

Creating a Just & Healthy Community, Now and For the Future

**Building Bridges Community Forum
May 13, 2014**

Personal Introductions

- **Name**
- **Collaborations you've been working on toward the vision**

OR

- **Your area of interest in being here**

Agenda

8:30am Registration, Continental Breakfast and Networking

9:00am Introduction

Update on Activities throughout the Community toward the vision of a “Socially Just and Ecologically Sound Local Economy”

Overview of Collective Impact and Examples From Other Communities

10:40am Break

11:00am Guiding Principles

Examples of How Collective Impact Might Work Here:

- *All Kids School Ready by Kindergarten*
- *Localizing Our Food System to Ensure Food Security for All*
- *Reducing Poverty*
- *100% Renewable Energy by 2030*

Next Steps

1:00 Close

Working Agreements

- Participate fully
- Listen to understand
- Share the airtime
- Check your assumptions
- Keep an open mind (suspend your disbelief)
- Ask questions for clarification
- Support risk taking, yours and that of others
- Honor confidentiality
- Take care of yourself (take bathroom breaks as needed)



We Have Come So Far

Movement Towards Creating a Just &
Healthy Community

The List



1. Children
2. Racism & Poverty
3. Food System
4. Reducing Waste
5. Green Energy
6. Transportation
7. Environment
8. Housing
9. Health
10. Local Economy
11. Grassroots Leadership
12. Planning
13. Funding & Governance

1. Educating and Supporting Our Most Valuable Resource, Children

- **Collaborative Solutions Network** (mental health and young people) “So, How Are the Children?”
- **Early Child Development Collaboration** (0-5 year olds)
- + TC Action (Headstart), Ithaca Children’s Garden, Woods Earth, Primitive Pursuits, 4-H, Rural Youth Service, Creative Community Designs, No Mas Lagrimas/No More Tears, Ithaca Youth Bureau, Sciencenter, teachers and Schools, childcare centers and of course all the parents, caregivers and allies



2. Eliminating Structural Poverty & Racism

- **Building Bridges Initiative**
- **Re-entry and alternatives to incarceration** (e.g. OAR, Second Chance Ithaca, Shawn Greenwood Working Group)
- Dozens of other organizations that are helping build stronger relationships across race, class and place, including the Multicultural Resource Center, Cayuga Medical Center, Cornell (OADI), Workforce NY, TCAD, City of Ithaca, GIAC, Southside Community Center, Dorothy Cotton Institute, Village @ Ithaca, School Districts, U2O, Community Faith Partners, Creating Dreams Movement, Women's Healing: Mind, Body & Spirit, CULTURA, Latino Civic Association, Ithaca Asian-American Association, White Allies Against Structural Racism, and more...

3. *Growing a Food System that Works for Everyone*

- **GreenStar Community Projects** (organizing food networking meetings)
- **CCE Tompkins**, including **Whole Community Project**
- Food Pantries, Friendship Donation Network, FoodNet, Food Distribution Network, Ithaca Kitchen Cupboard, Area Congregations Together (ACT) together feed 1000s of people in community
- Groundswell Center for Local Food and Farming
- And bushels of farms, farmers, markets, stores, restaurants, non-profits, food stands, pick your owns, food vendors bringing healthy, local food to us all



4. *Reducing Waste*

- **Tompkins County Solid Waste**
(supporting sector)
- 100s of individuals and organizations, including FL Reuse Center, Sew Green, Cayuga Compost, REMP at Ithaca College, R5 at Cornell, student clubs, and more



5. Promoting Energy Efficiency and Renewable Energy

- **Sustainable Tompkins** - organizing hub
- **TCCPI** (Tompkins County Climate Protection Initiative) - organizing hub
- CCE Tompkins, Green Building, Dryden Solutions, Solarize Tompkins SE & Solar Tompkins, Cornell's Think Big, Live Green; TC3 Renewable Energy, Energy Independent Caroline, Smart Energy Policy Initiative, Home Energy Rating & Disclosure program, and dozens of home energy and renewable energy contractors and promoters



6. *Building a Transportation System that works for Everyone*

- **Way2Go** (Organizing hub coordinating collective visioning for shift towards more equitable and sustainable system)
- TCAT, Carshare, RIBs, Bike Walk Tompkins, ITCTC, DSS Transportation, Cornell Transportation, municipal transportation, and many more



7. *Protecting the Environment*

- **Get Your GreenBack** (Goal reached of 42,000 actions taken, and supporting four sectors of food, energy, waste, and transportation)
- **Sustainable Tompkins**, Sustainability Center, Green Resource Hub, Interfaith Climate Justice Group, Nature Center, PRI, ICSD Green Team, Museum of the Earth, FL Land Trust, Farm Land Protection Bureau
- 100s of groups and individuals working on ensuring a healthy environment for today and generations to come.



8. *Housing Dignity*

- INHS, IURA, Better Housing for Tompkins County, TC Action, Ithaca Housing Authority, Aurora Pocket Neighborhood, Ecovillage
- Many of these showing the way to include energy efficiency, community building, and affordability



9. *Promoting Everyone's Health*

- **Health Planning Council** (organizing hub)
- Ithaca Health Alliance & Free Clinic, Cayuga Medical Center, FL School of Massage and all of the health care professionals, mental health care professionals, etc.



10. *Strengthening Local Economy*

- **Local First Ithaca** (local buying)
- Dozens of organizations working on “triple bottom line”, buying/hiring/investing local, sharing and trading, including the SEEN, Finger Lakes Social Entrepreneurship Institute, Workforce NY, Tompkins Time Traders (time bank), Ithacash, TC Chamber of Commerce, TC Workers’ Center, Hospitality Employment and Training Program (HETP), TCAD, AFCU and other financial institutions, Downtown Ithaca Alliance



11. Supporting Grassroots Leadership and Youth

- **Natural Leaders Initiative (NLI)** - organizing hub
- Community Educator/Organizers (CEOs), Whole Community Project, CU Public Service Center, No Mas Lagrimas/No More Tears, and many more



12. *Planning*

- **Tompkins County Planning**, including Comprehensive Plan and Long-Range transportation plan (ITCTC)
- Comprehensive and Energy Action Plans in rural and urban municipalities, including Newfield, Dryden, Caroline, Town and City of Ithaca

13. *Sustaining All of Above*

- Local Funders Network
- Government Institutions



- We have come a long way
- Collective Impact will take us even further





Introduction to Collective Impact

The Challenge

- Old assumption: $1 + 1 + 1 + 1 =$ community change
- The problem: Independent actions can't solve complex, systemic problems
- Enter “collaboration” – working together on joint projects
- Moving from “collaboration” to “collective impact”?



Collective Impact: What do we mean?

- A **structured, planned, coordinated, intentional** approach,
- involving a group of **people from different sectors,**
- making a **long-term commitment to align their efforts,**
- toward an **ambitious goal** (“Big Result”),
- with **clear, shared ways to measure progress.**

CI means shifting:

- From **isolated impact** to **multi-sector coordination**
- From collaborating on **projects** to committing to achieve a defined **result**
- From addressing **symptoms** to **root causes**
- From **one-year work plans** to **multi-year, “near-future” campaigns**

Success requires:

- Shared vision and understanding
- Agreement on concrete, measurable, strategic result & on how progress and success will be measured
- Coordinated, aligned, mutually reinforcing activities
- Consistent, continuous communication and learning
- “Backbone” support to facilitate process
- Funder re-alignment



Examples from other communities



SOAR

video

<http://www.youtube.com/watch?v=jrXd05-7gK0>

SOAR

Services Optimizing Academic Reach-West Dallas



Salient Features:

- **Partners include elementary schools, churches, several other community organizations and SMU.**
- **Backbone organization is Serve West Dallas, a 501(c)3 created to improve West Dallas Neighborhoods**
- **Total Cost \$154K for backbone functions (2 elementary schools-855 children) plus \$277K in-kind**
- **Results-72% increase in reading proficiency (Renaissance Learning Program)**

Chemung County School Readiness Project

(www.chemungschoolreadiness.com)

Their big result: Reduce number of children not ready for kindergarten by 50%

Between 2007 and 2011 the number of school ready children rose from 47.5% to 68.6% nearly reaching their goal in 4 years!

They focused on four strategies:

- ***Early Care and Education***
- ***Parent Learning***
- ***Healthcare***
- ***Nursing Home Visits***

Implementing Partners: The Elmira City School District, Chemung County Childcare Council, EOP/Headstart, Comprehensive Interdisciplinary Developmental Services (CIDS), Department of Social Services, Family Reading Partnership, Cornell University and Southern Tier Pediatrics




Backbone Structure:

The Chemung Community Foundation is the backbone organization with a dedicated staff person and a governing committee that is a sub-committee reporting to the Foundation Board.

Tamarack (<https://www.youtube.com/watch?v=jrXd05-7gK0>)

- **Tamarack Institute coordinates the Vibrant Communities collective impact initiative to reduce poverty and ensure a good quality of life for all citizens in 50 communities across Canada**
- **Abundant funding from governments and large foundations for their “backbone” effort**
- **Over past 12 years, influenced the lives of 203,000 Canadians through increases in income, access to food, shelter and transportation, and increased skills and knowledge**
- **Changed over 53 policies and systems to better support poverty reduction efforts**
- **Backbone organization’s goal is not only to have a collective vision but for each organization to own that vision within the context of their day-to-day work**

- 
- **Strong focus on engaging underrepresented people in the conversation**
 - **“Listen to and talk with the people we don’t know”**
 - **Amplify their voices by engaging them in separate focus groups where issues can be discussed in a safer space.**
 - **Focus group leaders come from these communities.**
 - **This provided low income participants more authority and power when engaging with the larger leadership roundtables**



Tamarack

video

<http://www.youtube.com/watch?v=FrD5SopqWdY>



Teen Substance Abuse in Rural Mass video

<http://www.fsg.org/tabid/191/ArticleId/901/Default.aspx?srpush=true>

Vermont--Farm to Plate Project

- ❑ **The Farm to Plate Strategic Plan has 25 Goals**
- ❑ **Goal #1 is to increase Vermonters' local food consumption from 5% to 10% by 2019.**
- ❑ **A 2011 economic analysis indicated that with every 5% increase in food production in Vermont, 1,700 new jobs would be created.**
- ❑ **Since the launch of the Farm to Plate Investment Program, food entrepreneurs have added at least 2,220 new jobs and at least 199 new businesses have been created.**
 - ❑ **In only 4½ years, Vermont surpassed predictions for a 10-year period, by 500 jobs.**
- ❑ **Over the same time period, total employment across all sectors grew by 7,654 new jobs!**

- ❑ **There are over 59,000 private sector jobs in Vermont's food system.**
- ❑ **Food manufacturing jobs are at the heart of Vermont's "Recession" recovery,**
 - ❑ **increasing by 32 %.**
- **Companies like Green Mountain Coffee Roasters, Commonwealth Dairy, Black River Produce, and Vermont Smoke & Cure have made big investments to expand their operations and have significant sales increases, and are adding full-time employees.**
- Learn more about Vermont Farm to Plate at www.VTFoodAtlas.com.

Farm to Plate's Backbone

- **The Vermont Sustainable Jobs Fund**, was created by the Vermont Legislature in 1995 to accelerate the development of Vermont's green economy.
- **The VSJF actively tracks the progress of the 25 goals connected to the Farm to Plate Strategic Plan.** They provide
 - **Grant funding**,
 - **Technical assistance**,
 - **Loans** to entrepreneurs, businesses, farmers, networks and others to develop jobs and markets in the green economy,
 - **meet critical market development needs** for these goods and services.
- **VSJF's current focus is on the intersection between renewable energy** (in the form of **biofuels**), **sustainable agriculture**, and **sustainable forest products**



The Power of Collective Impact: Memphis Fast Forward

3 Pre-conditions for a Collective Impact Initiative

- **An Influential Champion**
- **Adequate Financial Resources**
- **A Sense of Urgency for Change**

The Problem:

The Region of Greater Memphis faced significant challenges in workforce quality, economic competitiveness, crime and education. By 2005:

- **Regional crime rates were among the 5 worst of all US cities, with violent crime rates in Memphis up to 3.9 times higher than the national average.**
- **The graduation rate in Memphis was only 66%, below the statewide rate of 78% and state goal of 90%.**
- **Government expenditure growth was exceeding revenue growth.**

Key stakeholders across the region were aware of these problems, but there was no aligned strategy to solve them.

Collective Impact Beginnings:

Memphis Fast Forward began with a pledge of collaboration.

- **Local government approached Memphis Tomorrow**
- **Business leadership of Memphis Tomorrow helped co-convene a community collaboration**
- **They developed a 5 year, data driven, inclusive plan**
- **They emphasized the interlocking relationship between public safety, education, government efficiency, quality of life and economic growth.**

ORGANIZATIONAL INFRASTRUCTURE

This graphic provides a snapshot of the Memphis Fast Forward organizational infrastructure. Impossible to depict here, but *essential to the initiative*, are the hundreds of people and organizations – including businesses, members of academia, faith communities, neighborhoods, governments, members of the nonprofit sector, parents, caregivers, youth, and foundations – who shape the Memphis Fast Forward goals and priorities and support their implementation.



Organizational Structure of Memphis Fast Forward

Memphis Tomorrow serves as the Backbone for the broad collective effort- Memphis Fast Forward (MFF)

MFF Steering Committee provides an organizing structure and support for 5 separate, issue-specific CI Initiatives:

- **Operation Safe Community (crime)**
- **People First (education)**
- **Growth Alliance (the economy)**
- **Govt. Fiscal Strength (the government)**
- **Healthy Shelby (health and wellness)**

Memphis Infrastructure Chart

Initiative	Focus	Backbone Organization	Staff Leadership	Initiative Chair
PeopleFirst	Education and Talent	PeopleFirst Partnership	Barbara Prescott	Gary Shorb CEO Methodist Le Bonheur Healthcare
Operation Safe Community	Public Safety	Memphis Shelby Crime Commission	Michelle Fowlkes	Commissioner Bill Gibbons TN Dept of Safety & Homeland Security
Growth Alliance	Economic Development	Memphis Shelby Economic Growth Engine (EDGE)	Reid Dulberger/ John Lawrence	Dr. Bill Evans CEO & Director St. Jude Children's Research Hospital
Healthy Shelby	Health & Wellness	Healthy Memphis Common Table	Renee Frazier/ Debra Bartelli	Rev. Dr. Kenneth Robinson Health Policy Advisor to Mayor Luttrell, Pastor St. Andrew's AME Church
Government Efficiency	Efficient City and County Government	City of Memphis CAO Shelby County CAO	City: George Little County: Harvey Kennedy	City: Mayor Wharton County: Mayor Luttrell

Results:

- **People First** supported significant public school reform efforts which have resulted in a 50% increase in the number of students in pre-k, changes to the teacher evaluation system to include student outcomes data, and an expanded number of high-potential teacher candidates, (one year saw an increase from 21 to 1,800)
- **Growth Alliance** is the successor initiative to MemphisED (a regional economic development plan), launched as the global economic recession began to cripple cities across the US. Despite this additional challenge, the initiative was able to spur the creation of more than 17,000 new jobs. Additionally, they were able to generate new capital investments of \$4.2 billion.
- **Operation Safe Community** reduced major violent crimes and property crimes by more than 23% each in the first five years after the initiative launched. Additionally, bank, business, and car robberies decreased over 60%, and a family safety center was established for victims of domestic abuse.
- **Government Fiscal Strength** worked with three mayors to improve government impact and efficiency. Their joint activities saved the city more than \$75 million.
- **Healthy Shelby** was formed in 2012 and has been focused on building infrastructure to improve health, care, and the cost of care in the community. To date the initiative has a backbone, common agenda, and core group of committed funders.

Lessons Learned

- **Gain and Maintain Political Support.** This is critical.
- **Celebrate Successes and share credit.**
- **You can't address one area without addressing other areas that effect it, e.g. education and safety in the neighborhood**
- **Provide the space, forum & facilitation to have intentional conversation around shared vision**
- **Create relationships between the leadership of each of the efforts**
- **Engage stakeholders. Understand their culture. Meet them where they are. Mutual respect.**

New Ways of Working Together

- “It’s not business as usual. It’s a different intensity of collaboration and sometimes different conversations.”
- “Leaders will need to build trust, coordinate their approaches, and engage community members in **new ways**. They will need to be more collaborative, inclusive, asset-based, committed to learn, and accountable to implement this approach effectively. **This is not how groups have worked before.**”
- “Leaders need to be willing to strive for jointly agreed upon measurable outcomes that will undoubtedly **change their usual way of working**. They will need to stay connected and in communication with collaborators including those with whom they disagree.”

New Skills

- “**Vulnerability**...is needed among the collaborators. Leaders are used to touting their successes, not being honest about what's not working and why they need help from the others at the table.”
- “Successful collective impact initiatives have embraced a **new way of seeing, learning, and doing** that marries emergent solutions with intentional outcomes.”



Complexity

“Achieving collective impact requires **the capacity to deal with complexity**. The first job of advocates for collective impact is to help stakeholders develop a shared understanding of complexity.”

Intentional

- “If you embark on the path to collective impact, be **intentional in your efforts** and **curious in your convictions.**”
- “Let’s **not forget our true goal** - not just to work together, but to **create systems that work for people, especially the most vulnerable** - this is what true, collective impact, is all about .”

Inclusion & Power

- “Groups should ask how **truly inclusive** their tables are and whether they are **mitigating the natural power differentials** ... so that there is trust and honesty as they work together on solutions.”
- “It feels like we are on a merry-go-round, going round and round and getting nowhere, with everyone thinking his horse is in the lead.”

Learning Journey

“CI is not ‘another project’ to be added onto an organization’s current load. Rather, it is a **collaborative ‘learning journey’** that will change the way each organization works.”



Discussion Questions:

- What stood out or excited you about Collective Impact?
- Do you think it could work here?
- What questions do you have about Collective Impact?

5 Guiding Principles:

1. **Put equity and environment at the center of all we do.**
2. **Respect human rights and human dignity.**
3. **Build stronger, healthier relationships across race, class and place.**
4. **Ensure broad inclusion and access to decisions about available resources.**
5. **As with all other human rights, we commit to ensuring access for everyone in our community to: clean water, air and soil; fresh healthy food; living wage work; convenient public transportation; energy-efficient housing and renewable energy; and high-quality healthcare and education.**

All Kids School Ready By Kindergarten

Where we are now:

Roughly 1,300 children age 0-5 vulnerable to not being school ready.



This represents roughly 900 families across 6 school districts.

We also have:

The Early Childhood Development Coalition and the Collaborative Solutions Network, which are close to being ready to launch a CI initiative.

Sample Big Results:

- **Reduce number by 50% by 2020**
 - **(i.e. 650 children and 450 families)**
- **Reduce number by 80% by 2025**
 - **(i.e. 1040 children and 720 families)**



To be effective would require progress in at least the following areas:

- **Early childhood education and parenting**
- **Health (including mental health)**
- **Food security and food sovereignty**
- **Housing – access and energy efficiency**
- **Transportation-increased access to services and employment particularly in rural communities**
- **Increasing Family Income – Workforce development and jobs pipeline, support for entrepreneurship, access to capital and credit, reentry from incarceration**
- **Note: this is an area where having a local currency such as Ithacash could be a valuable tool.**

It would require cooperation and mutually reinforcing activity in at least these sectors:

- **Early Childhood development** (e.g. Child Dev. Council, TCAction, Family Reading Partnership, CCE, Child Care providers both registered and unregistered)
- **Food System** (e.g. Farmers, food banks, Challenge Industries, Food Network, CCE, farmers' markets, Groundswell, CCE)
- **Healthcare system** (e.g. Pediatricians, Dentists, Family Practitioners, Health Department, Cayuga Medical Center, free clinics)
- **Employment & Workforce Development Sectors** (e.g. Local businesses, large employers, Workforce Development, WIB, unions, Chamber of Commerce, TC3, DIA)
- **Support for Entrepreneurship** (e.g. AFCU, Cornell University etc., Workforce Development, BOCES, Local First Ithaca, SEEN, Green Resource Hub)
- **Government** (DSS, Health and Mental Health Departments and legislatures)
- **School Districts** (Dryden, Groton, ICSD, Lansing, Newfield, Trumansburg) and BOCES
- **Local Funders** (e.g. Park Foundation, Community Foundation, United Way, Triad etc.)
- **Human Services** (e.g. DSS, HSC, United Way, Collaborative Solutions Network)
- **Families and Community Partners** (e.g. community centers, Faith Communities)
- **Groups working on re-entry and alternatives to incarceration** (e.g., Multicultural Resource Center, OAR, Sheriff's Department, Ithaca Police Department, Probation Department, Shawn Greenwood Working Group)
- **Energy efficiency and waste reduction** (e.g. TCCPI, Fingerlakes Reuse Center, Sustainable Tompkins, Tompkins County Solid Waste, CCE)
- **Economic Development** (e.g. TCAD, City of Ithaca, Local First Ithaca, Tompkins County, Chamber of Commerce. Tourism Bureau, Downtown Ithaca Alliance)
- **Housing** (DSS, IHA, INHS, Landlords, developers, etc.)
- **Grassroots and Youth organizers** (e.g. NLI grad network and Community Educator Organizers, New Roots, LACS, and other youth groups)

Some Next Steps:

- **Convene working groups (e.g. Early Childhood Development, Workforce, Food Sector) to continue thinking about indicators and strategies.**
- **Charter a core group (including reps from key sectors and families to begin designing a Collective Impact process)**
- **Identify backbone organization(s) and functions**
- **Create an inclusive a governance process**
- **Decide on key indicators and measures**
- **Decide on key strategies and an action agenda**
- **Launch**

Given where we are now we could be ready for launch in the next 6-12 months.



Localizing the Food System to Ensure Food Security for All

Where we are now:

Examples:

13,000 food insecure families in the county
% of food locally consumed that's locally
produced

Whole Community Project and GSCP
creating and supporting networks to
support farmers, expand access to locally
produced food



Sample big results

Decrease in levels of food insecurity by 2020

Increase in % local consumption of locally produced food

or % Increase in number of local farms

What we would have to achieve to get to the big result?

Foundation: Agreed principles and a shared vision for a healthy and sustainable community.

- **Ensure public support for policies that benefit everyone, specifically people of color and people with limited resources.**

Other examples:

- **Create local and external markets for local farmers**
- **Develop comprehensive support system for food entrepreneurs**
- **Increase capacity for people to grow their own food**
- **Increase access to affordable locally grown and nutritious food in the counties food deserts**
- **Increase local demand for locally produced food**
- **Develop a support system for value-added products**

What sectors would need to be engaged to succeed ?

Food Production and Distribution: - local farmers and growers, local food hub, Regional Access

Consumers: inclusive community representation from all socio-economic and cultures.

Government: County and all of the municipal jurisdictions

Institutional, Non-profit agencies providing : Food system education and resources.

University and College Campuses (Cornell, Ithaca College and TC3)

School Districts

Restaurateurs

Caterers

Financiers-Bankers and Investors

Green Business Sector

Grassroots leaders who come from communities who experience food insecurity including people of color and low income people

Some possible next steps :

Develop Shared Principles and Vision

Determine inclusive process for:

- Identifying a big result we can all support
- identifying community assets and resources exist to support the goal
- identifying key indicators and measures of success
- developing an action strategy
- determining how to support the necessary backbone functions

Reducing Structural Poverty

Where we are now:

- ❑ **1,300+ families in Tompkins County live in poverty**
- ❑ **300 families in the City of Ithaca are living in poverty** (2010 Federal Census)
- ❑ **39.2% of families in TC with a female head of household and children are living in poverty**
- ❑ **18.4% of children under the age of 18 face food insecurity** (2012)
 - ❑ **103,617 people live in Tompkins County**
 - ❑ **20% are living in poverty**

2014 POVERTY GUIDELINES

**for the 48 CONTIGUOUS STATES and
the DISTRICT of COLUMBIA**

Persons in family/household	Poverty guideline
1	\$11,670
2	15,730
3	19,790
4	23,850
5	27,910
6	31,970
7	36,030
8	40,090
For families/households with more than 8 persons, add \$4,060 for each additional person.	

Sample Big Results

by 2020 (5½ years from now)

❑ **In Tompkins County, 325 families will have moved out of poverty**

(= a 25% decrease from 1,300)

❑ **In the City of Ithaca, 75 families will have moved out of poverty**

(= a 25% decrease from 300)

❑ **These families' household income will increase a minimum of \$X,000**

What moves or keeps people in poverty?

- **Job loss; loss of benefits; unemployment**
- **Under-employment and low-wage jobs**
- **Discouragement**
- **Long-term dependency on social services**
- **Insufficient education**
- **Lack of skills for available jobs in region**
- **Lack of reliable transportation**
- **Energy bills;**
- **Food insecurity**

- **Foreclosure**
- **Homelessness**
- **Lack of affordable housing in accessible neighborhoods**
- **Family member facing charges, incarcerated, or in re-entry process**
- **Can't afford childcare**
- **Personal debt**
- **Medical crisis; death**
- **Divorce; loss of provider**
- **Cuts to funding for safety nets**

It will take all of us!

- **Public Transit**
- **Educational support**
- **Incentives to work**
- **Workforce training, prep, OJT**
- **Inclusive locally-based employers**
- **Living-wage jobs**
- **Farmers, growers, ag services, food industry**
- **Food services; markets**
- **Healthcare—medical, dental, mental health providers**
- **Addiction & Recovery services**
- **Social Services**
- **Incentives to build savings**
- **Local funders and investments**
- **Business coaches for new entrepreneurs**
- **Daycare providers and child development**
- **Alternative energy, retrofitting, green biz**
- **Green, sustainable jobs**
- **Affordable housing development**
- **Access to mortgage/credit**
- **Re-entry support**
- **Family advocates**

Some Steps:

- **Convene a gathering of interested people**
- **Identify a leadership group**
 - (including reps from key sectors, including families)
- **Identify backbone organization(s) and functions**
(to collect data, manage communications and facilitate meetings, help build capacity, etc.)
- **Determine key indicators**
- **Create an action agenda**
- **Launch the initiative**



**Reliable
Transportation
to work and
school**



**Education,
Training &
Living Wage
Jobs**



**Renewable
Energy &
Green Jobs
Pipeline**



**Farm to Fork
System;
Affordable
Fresh Food
& Jobs**

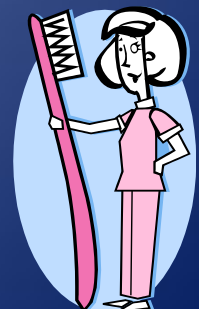


**Affordable
Childcare**

**Entrepreneurs
Start Businesses**

**Local Green
Investment**

**Medical, Dental
and Mental
Healthcare**



Poverty Reduction

100% Renewable Electricity by 2030

Where we are now:

25% electricity sourced from renewables (mainly hydro) to meet average load of 90 MW and 800 million kwh/yr.

Underway: Black Oak Wind Farm (12 MW), Solar Tompkins (2 MW), Cornell PV array (2 MW).

Significant local climate commitments, energy education initiatives, and local installer capacity.


Sample Big Results

- Increase Renewables to 35% by 2017
- (with at least 25 MW local capacity)
- Increase Renewables to 50% by 2020
- (with at least 50 MW local capacity)
- Increase Renewables to 75% by 2025
- (with at least 150 MW local capacity)



To be effective would require progress in at least the following areas:

- Develop local wind power up to 40 MW
- Increase local solar power up to 270 MW
- Develop local microhydro power up to 3 MW
- Reduce electric demand through conservation, efficiency, and code enforcement
- Expand access to financing via low-cost loans and local investment opportunities
- NYS group net metering for community-owned solar and microhydro generation projects



It would require cooperation and mutually reinforcing activity in at least these sectors:

- **Financing (e.g. Local RE Investment Fund, NYS Green Fund; carbon offsets to help low-income; local banks)**
- **Local Governments (carbon tax, uniform solar permitting, municipal microgrids, energy standards)**
- **Utilities (NYSEG to help with regular data reporting, cooperation in developing smart grid, substations)**
- **Building Owners (e.g. Landlord Assoc., commercial districts, school districts, developers, campuses)**
- **Employment Sector (training and jobs pipeline, local energy firms, unions)**
- **Educators and Community Partners (e.g. TCCPI, Sustainable Tompkins, Cooperative Extension, Solar Tompkins, Sustainability Center)**

Some Next Steps:

- Charter a core group (including reps from key sectors to begin developing a process)
- Identify backbone organization(s) and functions
- Create an inclusive governance process
- Determine key indicators
- Decide on action agenda
- Launch

Given where we are now we could be ready for launch in the next year.

Discussion Questions:

- *Are any of these big results exciting to you?*
- *Which ones can you see your work connecting with directly or indirectly*
- *Any others that should be considered that have possibilities for unifying the community*

Next Steps

- **Send us any relevant data sources**
- **Send us organizations to include on the “list”.**
- **We’ll summarize input from this meeting and send it back to whoever wants it.**
- **Organize next meeting in the following areas:**
 - **Early Childhood**
 - **Workforce (Jobs Pipeline)**
 - **Others?**
- **CI Workshop in the fall.**