all grants. We seldom charge administrative fees.

The collaborative funds are generally governed by an advisory committee comprised of the fund donors. The Trust has not imposed a common set of ground rules across the collaborative funds. Instead, each group of funders has developed a process for making grant decisions that meets the needs of its members and their grant-making goals. In some cases, outside experts join the advisory committees to help set strategy and recommend grants. Some of the funds accept proposals by invitation only while others issue open requests for proposals. And some of the funds make all decisions by consensus while others vote, often one vote per member without regard to the size of the member’s contribution. What has mattered most, regardless of the decision-making process, is that members are involved and learning from one another.

Our Collaborative Funds at a Glance

1977–2015

20 COLLABORATIVE FUNDS • \$119 MILLION DISTRIBUTED

NAME OF FUND	YEARS	PURPOSE	OUTPUT	FUNDERS	GRANTEES	OUTCOMES
CORPORATE SPECIAL PROJECTS FUND	1977–1990	A route to philanthropy for NYC corporations	\$1,000,000	11	24	Supported initiatives to improve quality of life in NYC
NEIGHBORHOOD REVITALIZATION PROGRAM	1982–1991	Support housing and community development	\$6,000,000	3	48	Advanced employment counseling, job training, youth and other services
NYC AIDS FUND	1989–2014	Support projects for AIDS-related conditions	\$23,396,500	8	300	Increase awareness and funding for health care, research, other initiatives
FUND FOR NEW CITIZENS	1987–	Respond to changing immigration laws and policies	\$20,595,000	33	300+	Provided legal services; built capacity of DCU+ immigrant-led organizations
DONORS' EDUCATION COLLABORATIVE	1992–	Reform of the City's public school system	\$16,872,809	29	40	Parents, students, and community advocates influenced education policy.
ARTS FORWARD FUND	1991–1998	Boost the sustainability of NYC arts groups	\$1,904,500	35	60	Aid for arts and cultural organizations
NYC LESBIAN AND GAY FUNDING COLLABORATION	1994–1999	Provide support to lesbian and gay communities	\$257,100	29	19	Promoted understanding, awareness of issues important to this community
NEIGHBORHOOD 2000	1997–2006	Revitalize neighborhoods through support of CDCs	\$11,635,000	30	32	Effort adopted by the United Way; operates today as Change Capital Fund
SUMMER IN THE CITY	1998–2006	Provide support for summer child care programs	\$4,127,928	12	50	Provision of summer child care and educational services
NYC WORKFORCE DEVELOPMENT FUND	2001–2015	Support workforce development	\$8,828,227	21	23	Build a more effective workforce system via advocacy and training
ONE REGION FUND	2006–2014	Support transportation, smart growth in tri-state region	\$4,851,640	12	9	Transportation reform, advocacy for transit-centered community growth
SUMMER MATTERS	2010–2013	Save youth programs slated for budget cuts	\$1,426,000	13	20	Leverage funding and provide enrichment activities
ONE NYC, ONE NATION	2010–2013	Support programs, challenge misconceptions of immigrants	\$961,557	9	12	Boost understanding of immigrant populations, including Muslims
HIVE DIGITAL MEDIA LEARNING FUND	2010–	Promote adolescents' learning via digital media	\$7,205,612	7	100	Provide learning opportunities through digital media and technology
NYC VETERANS FUND	2011–2014	Provide health care for vets who served in the Middle East	\$279,000	2	12	Improve health and mental health services for veterans and their families
ARTS AND CULTURE RESEARCH FUND	2012–2015	Research on City and State arts groups	\$110,000	4	6	Research the role arts and culture play in the City and State
NYC CULTURAL AGENDA FUND	2014–2015	Strengthen arts advocacy, and cultural policy in NYC	\$351,680	8	56	Improve advocacy, influence cultural policy, and advance cultural equity

**“No single organization is responsible
for any major social problem, nor can any
single organization cure it.”**

—FROM “COLLECTIVE IMPACT” BY JOHN KANIA AND MARK KRAMER
(STANFORD SOCIAL INNOVATION REVIEW, WINTER 2011)

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