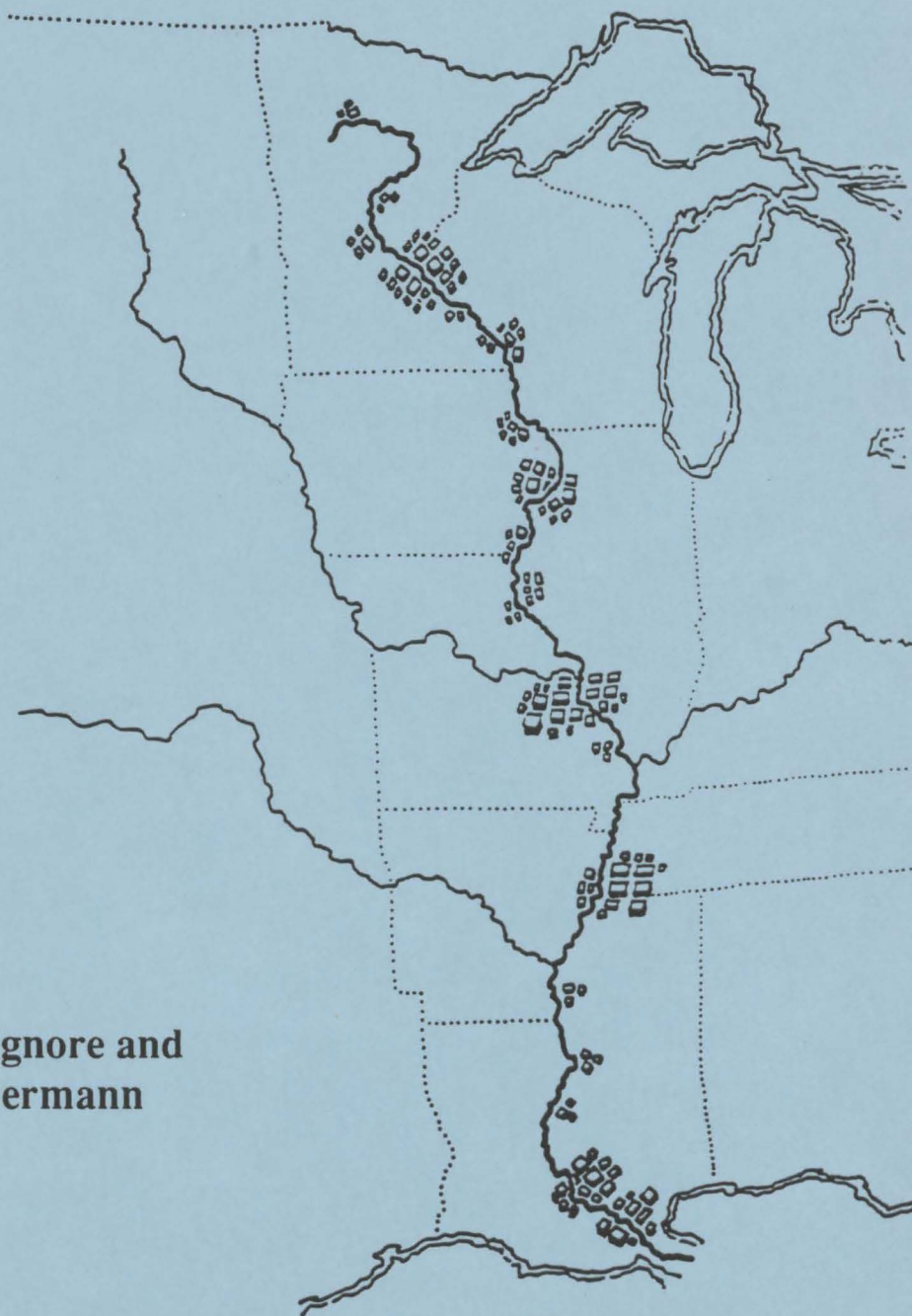


Appendices to the  
**Riverfront Cities Report:**

A strategy for helping protect the  
Mississippi's environment



By  
Regina Bonsignore and  
Barbara Lukermann

# **Riverfront Cities Report:**

**A strategy for helping protect the  
Mississippi's environment**

**Appendices**

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Barbara Lukermann**

**A report to the McKnight Foundation from the  
Center for Urban and Regional Affairs, April 1992**

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## PREFACE

This appendix contains information assembled from our research on the need for and feasibility of a demonstration program targeted to Mississippi River cities. The first set of data sheets under Appendix I. Projects provides a one-page summary of current environmentally focused activities along the full length of the river. Appendix II. Funders summarizes information and opinions from funders and environmental advocacy organizations. Appendix III. Urban Project Grants combines insights from various foundations, including McKnight, for structuring, selecting, and evaluating proposals.



**APPENDIX I. PROJECTS**

## A1. PROJECT INDEX AND KEY POINT(S) OF INTEREST

### River Environmental Action Project, South Saint Paul, MN

- Grass roots riverfront access effort, galvanized political support, spurred Governor's Design Team participatory weekend, needs paid staff to develop

### Sylvan Slough Development Area, Rock Island, IL

- Riverfront revitalization effort in which city government is a key player, match dollars for projects

### Waterfront Project, Greenville, MS

- Riverfront revitalization in its infancy stage, in depressed economic situation, needs planning and implementation funds

### Upper Mississippi Environmental Educational Center, Winona, MN

- Major facility project, example of the successes and pitfalls in leveraging dollars, use of political connections to gain additional resources and collaboration with multiple units of government

### Downtown LaCrosse/Riverboat Gambling Potential, LaCrosse, WI

- Riverfront and downtown redevelopment linked, city is a key player as dispenser of state block grants

### Mississippi National River and Recreation Area, Minneapolis/St. Paul metro area, MN

- Major urban river initiative, example of land use planning in multi-jurisdictional environment

### Innovative Water Conservation Policies for Climatic Change, St. Paul, MN

- Water quality technical assistance project, demonstration project will be used in dissemination efforts to other communities

### Memphis Riverfront Redevelopment and Related Activities, Memphis, TN

- In-town habitat effort, on a feeder stream that goes through the city, links to the riverfront revitalization project, protects city aquifer

### Riverbend in the 90s, Bluffland Task Force, Alton, IL

- River bluff protection effort, now focusing on parkway establishment, environment is a minor component in city revitalization effort, dollars could help put environment on the agenda

### Riverlands 2000, West Alton, MO

- Environmental and public relations effort by the Army Corps, trying to capitalize on metro location, 15 minutes from 5.6 million people, developed linkages with local school districts and institutions like zoo and botanical garden

### St. Louis Riverfront Trail System, St. Louis, IL

- Trail, access development by new but well developed constituency group for the river; works with city government and industry, takes advantage of resources and strengths of each; emphasize incremental project completion and visible results

### Voyageur Trip—Headwaters of the Mississippi to BelleVue, IA

- River trip to promote awareness, funding from an environmental lawsuit, sole focus on the river, little connection to local government

Keepers of the Waters: Citizens Rights and Responsibilities, pilot project in Anoka, MN

- Collaborative effort to improve quality of water, quality of life, has a city focus

Good Neighbor Agreement Project, Minneapolis, MN

- Watchdog effort to activate local citizens' awareness, empowerment and capacity to negotiate with local industry

St. Anthony Falls Heritage Trail, Minneapolis, MN

- State and city effort to interpret and provide access to the riverfront geologic and cultural history, open a pedestrian link across the river on a historic, unused bridge

Peninsula Park Point, Anoka, MN

- Park development on abandoned waste water treatment site, using the river as a focus for future planning theme, using technical resources of the University of Minnesota in the process

North Lake Irvine Stormwater Diversion Project, Bemidji, MN

- Effort to address surface water stormwater pollution into the river by using detention techniques, state matching funds

Clean Water Project, Minneapolis, MN

- Watch dog organization which monitors emissions and uses citizen's suit provision of Clean Water Act to encourage compliance and negotiate agreements with "bad actors"

Leadership Forum on Environmental Stewardship, Alexandria, VA

- Visioning effort to stimulate environmental initiatives on the part of local political leaders, make the link between prosperity, quality of life, and the environment

"Helena Reach" RiverPark and Community Planning, Helena, AK

- Community revitalization linked to identity of town as a river city, in-town habitat restoration component

Riverlands Area Office Education Projects/Math and Science Hands-on "Wetland Watch", Belleville, IL

- Environmental education effort directed at school kids, based on the river wetlands, hands-on learning and action component



## A2. SUMMARY OF PROJECTS

### LEADERS

- Grass roots citizens groups (REAP, Trailnet, Alton)
- City government (Rock Island, Winona, Memphis, Greenville)
- Business group (LaCrosse)
- Federal (MNRRA, Riverlands 2000)
- Nonprofit subsidiary of city (Energy Resource Center)
- Nonprofit environmental group (Citizens for a Better Environment, Mississippi River Revival)
- Educational Institution (University of Minnesota Keepers of the Water)

### ISSUES

- Riverfront revitalization (REAP, Rock Island, LaCrosse, Greenville)
- Riverfront access, recreation, open space, trails (Trailnet, Rock Island, Memphis)
- Riverboat gambling (LaCrosse, Rock Island, Greenville)
- Citizens activism, empowerment (REAP, Mississippi River Revival, Citizens for a Better Environment, Trailnet)
- Environmental education, awareness (Winona, Riverland, Trailnet, Keepers)
- Land use planning, coordination (MNRRA, Winona, Alton)
- Cultural resource preservation (MNRRA)
- In-town habitat protection, rehab (Riverland, Memphis, Rock Island)
- Toxic site, reclamation (Trailnet, Rock Island)
- Surface/river water, groundwater protection (ERC, Memphis, Keepers)
- Toxins, pollution prevention (Citizens for a Better Environment)

### LINKAGE TO GOVERNMENT/COLLABORATIONS

- City government, mayor is key player (Rock Island, Winona, Greenville)
- Nonprofit subsidiary of city (ERC)
- City ignites citizen group, city assists (Trailnet)
- Citizens initiate, city, county, regional government jumps in (REAP)
- Local government supports local business group (LaCrosse)
- Federal project, local levels of government involved (MNRRA)
- State government supports local parkway initiative (Alton)
- Federal project links to school districts, institutions (Riverlands)
- Linkage to neighborhood groups (Citizens for a Better Environment)
- No linkage to government (Mississippi River Revival)

### RESOURCES

- Practically zero monies, all volunteer work (Alton Parkway)
- Individual donations in money and kind, LAWCON monies (REAP, Trailnet)
- Individual donations, Joyce, Bush, Carolyn foundations (Citizens for a Better Environment)
- 50 percent match programs state/federal (Illinois Bike Trail, MNRRA)
- \$30,000 from city budget (Greenville)
- \$60,000 MDNR/\$750,000 city, \$600,000 LCMR contingent on \$6 million in federal monies (Winona)
- \$100,000 city for study, \$10k annual membership, \$150K Lawcon (Trailnet)

- \$80,000 private funds, city block grant monies (LaCrosse)
- \$175,000 contract/grant city, seeking LCMR monies (ERC)
- Federal monies for ACOE demonstration project (Riverlands)
- \$75,000 lawsuit settlement (Miss. River Revival)
- \$20,000 3M, \$10,000 Jerome Foundation, University of Minnesota staff time (Keepers)

## A3. MISSISSIPPI RIVER CITIES PROJECT SUMMARIES

### PROJECT SUMMARY

#### PROJECT NAME AND LOCATION

River Environmental Action Project (REAP), South St. Paul, MN

#### INFORMANT(S)

Lois Swanson (612/451-1038) and Randee Nelson, City Parks and Recreation (612/450-8744)

#### SPONSORING GROUP(S)

City of St. Paul Parks and Recreation Department

#### ISSUES AND GOALS

- Revitalize old industrial riverfront property
- Create additional public access to the river
- Remove debris from floodplain
- General park and recreational improvement

#### ACTIVITIES

Volunteer citizens town meeting committee coordinates three action groups:

- Environmental Action Team—river clean up, eagle watch, protection of an endangered wetland/natural habitat through acquisition
- Walkway Action Team—expansion of the county trail system through the city along the Mississippi River
- Kaposia Action Team—improvement of park and renovation of pavilion

#### ACCOMPLISHMENTS

- Worked through city government to join with Inver Grove Heights City to apply (and get) LAWCON funds to purchase the small lake/wetland area
- Gained Dakota County approval to include trailways along the river into their county plan—with state funds for open space acquisition
- Opened up the political process; increased elected officials' support for environmental programs; increased citizen advocacy and volunteering for improving the environment
- Produced a newsletter to tell citizens what is being accomplished Significant increases in collaboration across governmental units and the voluntary sector (NOTE: This initiative was fostered through a Governor's Design Team site visit)

#### FUNDING

- \$2,500 LAWCON grant from the state
- \$500,000 from the state (through Metropolitan Council) for Dakota County trail program
- Donations from individuals \$1,700 in total

#### BARRIER(S)

- No funds for a paid coordinator—this is essential to maintain momentum
- Long-term projects make it difficult to keep volunteer enthusiasm

#### FINDINGS

- Necessary to get the political support of elected officials
- Be willing to let others take credit for successes
- Rely on a series of small successes to maintain commitments

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Sylvan Slough Development Area, Rock Island, IL

### INFORMANT(S)

John Phillips, City Manager (309/793-3310)

### SPONSORING GROUP(S)

City of Rock Island—in cooperation with the Quad City Conservation Alliance (riverfront property owners), Mark Beorkrem (309/788-5912)

### ISSUES AND GOALS

- Riverfront revitalization—tourism and recreation
- Clean up of old industrial sites (not on EPA's priority lists); liability for pollution clean up at Farman Plant (twenty-acre site on river)
- Increase public access to the river
- Protect river water quality—municipal water supply source

### ACCOMPLISHMENTS

- \$15 million project scheduled to get built in next two years—riverboat gambling dock, museum, restaurant
- Bike paths as part of the Great River Road project

### FUNDING

- Two small grants for the bike paths (matching grant, 50% from state)
- City economic development budgets

### BARRIER(S)

- Lack of funds for large public works projects for infrastructure improvements along the river
- Lack of superfund (or other fund sources) for pollution clean up
- Under-utilized property along riverfront—landowners not ready to sell, to develop or clean up

### FINDINGS

- City sees itself as a key player to address the river issues and has the capacity to put deals together
- City has a track record of working with other units of government (local and state) as well as with community organizations and thus sees a general purpose local government as in the best position to coordinate projects
- If projects require city permits, use of eminent domain, etc., then it is important that the governmental unit be involved in some way as a project or initiative gets started
- Despite the large scale of needed new investments for economic development, small grants can help stimulate other resources and get people involved
- Little effort is currently directed to the toxic or pollution concerns—probably because of lack of resources or because this is not a high priority for either city government or citizens/voluntary organizations

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Waterfront Project, Greenville, MS

### INFORMANT(S)

- Cora Lousie Belfort, President, Garden Club (601/686-9720)
- Paul Artman, City Council member (601/335-3383)
- Bartell Joseph, tourism development—interest in riverboat gambling
- LeRoy Perry, concerned citizen (601/827-7258)
- Edna Wells, Wells Laboratory, environmental scientist (601/334-6800)
- Charles Moore, City Council member (601/332-5640)

### INTERESTED PARTIES

- Greenville Council of Garden Clubs
- Waterfront Development Committee (City Council appointees)
- South Delta Planning and Development Agency
- Mississippi Levee Board
- Washington County Visitors Bureau
- Levee Break Foundation for Culture and Heritage
- City government
- U.S. Soil and Water Conservation Service
- Greenville Area Chamber of Commerce

### ISSUES AND GOALS

- Waterfront development—clean up the river
- Riverboat gambling opportunities
- Preservation of natural habitats—cyprus break
- Public access to river
- Beach improvements

### FUNDING

- \$30,000 in city budget—no grant funds
- Possible “gaming money” if river gambling comes to the city

### BARRIER(S)

- Depressed local economy
- No dollars for planning
- Levee Board protective of its own interests—lack of shared values for other issues
- Those issues not on the current city's agenda
- Lack of maintenance funds—need a trust fund
- Community is physically tied to the river, but there are no real commitments to see the river as a resource or broad constituencies to redress environmental damage

### FINDINGS

- Greenville is a community with tremendous opportunities—real need for additional education and consciousness-raising about what can and should be done to improve the river environments
- Community gets a great deal of summer traffic and the city owns approximately three-quarters of a mile of riverfront property
- Community could be a target for a small grants program

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Upper Mississippi Environmental Educational Center, Federal Fish and Wildlife Refuge, Winona, MN

### INFORMANT(S)

Eric Sorenson, City Manager, Winona (507/457-8200) and Steve Johnson, MN DNR

### ISSUES AND GOALS

- Needed a forum for environmental education—a physical facility from which to provide the education; focus on river issues from Itasca to Cairo, Illinois
- Resource to expand the research at the Fish and Wildlife Refuge to continue experiments with the Weaver Bottoms region

### FUNDING

\$60,000 planning expenditure by MN DNR, based on a city commitment to invest \$750,000 in land/infrastructure improvements—leveraged \$600,000 from state in LCMR grant for preliminary design; state funds contingent upon federal commitment of \$6 million; initial \$60,000 is a gamble to access these additional resources; still need approval from Congress

### FINDINGS

- Political connections with state legislators, congressmen, MN DNR very important in securing support and funding
- Collaboration with multiple units of government—local to federal—required, with a key staff person at MN DNR giving the project high priority
- Pre-existing city/federal connections/networking with the first refuge in the federal system located in Winona makes the “gamble” of spending \$60,000 up front less risky

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Downtown LaCrosse/Riverboat Gambling Potential, LaCrosse, WI

### INFORMANT(S)

- Bill Sorenson, Chamber of Commerce, LaCrosse (608/784-4880)
- Bud Miyamoto, Downtown Mainstreet (608/784-0440)

### ISSUES AND GOALS

Downtown revitalization—riverboat gambling casino at Dubuque cutting into the city's visitor population and level of spending (downtown is on the river)

### ACCOMPLISHMENTS

- Raised private funds to develop a master plan for the riverfront (Brian Vanderwall—with firm of Shriver/Anderson—retained to do the planning, Madison 608/255-3988)
- Participating in the Governor's Task Force on Riverboat Gambling

### FUNDING

- \$80,000 private funds for the riverfront plans
- State block grant funds to match private dollars—obtained through city's Department of Parks and Recreation

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Mississippi National River and Recreation Area (MNRRA), a unit of the National Park System, Minneapolis and St. Paul, MN

### INFORMANT(S)

Michael Madell, Chief of Planning and Resource Management at MNRRA (290-3214)

### OTHER PARTICIPANTS

Appointment of a Mississippi River Coordinating Commission as an advisory group which represents many government interests, commercial navigation, and the general public. National Park Service (planners from the Denver office) responsible for the planning. Scheduled for completion 1993. Planning process requires consultation with the Mississippi River Basin Association, The Great River Road Association, the Lower Mississippi Delta Development Commission, the U.S. Fish and Wildlife Service, The Corps of Engineers, and the U.S. Departments of Transportation and Commerce.

### ISSUES AND GOALS

Federal mandate to plan and protect a seven-county 72-mile stretch of Mississippi riverfront (no powers of eminent domain). How to develop a common vision for this stretch of the river—from Anoka to Hastings—to examine alternative futures and select a *preferred future* for the river and its banks; designated purposes of the project are to:

- Promote stewardship of the river and its resources and improve the public's understanding of the river as a resource
- Preserve and enhance the archeological and historical resources
- Enhance public outdoor recreational and educational use and scenic enjoyment
- Strengthen the public's relationships with the river
- Provide for continued economic development along the river
- Riverbank erosion
- Industrial expansion of scrap yards along the river in north Minneapolis; the Kondirator—a huge scrap metal shredding machine—is proposed (capacity for 100 tons of schredded metal an hour, 40 feet high and several hundred feet long)
- Re-use of the abandoned Armour site in South St. Paul; proposals include a marina, and a hippodrome (horse shows)

### BARRIER(S)

Huge coordinating problem—all embracing river interests to be involved and asked to contribute to the vision for the river.

### ACCOMPLISHMENTS

- One year into the planning process. No plans completed.
- Extensive public hearings and solicitation of input from constituent groups has increased awareness; also awareness of future funding for projects

### FINDINGS

Program will provide 50:50 matching grants for projects; concern that the project proposals coming from the communities may not be coordinated or integrated



## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Innovative Water Conservation Policies for Climatic Change, St. Paul, MN

Initiative to encourage local units of government to develop demand-side management with water-pricing policies geared to conserve use and reduce adverse environmental impacts on water resources

### INFORMANT(S)

Dave Bartholomay, Energy Resource Center (612/227-7847)

### SPONSORING GROUP(S)

Energy Resource Center (nonprofit subsidiary for the City of St. Paul)

### OTHER PARTICIPANTS

- Cities of St. Paul and Minneapolis
- Minnesota Pollution Control Agency
- Minnesota Department of Natural Resources
- Regional authorities
- Other units of local government in the region

### ISSUES AND GOALS

- Reduce water consumption levels and enhance river and groundwater quality
- Reduce the draw downs on the Mississippi River (an issue during drought periods)
- Energy efficiency to reduce CO<sub>2</sub> production (in cooperation with the twelve European and North American cities pledged to this goal)

### ACCOMPLISHMENTS

This is a new initiative for the organization (previous accomplishments focused on energy-related retrofitting of homes and small businesses); early stages of water-related projects—worked with one small unit of government along the St. Croix (Marine on St. Croix)

### FUNDING

- \$175,000 contract/grant to start retrofitting residential water systems, and reduce use of polluted run-offs into the river
- Grant proposals to Legislative Commission on Minnesota Resources (LCMR)

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Memphis Riverfront Redevelopment and Related Activities, Memphis, TN

### INFORMANT(S)

- Cindy Buchanon, Director, Office of Planning and Development (901/576-5171)
- Debra Stinnet, Manager, Special Programs—Solid Waste/Recycling (901/576-6601)

### INTERESTED PARTIES

- City government
- Wolf River Conservancy, Charles Asher (901/526-2278)
- Sierra Club chapter, Audubon Society, Rotary Club
- Duck Hunters Unlimited (moving their headquarters here from Chicago)
- Riverbluff Conservancy

### ISSUES AND GOALS

- Use of ten acres created by channel stabilization project by the Corps
- Creation of large linear park—including the Wolf River wilderness area (tributary of the Mississippi River from Memphis to Shelby)
- Protection of the water aquifer—recharged along the Wolf River
- Revitalization of Mud Island—entertainment orientation with monorail to mainland (formerly city-owned property—private owners went bankrupt and project is in limbo)
- Connections to the Great River Road: connections between Mud Island and the river with bridge, sports complex, park expansion

### FUNDING

- Private sources
- State matching funds available, but not yet tapped

### FINDINGS

- Little evidence of aggressive and successful collaboration to move to address the issues
- Heavy reliance on private capital/initiative

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Riverbend in the 90s—a “future” visioning group for the Greater Alton Area, Alton, IL

Much broader mission than Mississippi River environmental concerns; one task force focuses on the potentials of the river and bluffs

### INFORMANT(S)

Kathy Rogers (618/463-5946)

### SPONSORING GROUP(S)

- State Representative Jim McPike
- Lewis and Clark Community College
- Greater Alton/Twin Rivers Growth Association
- Greater Alton/Twin Rivers Development Foundation

### ISSUES AND GOALS

- Riverfront revitalization
- Improve business climate
- Address needs of families and children
- Scenic parkway developed along the river, bluff land protection

### ACCOMPLISHMENTS

- Energizing citizens to become involved in their community's future on a broad range of issues (task force members working since 1990)
- Serving as facilitators for community meetings for newly created but unfunded Alton Heritage Parkway Commission

### FINDINGS

- Environmental issues and the river appear as relatively minor components of this broad-based effort to get the community galvanized to structure its future
- Focusing efforts on Alton Heritage Parkway Commission

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Riverlands 2000, West Alton, MO

### INFORMANT(S)

Pat McGuiness, Area Manager, U.S. Corps of Engineers, St. Louis District (314/388-0405)

### OTHER PARTICIPANTS

- Missouri Department of Conservation (to stock a 67-acre lake on Corps-controlled land)
- Waterfowl Hunters Inc. (placement of wood duck boxes on the Melvin Price project area)
- Illinois Department of Conservation (donation of \$20,000 worth of seed for forb establishment in the American Bottoms natural area)
- Media collaboration: Audubon Magazine, St. Louis Post-Dispatch, public TV
- Jefferson National Expansion Historical Association—cooperating with the Corps office for the Riverlands Area Association (RAA) to provide public programming and visitor service activities (staffed by volunteers) at the various navigation projects and visitor centers

### ISSUES AND GOALS

Three key goals for the Corps: wetland enrichment; foster cooperation among government/private concerns; public information/education

- Demonstrate new environmental initiatives by the Corps: position the Corps as a proactive agency in environmental protection to balance the needs of commercial navigation and environmentally sustainable development
- preserve unique habitat areas (e.g. American Bottoms—30 acres with old growth in Pin Oak, Swamp White Oak, and Burr Oak)
- wetland habitat recovery at Calhoun Point
- marsh reclamation at Spatterdock Lake area—100 acres of floodplain conversion to semi-permanent marsh; protection of 100 additional acres of marsh from siltation
- restoration of 1,000 acres of wetlands adjacent to the Melvin Price lock and dam structure
- Clean up efforts
- restoration of former dumps
- “adopt a shoreline” initiatives
- encouragement of private efforts with a Corps “certificate”
- Academic Council for Riverlands Education (ACRE)—environmental education connections with schools, science, and business

### FINDINGS

- Effort to position the Corps in environmental restoration projects as their former role of “master builder” of locks and dams ends
- Use of own sites to fulfill this mission
- Major effort directed toward public education and citizen awareness
- Linkage with educational institutions a strong vehicle—offering teacher environmental training and providing opportunities for young children to visit the Corps facilities
- Already expanded the “adopt a highway” idea to “adopt the river”—could be expanded even further

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

St. Louis Riverfront Trail System, St. Louis, MO

### INFORMANT(S)

Jim Pona, City of St. Louis, Riverfront Project Manager (314/622-3400) and Ted Curtiss, President, Gateway Trailnet (314/644-0315)

### SPONSORING GROUP(S)

Gateway Trailnet (a member-supported nonprofit organization)

### OTHER PARTICIPANTS

- City of St. Louis
- State Land and Water Conservation Fund
- Adjacent land owners, corporations, sewer district

### ISSUES AND GOALS

- Make a transition of industrial to recreational land uses on the river
- Use right-of-ways controlled by the city to begin this transition
- Develop a system of public trails, access, amenities, and environmental education on the St. Louis riverfront to link into regional trail network
- Focus on specific projects to allay adjacent land owner fears and get them and city officials to support the project
- Involve public and local corporations through pre-implementation events
- Develop a constituency for the river and makes a physical connection to the resource—trail users make good observers of good and bad land uses, become proactive
- Give economic boost to community by encouraging tourists to prolong their stay, with new ties to downtown

### ACCOMPLISHMENTS

- Developed six-mile trail on riverfront
- Aided successful effort to add a bike lane to a new bridge crossing the Mississippi River

### FUNDING

- In-kind services from adjacent land owners, Corps, sewer district
- \$100,000 engineering study by the city
- Gateway Trailnet annual memberships \$10,000
- \$150,000 state LAWCON grant to pave trails, using city labor and recycled street asphalt

### BARRIER(S)

Security, adjacent land owner fears, access, low level radioactive site, no major foundation in St. Louis

### FINDINGS

- Cities are cash poor but are quite good at operations
- Small grant could provide money for materials, with cities contributing services, or for administrative support development of volunteer organizations
- Attribute project success to: getting citizens group to take the lead, use a project management, step-by-step strategic approach; concentrate on deliverable projects that are narrow in focus

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Voyageur Trip—Headwaters of the Mississippi to BelleVue, IA

### INFORMANT(S)

Amy Middleton, consultant (formerly with Mississippi River Revival) (612/449-0092)

### SPONSORING GROUP(S)

Mississippi River Revival (MRR) (nonprofit organization)

### ISSUES AND GOALS

- Increase environmental awareness in communities from the headwaters (Bemidji) to BelleVue (Iowa)
- Start up new citizens groups in communities along the river to focus on environmental issues

### ACCOMPLISHMENTS

- Purchased a 26' voyageur canoe (six paddlers and two tons of "beaver pelt" capacity) and paddled down the river to BelleVue over 2 1/2 months in 1990; five core staff and numerous volunteer paddlers en route
- Advance road trip to establish contacts and publicity—got invited into local community organizations; radio and TV spots
- Mobilized an ecumenical church group in northeast Iowa to watchdog issues along the river and its tributaries

### FUNDING

\$75,000 from a legal settlement from environmental suits—defendants agreed to allocate their payments to MRR (plus pay legal fees—Charles Nauen at the Oppenheimer law firm) under provision of the Clean Water Act—this was the first time that these provisions were used to allocate funds to a citizens organization

### FINDINGS

Unclear what the long range accomplishments of this publicity may be; its significance is in the successful allocation of environmental penalty payments going to local citizens groups rather than to a state pollution agency or other governmental unit

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Keepers of the Waters: Citizens Rights and Responsibilities (pilot project), Anoka, MN

### INFORMANT(S)

Yvonne Cheek, Director, Minnesota Water Policy and Art Project, (612/625-6668)

### SPONSORING GROUP(S)

University of Minnesota departments:

- Hubert H. Humphrey Institute of Public Affairs
- Minnesota Extension Service
- Water Resources Resource Center

### OTHER PARTICIPANTS

- A list of thirty-two institutional and individual collaborators: some in-kind services, fundraising advice, workshop retreat participants
- Citizens interested in water quality issues, local artists, scientists, and city officials

### ISSUES AND GOALS

- Cleaner environment necessary for community to create jobs, increase income levels, improve health and quality of life
- Improve quality of Minnesota water
- Provide citizens with impetus and information to exercise their rights
- Link arts and sciences

### ACTIVITIES

Pilot project in Anoka facilitating workshops of artists and scientists to develop projects and priorities; five selected community workshops; institutions develop seminars, town meetings, and conferences

### FUNDING

- University of Minnesota: staff
- 3M: \$20,000 general support
- Jerome Foundation: \$10,000 for workshop

### BARRIER(S)

Funding, some granting categories too narrowly defined so the project doesn't fit neatly

### FINDINGS

Dealing with one entity (i.e., City of Anoka), particularly in pilot, is less complicated than bringing in other entities (i.e., the county)

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Good Neighbor Agreement Project, Minneapolis, MN

### INFORMANT

Lisa Doerr, State Director, Citizens for a Better Environment (CBE) (612/824-8637)

### ISSUES AND GOALS

- Get compliance/increase effectiveness of recent national and state pollution abatement laws under the Right to Know Act
- Reduce toxics released into the air and water
- Increase knowledge and negotiating skills of community leaders about toxics emitted in their neighborhoods

### ACTIVITIES

- CBE develops toxic profiles of Minnesota neighborhoods near fifty facilities reporting toxic emissions under the federal Community Right to Know Act
- Profiles contain information on numbers of persons exposed, toxicity levels, environmental threats, permit status and information on community and labor groups/company contacts (NOTE: Minnesota Toxic Pollution Prevention Act, TPPA, requires companies to put together pollution prevention plans—these plans provide a mechanism for negotiations)
- CBE facilitates a “good neighbor agreement” between the polluter and the neighborhood; neighborhood groups include business leaders as well as residents to avoid an “us versus them” confrontation; agreement facilitated between a local foundry and the Phillips neighborhood in south Minneapolis
- Acts as a catalyst to bring established neighborhood organizations together so that they can serve as the base for longer term watchdogging and negotiation

### FUNDING

- Individual contributors
- Grants from the Joyce, Bush, and Carolyn Foundations

### FINDINGS

- Strategy appears to be innovative and relatively low budget; a well-named project
- Attraction of this approach is that it links a goal of immediate success at getting a reduction in toxic emissions with a longer term goal of empowering community leaders to expand their activities to negotiate reductions
- Focus on building negotiating skills appears to be working more effectively than confrontational tactics alone



## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

St. Anthony Falls Heritage Trail, Minneapolis, MN

### INFORMANT(S)

Thora Carlidge, Project Coordinator (612/296-8205)

### SPONSORING GROUP(S)

St. Anthony Falls Heritage Board, sponsored by:

- Minneapolis Park and Recreation Board
- City of Minneapolis
- Minnesota Historical Society (State of Minnesota)

### ISSUES AND GOALS

- Interpretation and preservation of industrial and natural features in historic riverfront district
- Reconnect citizens and tourists to the history of the falls in terms of geology and resultant successive settlements
- Create a trail system which links both sides of the river through the reopening of historic "Stone Arch Bridge" for pedestrian, bicycle crossing
- Create a collaboration between different government entities to raise funds, develop, and manage this project

### ACTIVITIES

- Tours to bring public officials onto the river
- Workshop, brainstorming sessions with local experts
- Neighborhood meetings, to inform, activate, and involve adjacent residents in the planning process
- Presentation of project to conferences as example of "partnerships" in action

### ACCOMPLISHMENTS

- Published research reports on the district
- Interpretive plan developed
- Design developed

### FUNDING

- Planning/coordination funding, \$93,000 each sponsor per year
- Authorized to administer a grants-in-aid program funded by the state, \$100,000 of this money to open the bridge, \$300,000 city/park money to open bridge
- Donations of services and facilities

### BARRIER(S)

Coordination of different governing agencies, turf struggles

### FINDINGS

- Partnerships between government entities take much time and persistent effort and "ownership" of the project by partners equal investment
- Interpretive plan was biggest accomplishment, needed something on paper to galvanize support, gain commitments

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Peninsula Park Point, Anoka MN

### INFORMANT(S)

Bob Kirchner, Community Development Director and Assistant to the City Manager, City of Anoka  
(612/421-6630)

### ISSUES AND GOALS

- City's 2010 Task Force has decided to focus on the Mississippi River as a community selling point
- At confluence of Rum and Mississippi River, waste treatment plant being phased out, with eight acres vacated
- Development of historic, community site to city park, will tie into other community river parks
- Trying to tie into the Point with a pedestrian bridge over the Rum River

### SPONSORING GROUP(S)

City of Anoka, City Advisory Boards such as the Park Board, HRA

### ACTIVITIES

- Consulting planner has done schematic park plan, city crew to do the work
- Completed studies of keeping some of existing structures
- Involved as pilot community for Keepers of the Water project and Project Future through the University of Minnesota
- Involved high school students in an art workshop for Keepers project as well as in a tour of the water plants by the city engineer

### FUNDING

Have applied for LCMR funding to match city dollars for Peninsula park

### FINDINGS

- Community has tapped into University technical resources to reorient the city towards the Mississippi River, using it as a community development selling point
- Collaboration among the University of Minnesota, city staff, citizens advisory board, and local schools uses existing citizen participation mechanisms to achieve river planning goals

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

North Lake Irvine Stormwater Diversion Project, Bemidji, MN

### INFORMANT(S)

Chuck Froseth, City Planner, Bemidji (218/759-3579)

### SPONSORING GROUP(S)

City of Bemidji

### OTHER PARTICIPANTS

- Land and Water Conservation District
- Minnesota Department of Natural Resources
- Minnesota Pollution Control Agency
- Army Corps of Engineers

### ISSUES AND GOALS

- City central business district is right on the lake (which is the river at this point)
- Citizens groups such as Lake Bemidji Watershed Management Project have been monitoring the lake's quality as well as the Clean Watershed Partnership
- Keeping sediments and salts out of the lake
- Improving lake and lake front quality

### ACTIVITIES

- Diverted some city runoff into detention ponds where it will settle and not flow into the river/lake
- Clean-up days for the river/lake front
- Participated in Mississippi Headwaters Board Issue identification survey
- Updating shoreland land use plan (as required)

### FUNDING

State block grants from Clean Water Partnership Act, administered through the Board of Soil and Water Resources

### FINDINGS

- Some controversy over project because of engineering questions: participating agencies and scientists do not always agree on what is the best approach to stormwater runoff treatment
- City conscious that it is the first city on the lake and contributes to the downstream water quality degradation
- Grants program useful to leverage BSWR funds and fill gaps
- Plenty of ideas out there, money is needed for planning and implementation of projects
- Local groups generate awareness for the lake/river improvements

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Clean Water Project, Minneapolis, MN

### INFORMANT(S)

Jeff Risberg (612/223-5969)

### SPONSORING GROUP(S)

Project Environment Foundation

### ISSUES AND GOALS

- Follow up on an audit of Clean Water Act enforcement by Minnesota Pollution Control Agency which found permit violations were not being responded to by agency
- Responsibly take advantage of Citizen Suit Provision of CWA which enables citizens to sue permit holders

### ACTIVITIES

- Audit led to Environmental Enforcement Act
- Filed twenty-eight notices of intent to sue, with the help of pro bono from Robins, Kaplan, Miller and Cerisi
- Due to negotiations with corporations, all cases were resolved without going to court

### FUNDING

- Pro bono legal work from law firm, foundation contributors, and settlement costs cover attorneys and sustain program
- Volunteer student researchers
- Whole project with two full-time staff costs about \$80,000
- Audit cost about \$65,000, funds from Joyce Foundation and Beldon Fund

### FINDINGS

- Key to success is pro bono legal work which gives credibility to the process
- There is no room for error, capacity of staff is critical
- Must pursue only the truly "bad actors"
- Presence in state capital is necessary, to file and be able to meet with the regulatory agencies
- Having an open and working relationship with the regulatory agencies is essential
- Cooperative relationship allows MPCA to stretch their resources

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Leadership Forum on Environmental Stewardship, Alexandria, VA

### INFORMANT(S)

Robert McNulty, President, Partners for Livable Places (202/887-5990)

### SPONSORING GROUP(S)

Partners for Livable Places

### PARTICIPATING GROUPS

A variety of urban design, national environmental leaders and three different city leaders, including the Mayor of Shelby County (Memphis, TN)

### ISSUES AND GOALS

Group brought together to "look closely at the environmental issues at stake in urban areas, to explore common agendas, and to look for ways to translate environmental goals into good management and leadership practices that are as relevant to the community as other community issues, such as jobs and housing."

### ACTIVITIES

- Forum identified the "situation, issues, what's needed, the answer"
- Initiated the idea of regional goal setting—"State of the Region Initiative" and the idea of a regional audit
- Initial framework for the State of the Region Initiative has been developed

### FUNDING

- Joyce Foundation supported the forum with a \$35,500 grant
- Joyce Foundation, Lilly Endowment, U.S. EPA is supporting the State of the Region Initiative

### FINDINGS

- Environmentalists and local elected officials found their agendas complemented each other—environmental, health, social equity, and economic development concerns are interrelated
- Need to address economic development, social equity, health, and environmental issues in a holistic manner
- Agendas must be crafted that facilitate cooperation, not confrontation among neighboring communities
- Coalitions that represent the wide array of constituencies that exist within each region must be created

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

"Helena Reach" RiverPark and Community Planning, Helena, AK

### INFORMANT(S)

Ken Hubbell, Director of Delta Center Foundation (501/372-1716)

### SPONSORING GROUP(S)

Delta Center Foundation

### PARTICIPATING GROUPS

Organization representing the area's human services, education, economic development, religion, public housing, insurance and finance, health care, and government to make five working groups. One working group is: Downtown: Connecting People and Place.

### ISSUES AND GOALS

- Projects and community-planning to stimulate renewal
- Revitalize historic business district with heritage events, marketplace
- Enhance heritage district by creating a riverpark for recreation, tourism (it will be the most accessible location on the west bank of the lower Mississippi)
- Create a special environmental study area, replanting hardwood forest, building a boardwalk with river and wetland views

### ACTIVITIES

- Education programs in the marketplace
- Developing education programs on hardwood reforestation and wildlife habitat at the riverpark

### FUNDING

Contributors to DCF community planning efforts: Arkansas Power & Light, 1st National Bank, Helena National Bank, Helena Port Terminal, Southwestern Bell Telephone, Winthrop Rockefeller Foundation, tax funds from the state of Arkansas and the Arkansas Historic Preservation Program

### FINDINGS

- A unique collaboration of state initiative, private initiatives (a Main Street program began a successful blues festival in Helena) and civic leaders
- Using the riverpark as one piece of a holistic approach to changing the collective psyche of Helena, to revitalize hope and enhance the quality of life in the community

## PROJECT SUMMARY

### PROJECT NAME AND LOCATION

Riverlands Area Office Education Projects/Math and Science Hands-on (MASH) "Wetland Watch"  
Belleville, IL

### INFORMANT(S)

Mike Schneider, Math/Science/Environmental Education Coordinator, Educational Service Center Region #16  
(618/398-5280)

### SPONSORING GROUP(S)

Educational Service Center Region #16 (covers about 150 miles of the Mississippi River)

### PARTICIPATING GROUPS

- Southern Illinois University at Edwardsville
- U.S. Army Corps of Engineers, St. Louis District, Riverlands Area Office Education Projects
- East St. Louis School District

### ISSUES AND GOALS

- Hands-on science and environmental education
- Expose students at an early age to research and issues related to wetland ecology, with end goal of developing a more scientifically literate and environmentally concerned public
- Believe that knowledge will be transferred to parents, increasing overall use and proper maintenance of wetlands demonstration area at Riverlands and other public land sites

### ACTIVITIES

- Already developed popular solid waste management kit
- Student investigates a situation like water pollution, collects data, carries out an action component such as making a presentation to the city council
- Wetlands kit under development

### FUNDING

- Illinois Science Literacy Funds
- Federal Title 11
- Seeking funds/support from local businesses, St. Louis Regional Commerce and Growth Association is interested
- National Science Foundation
- Local school districts

### FINDINGS

- Program with kits encourages teacher ownership of the project
- Attaching an issue and action component gives students a sense of ownership in the project

## B1. SUMMARY OF CONSERVATION ADVOCACY ORGANIZATION INTERVIEWS

### CURRENT ACCESS TO RESOURCES

- Funds are extremely limited—large amounts of energy expended to garner resources rather than “making a difference”
- Joyce, Rockefeller and Cargill foundations have made grants on Mississippi River environmental problems
- Environmental trust fund in Minnesota has been a boon—could be a vehicle for leveraging private sector funds

### IDEAS FOR FUTURE GRANT MAKERS

- Resources to strengthen local leadership should be high priority
- Resources to provide internships for young people to work on river projects
- Resources to focus media attention on river issues really needed
- Giving to support organizations advocating legislative agendas to promote the health of the river
- Givers like to leverage other givers—provide incentives for multiple giving

### TENSIONS ACKNOWLEDGED

- Urban vs. rural
- Economic development vs. preservation
- Local government friend and foe
- “Health of the river” vs. “scenic beauty” goals
- One issue organizations vs. river as a whole concern
- Northern stretches of river vs. southern stretches (needs of the southern stretches greater with less voluntary organizational strength)
- Grants that can fill “gaps” in capacity vs. putting money where organizational capacity is greater
- Dilemma of focusing scarce resources on education rather than physical accomplishments

### COLLABORATION

- Often ad hoc—partners depend on what issue
- Local government can become a “friend” if goals coincide, or become an adversary when the issue changes
- Collaboration is greatest “among” the voluntary organizations and not necessarily across sectors
- Collaboration is imperative when trying to increase awareness and build broad-based constituencies for the river as a whole



## B2. COMMENTS FROM INTERVIEWS

### COMMENTS

INTERVIEWEE: Paul Hanson, Izaak Walton League, Minneapolis, MN (612/922-1608)

- Q1. Is your organization currently involved in any projects that address environmental issues in urban areas along the Mississippi River Valley.
- Yes
- Q1a. Where along the Mississippi River has this project taken place?
- Working to have the Coast Guard establish a regulation to require that all barges have double hulls
  - Sewage overflow problem in St. Paul
  - Opposing a hydro-electric power plant in Quad Cities area
  - Protecting of mussel habitat near Prairie du Chien
- Q1b. Who is involved in working on this project?
- Paul has done the most work on these projects; doesn't really have funding to hire others
- Q1c. What is the role of local government in this project?
- Local governments have not really been involved in the projects the league has worked on
- Q1d. What financial resources are available for this project?
- "Essentially none" Paul had to "beg" chapters for funding to intervene with the hydro-electric plant; the league's funding barely covers Paul's time
- Q1e. Who has benefitted from your work on this project?
- River users and people along the river have benefitted
- Q1f. What have been your accomplishments to date?
- See above
- Q1g. Have you collaborated with other groups to accomplish your objectives for this project? If yes, how has the best collaboration come about?
- Have collaborated with both national and local organizations on an ad hoc basis (national: Wilderness Society, Sierra Club; local: community groups such as Quad Cities Conservation Alliance); unfortunately, most of this collaboration has not resulted in much action (no successful programs or projects)
- Q1h. Would a small grants program be of value for this type of project? If yes, what would be the benefits of a small grants program? Would collaboration with other organizations be helped through a grant process? If no, what are the reasons you feel a small grants program would not be of value?
- For the IWL, a small grant program would be wonderful; but for \$50,000 per year, they could just barely fund one full-time person, with little left over for other work
    - He didn't feel he has enough experience with municipal governments to comment on whether a small grant program would be beneficial for local communities
    - He feels that a small grant program would benefit the groups/ organizations who are already working on river problems—these groups would actually be able to complete the projects they are working on; a grant program also could provide monies that would enable interested groups to talk to resource managers, elected officials, city governments, and try to create a climate in which policy changes can occur; the funding would empower these organizations

- he feels a grant program would increase collaboration among groups because groups often lack the funding needed for successful collaboration

Q2. Suggest others knowledgeable about other active projects in urban areas along the Mississippi.

- Larry Gates, Upper Mississippi River Conservation Committee (507/285-7420)
- Fred Funk or Mark Schultz, LaCrosse County Conservation Alliance
- Mark Berkorm, Quad Cities Conservation Alliance (309/788-5912)

Q3. Comments about the need for or feasibility of an environmentally targeted small grants program for urban communities along the Mississippi.

- Take a look at existing groups who have spent many years working on various river issues/problems; work with people from these organizations as a starting point
- He mentioned that the Upper Mississippi River Conservation Committee is meeting March 11-13, 1992 in Red Wing

## COMMENTS

INTERVIEWEE: Ms. Jerry Hosmer, Sierra Club, IL (618/374-2891)

- Q1. Is your organization currently involved in any projects that address environmental issues in urban areas along the Mississippi River Valley.
- Q1a. Where along the Mississippi River has this project taken place?
- In the small towns between Alton and Grafton; we are working in Elsam (small town); we are working on a river road project—we're trying to improve the view of the bluffs and river, and keep it unspoiled
- Q1b. Who is involved in working on this project?
- Small county boards and private citizens; we also have a small fund
- Q1c. What is the role of local government in this project?
- They work with us; some of the local governments of larger towns like Alton and Grafton are more concerned about commercialism, which is against us; but for the most part, they are with us
- Q1d. What financial resources are available for this project?
- Only what small amount we have accumulated; we have private donations from citizens, no grants
- Q1e. Who has benefitted from your work on this project?
- We really aren't that far yet; we hope to improve the river enough for future generations
- Q1f. What have been your accomplishments to date?
- We passed a state bill to preserve the river bluffs area, which is great because we got it passed without any money (except for small donations); we're also trying to keep the committee focused in the right direction
- Q1g. Have you collaborated with other groups to accomplish your objectives for this project? If yes, how has the best collaboration come about?
- Yes—Sierra Club, Piasa Bluffs Preservation, Alton Lake Heritage Parkway Commission
  - We look at the river as a whole—we work together at one goal
- Q1h. Would a small grants program be of value for this type of project? If yes, what would be the benefits of a small grants program? Would collaboration with other organizations be helped through a grant process? If no, what are the reasons you feel a small grants program would not be of value?
- Of course it would!
  - We could buy up more of the land that is in danger; this is the best way to preserve it, but it takes a lot of money
- Q2. Suggest others knowledgeable about other active projects in urban areas along the Mississippi.
- James Bensmen, Sierra Club, IL (618/466-7143)
  - Robert Freeman, Sierra Club, IL (618/466-0656)
- Q3. Comments about the need for or feasibility of an environmentally targeted small grants program for urban communities along the Mississippi.
- We need to help the environment in any way; if there is money available for this type of thing, it should be used for it

## COMMENTS.

INTERVIEWEE: Kate Fish, Earthways, St. Louis, MO (314/963-1996)

Q1. Is your organization currently involved in any projects that address environmental issues in urban areas along the Mississippi River Valley.

- Yes

Q1a. Where along the Mississippi River has this project taken place?

- St. Louis area—Earthway homes and we organize earthday clean-ups; we also do education and research projects involving water quality

Q1b. Who is involved in working on this project?

- We work with a whole network of organizations, over 100—too many to name

Q1c. What is the role of local government in this project?

- A neutral partner—we have other governmental partners like the DNR, City of St. Louis, and other Missouri city governments

Q1d. What financial resources are available for this project?

- Whatever we can find—federal block grants, HUD grants; also, corporations donate—Ace Hardware, Union Electric, National Endowment for the Arts

Q1e. Who has benefitted from your work on this project?

- No one to date; we are just developing resources and fundraising
- Mostly lobbying now for money
- We hope that the kids of the future will benefit from our work

Q1f. What have been your accomplishments to date?

- We are trying to educate the public and give goals to the children of tomorrow

Q1g. Have you collaborated with other groups to accomplish your objectives for this project? If yes, how has the best collaboration come about?

- We partner a lot with groups like Southwestern Bell, BISTATE, Missouri Botanical Gardens, and also neighborhood service groups

Q1h. Would a small grants program be of value for this type of project? If yes, what would be the benefits of a small grants program? Would collaboration with other organizations be helped through a grant process? If no, what are the reasons you feel a small grants program would not be of value?

- Absolutely! We think we could benefit the water quality by teaching the kids with internships, and also we will improve the quality through our own research
- Collaboration would greatly improve education, which would improve the ability for us to succeed in cleaning up the water

Q2. Suggest others knowledgeable about other active projects in urban areas along the Mississippi.

- KayKay Morgan, MERP (314/962-7752)

Q3. Comments about the need for or feasibility of an environmentally targeted small grants program for urban communities along the Mississippi.

- Essentially, it is very hard to find money—and money is needed to accomplish our goals; getting grants saves time trying to track down money from donors
- You must define goals very clearly—focus on a group that has water as a priority; also, have specific areas of interest and target them—using specific groups with similar goals

## COMMENTS

INTERVIEWEE: Vicky Stuart, Piasa Bluffs Preservation Association, Alton, IL

- Q1. Is your organization currently involved in any projects that address environmental issues in urban areas along the Mississippi River Valley.
- Yes, but we're not very active lately
  - We lost our incorporation, but we are still actively passing a state bill—for a scenic highway along the river
- Q1a. Where along the Mississippi River has this project taken place?
- From Alton to state park
- Q1b. Who is involved in working on this project?
- Sierra Club did most of the work, but Pride Inc. picked up some work later
- Q1c. What is the role of local government in this project?
- They have not been particularly favorable—we had to fight the lawmakers a lot; we have lawsuits pending right now (the scenic preservation vs. commercial development—things like fast food restaurants and strip malls)
- Q1d. What financial resources are available for this project?
- We had no grant money—we weren't able to get anything
  - We were lobbying for \$1 million from the state—State Senator from Alton was in favor of the grant
- Q1e. Who has benefitted from your work on this project?
- It has stalled; no one has benefited yet
- Q1f. What have been your accomplishments to date?
- Our bill passed and it was recommended to become a scenic highway
- Q1g. Have you collaborated with other groups to accomplish your objectives for this project? If yes, how has the best collaboration come about?
- Yes, Pride Inc.
  - They were not valuable to our ideas because they presented the recommendations for the scenic highway from a citizen's point of view—we are from an environmental point of view
- Q1h. Would a small grants program be of value for this type of project? If yes, what would be the benefits of a small grants program? Would collaboration with other organizations be helped through a grant process? If no, what are the reasons you feel a small grants program would not be of value?
- Yes, of course; with a grant we could make stronger presentations and recommendations to the legislature for more scenic highways and water parks
  - No, not really; most collaboration is not in our best interest; we are trying to preserve the scenic beauty only, not make a compromise for the land by having it protected and built on by commercial businesses
- Q2. Suggest others knowledgeable about other active projects in urban areas along the Mississippi.
- Ms. Jerry Hosmer, Executive Committee of Sierra Club/Parkway Commission (618/374-2891 or 374-2608)
- Q3. Comments about the need for or feasibility of an environmentally targeted small grants program for urban communities along the Mississippi.
- Yes, we are beleaguered by possible commercial interests; we are against commerce in the bluffs area; we want to preserve the scenic beauty—it needs to be preserved for future generations

## COMMENTS

INTERVIEWEE: Ann Robinson, Izaak Walton League, Decorah, IA (319/382-2947)

Q1. Is your organization currently involved in any projects that address environmental issues in urban areas along the Mississippi River Valley.

Q1a. Where along the Mississippi River has this project taken place?

- Projects have primarily taken place in rural areas; projects Paul Hanson (MN IWL) has worked on have been in both rural and urban areas (Quad cities area, Twin Cities, Wabasha, MN)
- She mentioned the "Save Our Streams Program" that is a national IWL program—it has been used primarily in the east and south, but is being expanded to the Midwest and would be useful in both urban and rural areas; it has been used primarily in urban areas in the eastern United States

Q1b. Who is involved in working on this project?

- The IWL works mostly with members or IWL staff, but has worked some with: Iowa National Heritage, Program, Wisconsin Rural Development Association, U.S. Fish and Wildlife Service, Upper Mississippi River Basin Association, Minnesota/Wisconsin Area Boundary Commission, and Quad Cities Conservation League
- She tries to work with the media in areas where the impact of her programs will be most widely felt; her goal is to publicize the issues and the work being done

Q1c. What is the role of local government in this project?

- She hasn't worked much with local governments, but she did do workshops for Iowa soil and water conservation districts (about sustainable agriculture)
- Paul H. has done more work with government officials (Twin Cities)
- She feels her interactions with government people have been mostly "neutral"

Q1d. What financial resources are available for this project?

- Usually very little funding is available for their projects—they mostly use internal IWL funds
- She did have a three-year grant from the Joyce Foundation
- They haven't had much luck getting local funding

Q1e. Who has benefitted from your work on this project?

- A number of groups of people benefit from her work—those who live near streams in the region where the work is being done, those who live on the Mississippi River, and those who obtain their drinking water from groundwater sources
- Recreation users (anglers, hunters) also benefit
- Those who depend on the river for tourism and commercial fishermen

Q1f. What have been your accomplishments to date?

Q1g. Have you collaborated with other groups to accomplish your objectives for this project? If yes, how has the best collaboration come about?

- The IWL hasn't collaborated with other groups in a systematic way, so she feels there is a lot of room for more of this; she did work with the Center for Rural Affairs on her sustainable agriculture project, and that was very successful
- Paul H. has done more formal collaborative work with other organizations

Q1h. Would a small grants program be of value for this type of project? If yes, what would be the benefits of a small grants program? Would collaboration with other organizations be helped through a grant process? If no, what are the reasons you feel a small grants program would not be of value?

- Yes, a small grant program would be useful—she feels it would be very important not to limit this to urban areas since sedimentation and wetland preservation/restoration are two very critical areas; she believes there are already more resources for urban issues
- She feels collaboration with other organizations would be helped through a grant program—such collaboration could be more structured and effective and would increase the resources available for collaborative efforts

Q2. Suggest others knowledgeable about other active projects in urban areas along the Mississippi.

- Paul Hanson
- List of participants from Mississippi River Basin Conference (see Lisa Creasman's list)

Q3. Comments about the need for or feasibility of an environmentally targeted small grants program for urban communities along the Mississippi.

- She feels the need for grant programs is great—she cautioned against establishing model or demonstration projects without expanding the projects on a broader scale
- She also feels communication is critical—especially working with the media and increasing public awareness
- Work must be done on broader policy issues on which the models are based; there must be efforts made to educate and lobby legislators to make policies that will react to the opportunities out there; that will facilitate efforts to work on environmental projects/problems

## COMMENTS

INTERVIEWEE: Nelson French, Nature Conservancy, Minneapolis, MN

- Q1. Is your organization currently involved in any projects that address environmental issues in urban areas along the Mississippi River Valley.
- We generally don't work only in urban areas—we protect natural habitats no matter where they are located
- Q1a. Where along the Mississippi River has this project taken place?
- Cannon River Watershed—which is a tributary of the Mississippi River; also Weaver-Zumbro Bottoms
- Q1b. Who is involved in working on this project?
- Many partners—Cannon River Watershed, county commissioner, private citizens, DNR, county boards, Ducks Unlimited
- Q1c. What is the role of local government in this project?
- Local government is key to our projects—they make them happen
- Q1d. What financial resources are available for this project?
- We raised money for it (\$750,000) from private donors and groups like the Cargill Foundation—but it is used up
- Q1e. Who has benefitted from your work on this project?
- The natural resources and ecosystems; we are concerned about these first—these will affect everyone in the future
- Q1f. What have been your accomplishments to date?
- Help with the formation of money, an agenda, land acquisition, and also help our organization become a friend to the community
- Q1g. Have you collaborated with other groups to accomplish your objectives for this project? If yes, how has the best collaboration come about?
- See Q1b
  - We set a vision, then blabbed about it to many people; the people who cared followed
  - We also had the support of legislative backing
- Q1h. Would a small grants program be of value for this type of project? If yes, what would be the benefits of a small grants program? Would collaboration with other organizations be helped through a grant process? If no, what are the reasons you feel a small grants program would not be of value?
- Yes, \$60,000 came from environmental trust fund; this allows local groups to form—also it ties matching funds to them and allows for staffing of a project; also, it always triggers more funding
- Q2. Suggest others knowledgeable about other active projects in urban areas along the Mississippi.
- Roger Wilkowski, Cannon River Watershed (507/332-0488)
  - Diane Jensen, Clean Water Action (612/623-3666)
- Q3. Comments about the need for or feasibility of an environmentally targeted small grants program for urban communities along the Mississippi.
- It should not be for urban-only targets
  - The health of the river is more important than the view; the focus has to be on the health of the river, not just urban beautification; focus on one thing: 1) health of the river or 2) aesthetic beauty of the river—not both
  - We must include rural parts of the river also—they also exist
  - There should be a requirement for funds matching—we need more partners, not just one large group donating
  - Seek a group with many partners



## COMMENTS

INTERVIEWEE: Frank Groves, Sierra Club (New Orleans Group of the Delta Chapter), New Orleans, LA  
(504/822-6549 or 482-9566)

- Q1. Is your organization currently involved in any projects that address environmental issues in urban areas along the Mississippi River Valley.
- Solid waste disposal (recycling, landfills)
  - Energy conservation
  - Transportation issues (fighting airport expansion)
  - Pollution issues (blocking development of a new plastics plant between Baton Rouge and New Orleans)
- Q1a. Where along the Mississippi River has this project taken place?
- New Orleans - Baton Rouge
- Q1b. Who is involved in working on this project?
- Mostly just the Sierra Club, but have worked with the Alliance for Affordable Energy and Tulane Environmental Law Clinic
- Q1c. What is the role of local government in this project?
- Mostly have worked in opposition to the government; try to have Sierra Club people appointed to political committees
- Q1d. What financial resources are available for this project?
- "Slim pickings"
  - Mostly only Sierra Club funds (dues paid to national office and channeled back to local clubs)
- Q1e. Who has benefitted from your work on this project?
- Utility customers, wildlife, people in the area
- Q1f. What have been your accomplishments to date?
- Blocking development of airport and plant
- Q1g. Have you collaborated with other groups to accomplish your objectives for this project? If yes, how has the best collaboration come about?
- See above; mostly work with club people
- Q1h. Would a small grants program be of value for this type of project? If yes, what would be the benefits of a small grants program? Would collaboration with other organizations be helped through a grant process? If no, what are the reasons you feel a small grants program would not be of value?
- Yes, development of a legislative action network to notify other activists about what is going on; getting information to people in a timely manner
- Q2. Suggest others knowledgeable about other active projects in urban areas along the Mississippi.
- Louisiana Environmental Action Network, P.O. Box 66323, Baton Rouge, LA 70896 (504/928-1315)
  - John Clark, Delta Greens, 7725 Cohn St., New Orleans, LA 70118 (504/861-8832)
  - Tom Lowenburg, Alliance for Affordable Energy (504/525-0778)
  - Audrey Evans, Tulane Environmental Law Clinic (504/865-5789)
- Q3. Comments about the need for or feasibility of an environmentally targeted small grants program for urban communities along the Mississippi.

## COMMENTS

INTERVIEWEE: Randy Lanetot, Louisiana National Wildlife Federation (504/344-6707)

- Q1. Is your organization currently involved in any projects that address environmental issues in urban areas along the Mississippi River Valley.
- Yes, improving the waterfront areas in Baton Rouge (cleaning up debris)
- Q1a. Where along the Mississippi River has this project taken place?
- Baton Rouge
- Q1b. Who is involved in working on this project?
- Local government (Mayor's "Horizon Committee"); citizens; people from National Wildlife Federation
- Q1c. What is the role of local government in this project?
- More of a partner—very cooperative
- Q1d. What financial resources are available for this project?
- Tax revenues, no grants
- Q1e. Who has benefitted from your work on this project?
- Just starting, but residents in the area will be the main beneficiaries
- Q1f. What have been your accomplishments to date?
- Q1g. Have you collaborated with other groups to accomplish your objectives for this project? If yes, how has the best collaboration come about?
- See above
- Q1h. Would a small grants program be of value for this type of project? If yes, what would be the benefits of a small grants program? Would collaboration with other organizations be helped through a grant process? If no, what are the reasons you feel a small grants program would not be of value?
- Yes, but would want to see maintenance funding provided once program is in place
- Q2. Suggest others knowledgeable about other active projects in urban areas along the Mississippi.
- Lisa Creasman, Louisiana Nature Conservancy (504/338-1040)
  - Dr. Michael Caire, Louisiana Sierra Club (318/325-4644)
- Q3. Comments about the need for or feasibility of an environmentally targeted small grants program for urban communities along the Mississippi.
- It may be a matter of organizations/groups needing several hundred dollars to do something very good
  - What is needed is good, strong leadership to get things started and to keep a project going and funded
  - One issue that is important is finding the reliable leaders
  - Many projects are going on, so it is difficult to track them all
  - A grant program would be worthwhile (he didn't have any specific suggestions in terms of structure)

## COMMENTS

INTERVIEWEE: Clyde Temple, Arkansas Wildlife Federation (501/226-6303)

- Q1. Is your organization currently involved in any projects that address environmental issues in urban areas along the Mississippi River Valley.
- Not along the Mississippi, but have worked on projects on other rivers in Arkansas
- Q1a. Where along the Mississippi River has this project taken place?
- Have been working to block building of a new lock and dam near the Mississippi River and Arkansas River junction
- Q1b. Who is involved in working on this project?
- Q1c. What is the role of local government in this project?
- Generally have not collaborated with local governments—have usually been working to oppose projects they feel are damaging to the environment
- Q1d. What financial resources are available for this project?
- They have received grant monies from the Rockefeller Foundation in the past
- Q1e. Who has benefitted from your work on this project?
- Q1f. What have been your accomplishments to date?
- Q1g. Have you collaborated with other groups to accomplish your objectives for this project? If yes, how has the best collaboration come about?
- They have done some cooperative work with state parks, state tourism, and state soil and water conservation agencies
- Q1h. Would a small grants program be of value for this type of project? If yes, what would be the benefits of a small grants program? Would collaboration with other organizations be helped through a grant process? If no, what are the reasons you feel a small grants program would not be of value?
- One of the key benefits of a grant program would be to enable people to meet at a conference to discuss a plan for the Mississippi River; his organization and other similar organizations lack the funding to pay or reimburse people for this type of meeting or other work, so a grant program could help provide funds for this; the money also be used to fund visits to local areas on the river to work directly with local residents
  - Does feel a small grant program would be very useful because one of the key reasons they have not done more is lack of funding
- Q2. Suggest others knowledgeable about other active projects in urban areas along the Mississippi.
- Q3. Comments about the need for or feasibility of an environmentally targeted small grants program for urban communities along the Mississippi.

## COMMENTS

INTERVIEWEE: Lisa Creasman, Nature Conservancy, Baton Rouge/New Orleans area, LA (504/338-1040)

Q1. Is your organization currently involved in any projects that address environmental issues in urban areas along the Mississippi River Valley.

- Yes

Q1a. Where along the Mississippi River has this project taken place?

- Habitat improvement along the Mississippi flood plain from the confluence of the Ohio/Mississippi to the Delta Project will also include demonstration projects to educate people and show how to protect/restore wetlands

Q1b. Who is involved in working on this project?

- Lisa Creasman is the coordinator of the above project (in its first year); task is to gather geographic information—mapping the system, gathering land use, water quality, and other environmental information; second year will involve collection of socio-economic data

Q1c. What is the role of local government in this project?

- Local governments are involved, but not to the same extent as federal and state agencies

Q1d. What financial resources are available for this project?

- Funding has come from EPA and other similar sources, plus fundraising from the Conservancy

Q1e. Who has benefitted from your work on this project?

- Still too early to document any current beneficiaries

Q1f. What have been your accomplishments to date?

- See above; lacks a grass roots constituency and would like to see this developed

Q1g. Have you collaborated with other groups to accomplish your objectives for this project? If yes, how has the best collaboration come about?

- Extensive collaboration with Corps of Engineers, timber industry, and local farmers; cooperation cuts across public and private sectors in addition to governmental units

Q1h. Would a small grants program be of value for this type of project? If yes, what would be the benefits of a small grants program? Would collaboration with other organizations be helped through a grant process? If no, what are the reasons you feel a small grants program would not be of value?

- Grant program as proposed by McKnight would be especially important in the south— where there is less involvement of volunteer groups; educational information needs much greater in the southern stretches
- Program must recognize the diversity of environments and economic base in cities along the river—cities without extensive industry (such as Vicksburg) are contributing far less pollution to the environment as compared with St. Louis or New Orleans
- Believes that most pollutants into the river come from rural areas and thus a program cannot be simply targeted at urban centers
- Rural areas are particularly in need of assistance and funding—education of landowners is extremely important
- New programs must be careful about not duplicating current efforts; goal of a grants program should be to look at the river as a whole and to supplement/complement/coordinate current efforts
- Cautions against starting a program and then pulling the plug on the funding, viz. the five state Delta Development Commission that had \$3 million in funding, then some states backed out—result was a large report but no resources to make a difference to the environment.

- Any new program should include disseminating information to other groups involved in river projects; people are interested in knowing what is happening along the entire length of the river
- Major effort should be given to getting people from southern stretches at conferences—this did not happen at the recent Mississippi River Basin Conservation Alliance conference in St. Louis (See attached list of attendees)

Q2. Suggest others knowledgeable about other active projects in urban areas along the Mississippi.

Q3. Comments about the need for or feasibility of an environmentally targeted small grants program for urban communities along the Mississippi.

## COMMENTS

INTERVIEWEE: Elizabeth Smith, Audobon Society, Mississippi Headwaters Chapter, Bemidji, MN (218/751-4895) [Lattie Elwell (218/751-8632) not available for interview]

- Q1. Is your organization currently involved in any projects that address environmental issues in urban areas along the Mississippi River Valley.
- Yes
- Q1a. Where along the Mississippi River has this project taken place?
- Clean up of 400-acre holding area on Spearhead Lake (cooperatively with the Mississippi River Watch Group)
  - Not heavily involved in the Mississippi River environmental issues.
- Q1b. Who is involved in working on this project?
- Volunteers/members of the Society
  - Mississippi River Watch Group
  - Wetlands Watch—works with the State Audubon Council
- Q1c. What is the role of local government in this project?
- No specific role of local government in these activities; noted, however, a Beltrami County Soil and Water Conservation project involved in several water clean-up efforts, including the Mississippi River corridor—they received a grant from the county in addition to a PCA grant from the state (contact: Dale Krystosek 218/751-3036)
- Q1d. What financial resources are available for this project?
- Lack of funds is a critical problem; would like to do more river clean-up and especially shoreline clean-up on lakes Bemidji and Irving
- Q1e. Who has benefitted from your work on this project?
- Q1f. What have been your accomplishments to date?
- Limited clean-up of the Spearhead lakeshore
- Q1g. Have you collaborated with other groups to accomplish your objectives for this project? If yes, how has the best collaboration come about?
- Collaboration with the Mississippi River Watch Group
- Q1h. Would a small grants program be of value for this type of project? If yes, what would be the benefits of a small grants program? Would collaboration with other organizations be helped through a grant process? If no, what are the reasons you feel a small grants program would not be of value?
- Q2. Suggest others knowledgeable about other active projects in urban areas along the Mississippi.
- Q3. Comments about the need for or feasibility of an environmentally targeted small grants program for urban communities along the Mississippi.

## C. LESSONS LEARNED: FEASIBILITY AND NEED

Can an environmental program focusing on Mississippi River urban centers be successful?

### CAPACITY FOR INNOVATION, CREATIVITY, COLLABORATION, AND SUCCESS

- Successful projects have been initiated by all possible combinations of organizations
- Collaboration should be encouraged but not required
- Program should be open to nonprofits, restriction to governments would result in limited vision
- City governments are players through land use controls over adjacent lands, ownership of right-of-ways, riverfront development incentives, and infrastructure responsibilities
- Size of the city does not necessarily influence success—city governments have varying degrees of capacity and jurisdiction over the river and its environment
- While some cities still assume an either/or choice of jobs or environment, some cities are linking the two in terms of overall quality of life
- Size of a city does not necessarily influence success
- City governments are strapped for resources, an opportunity for creative collaborations and partnerships with citizens groups and nonprofits

### KEY(S) TO SUCCESSFUL PROJECTS

- Use riverfront as a focus to galvanize public involvement
- Pollution prevention and water quality programs have relied upon grass roots pressure and/or collaborative efforts with industry

### NEEDS

- Federal dollars are drying up, local governments and private givers are shouldering more responsibilities, less money for environmental concerns
- Support for urban efforts would “be a breath of fresh air”
- Existing river-long projects have focused only on planning, have not focused on projects with visible results—need to see change
- People feel they have little power or control over/on the river, so dissemination of successful efforts should be a priority
- Smaller cities could use planning money, larger cities have planning office
- With new riverfront redevelopment and recreation activities, environmental, habitat, and water quality concerns need to be addressed; support from the McKnight Foundation could put environment on the city agenda
- Support for expansion of city definition of infrastructure in new ways—to include environment, recreation

### RESOURCES

- Cities and organizations are patching together resources, leveraging both dollars and skills of each
- Small grants to projects which achieve success attracts other local, state, and private funders
- New funding may be available from federal transportation projects for environmental add-ons if communities pressure and identify needs; therefore, small planning grants useful
- Lawsuit settlements of environmental cases—new funding may be available for nonprofits or community foundations if judges are made aware of this option; if grass-roots groups understand legal right to sue provisions

## RISKS

- Need to take risks to achieve innovation and change in attitudes to the river!
- Political controversy—which takes time, perservance to overcome. Three-year project enough time?
- Managing a program over long distance requires mechanisms for evaluating cities that are costly: site visits, or that rely on subgranter, references; therefore less direct foundation knowledge of project and program success
- Geographic spread—extra effort required to insure aggregation of positive results or networking due to lack of existing river network



FUNDERS

**APPENDIX II. FUNDERS**

## A. SUMMARY OF FUNDERS

### SUMMARY

#### PROGRAM NAME AND LOCATION

A Geographic Approach to Voluntary Releases Reduction Program, Region 7 EPA, Kansas City, MO

#### INFORMANT(S)

Alan Wehmeyer, Deputy Director, Waste Management, Region 7 (913/551-7336)

#### SPONSORING ORGANIZATION

U.S. Environmental Protection Agency

#### ISSUES AND GOALS

EPA activities in pollution prevention:

- Pollution prevention is a strategy agency is promoting
- Grant dollars are funneled through the state to different sectors: air, land and RRA (landfill and dump clean-up)
- Project for Mississippi River area is under study, activity will be starting, contact Susan Gordon (913/551-7040)
- 33/50 Project is EPA initiative for reductions of seventeen target chemicals (reported under Toxic Reporting Inventory, TRI) with a 33 percent reduction by 1995 and 50 percent by 1997

Region 7 geographic approach issues and goals:

- Bring together city officials, business leaders, and community representatives—can work together to preserve economic progress and minimize adverse impacts on health and the environment
- Invite these leaders to an exploratory meeting to set community voluntary reduction goals

#### TARGET RECIPIENT(S)

- Geographic focus: Region had seven of the top 100 emitting counties in the country; targeted geographic areas with concentrations of emitting industries; went beyond jurisdiction boundaries, worked with other regions in St. Louis and Quad City metro region
- Invited both reporting and non-reporting facilities

#### ROLE OF THE FUNDER

Facilitation and coordination of meeting; group was asked to pick someone to act as their own leader, responsible for reconvening meetings as necessary

#### KEY(S) TO SUCCESS

- Voluntary program
- Sell the idea as a means to avoid future regulatory hurdles, community public relations
- No press invited to the meeting

#### ADDITIONAL COMMENT(S)

Other EPA programs:

- Administrators Award, this year for pollution prevention, a self-nominating process open to public, private submissions
- Pollution prevention grants, 50 percent match
- New focus on smaller communities that do not have the resources, structure, and access to information as larger communities

ADDITIONAL CONTACT(S)

Names from Pollution Prevention Awards Program:

- Margaret McCue, Chicago Regional Office, Director, Office of Public Affairs (312/353-2072)
- Laura Townsend, Region 6 in Dallas (AK, LA) (214/655-6525)
- Carol Monell (404/347-7109)

## SUMMARY

### PROGRAM NAME AND LOCATION

Environmental grants for the San Francisco Bay and Bay Delta, San Francisco, CA

### INFORMANT(S)

Jane Rogers, Program Officer for Environment (415/495-3100)

### SPONSORING ORGANIZATION

San Francisco Foundation

### ISSUES AND GOALS

- Protecting the remaining wetlands in the city
- Protecting the inflow to the bay
- Toxic pollution prevention
- Multi-racial participation

### TARGET RECIPIENT(S)

Nonprofits working to achieve the above goals

### ROLE OF THE FUNDER

- Supported the development of a nonprofit coalition, funded the convening of this group
- Supported established groups (like Citizens for a Better Environment)
- Supported fledgling neighborhood, minority community toxics coalition; felt the community needed a voice, worth the risk

### SUCSESSES

- Toxics group succeeded in getting the attention of the companies
- Opened negotiations with the companies, which agreed on early warnings at the oil refinery

### KEY(S) TO SUCCESS

Projects which work with available data, such as CBE, with TRI reports

### BARRIER(S)

Community group had no developed leadership

### ADDITIONAL COMMENT(S)

- Rely on site visits when projects are controversial
- Rely on an informal network for references and explain that to the organization, as under-represented communities can be suspicious
- Present risks for project success/failure
- Present potential controversies up front to the board (e.g., Chevron, a big foundation supporter, being targeted by toxic group)

## SUMMARY

### PROGRAM NAME AND LOCATION

Iowa Main Street, Des Moines IA, National Main Street Center

### INFORMANT(S)

- Tom Rinder, Design Consultant, Iowa State Office (515/242-4733)
- Tim Turner, Regional Office National Trust (312/939-5547)
- Main Street Program materials

### SPONSORING ORGANIZATION

National Trust for Historic Preservation (funds state program)

### ISSUES AND GOALS

Downtown revitalization using historic preservation through design, organization building, promotion, and economic restructuring

### TARGET RECIPIENT(S)

Cities under 50,000 (National program has an "Urban Main Street Program" now assisting Dubuque)

### ROLE OF THE FUNDER

- On a state level, give technical assistance and training to Main Street Program managers, help them structure proposals to local funding sources
- National Main Street Center delivers: technical assistance, National Main Street Network—an information exchange and database; Main Street Certification Institute for Main Street managers, conferences, products, and publications on relevant topics
- Give start-up grants in first three years of the program: large towns—\$15,000, \$11,000, \$8,000; towns below \$5,000—\$7,500 first three years

### KEY(S) TO SUCCESS

- Strong and long-term commitment on part of the town as evidenced by city, county, and volunteer time and money in hand or pledged
- Rotation of volunteers built into bylaws to avoid burnout
- Work plans, plans of action, to make good use of volunteer time
- Encourage community to tap local resources, such as community foundations and family foundations which have local ties

### BARRIER(S)

Project collapses when towns do not address long-term funding or rely on the project manager too much

### ADDITIONAL COMMENT(S)

Likes project where area goals are created and jurisdictional boundaries are crossed such as Maumee Valley project and Mississippi River Headwaters Board water quality testing project

### ADDITIONAL CONTACT(S)

- John Grossman, Hastings, MN project manager
- Active Main Street towns—Keokuk, Burlington, Clinton, Dubuque

## SUMMARY

### PROGRAM NAME AND LOCATION

Iowa Resource Enhancement and Protection Act, City Parks and Open Space Grants, Des Moines, IA

### INFORMANT(S)

Kevin Szcodronski, REAP Coordinator in Iowa D.N.R. (515/281-8674)

### SPONSORING ORGANIZATION

State of Iowa, administered by Department of Natural Resources

### ISSUES AND GOALS

- Part of long-term integrated effort to widely use and protect Iowa's natural resources—the acquisition and management of public lands
- City program to support acquisition of open space and trail connections and development of these projects for people to be outdoors, learn about the environment
- Will not fund athletic fields, or other group sports facilities

### TARGET RECIPIENT(S)

- Cities of three city size categories: large cities—> 25,000 with grant range of \$50,000-\$200,000; medium cities—2,000-25,000 with grant range of \$42,000-\$115,000; small cities—< 2,000 with grant range of \$4,000-\$70,000
- Send grant information to mayors, Iowa League of Municipalities, Iowa Park and Recreation Association (community parks and recreation directors)
- Do not force geographic distribution

### ROLE OF THE FUNDER

Director of the program selects grant committee members, "peers" of applicants who are active statewide, in the know—usually with a particular agenda such as accessibility or community participation

### KEY(S) TO SUCCESS

- Success of project depends upon leadership, not the size of the city
- Require community participation and cooperation, city council sign off and presentation to county REAP committee
- Favor cities with a master plan in place
- If a multi-phased project, encourage applicants to develop proposal so one phase can stand alone
- Open process, clear and concise rating system, reviews are open, scores are published and available

### BARRIER(S)

Projects which are too big for the city to handle

### ADDITIONAL COMMENT(S)

- Program would be a breath of fresh air to cities, no opportunities for cities now that LAWCON funds have dwindled
- No matching fund requirement
- Received 400 application the first year (lots of bathrooms, which they did not fund), now program is established, better requests
- Have not had many successful river city applications
- Publish newsletter, no real results from dissemination effort

### ADDITIONAL CONTACT(S)

- Mark Ackelson, Iowa Natural Heritage Foundation (515/288-1846)

## SUMMARY

### PROGRAM NAME AND LOCATION

Design Arts Program, Project Grants to Organizations, Project Grants for Rural and Small Communities, Washington D.C.

### INFORMANT(S)

- Wendy Clark, Head of Grants to Organizations
- Loreca Stauber, Better Living Inc., Genessee Idaho, grant recipient

### SPONSORING ORGANIZATION

National Endowment for the Arts

### ISSUES AND GOALS

- Overall program goals: encourage excellence, diversity, innovation in urban planning and design
- Project Grants for Organizations: promote practice of design as an art form that embraces aesthetic, economic, and utilitarian issues; support projects that advance design practice, research, theory, and communication
- Planning Grants to Rural and Small Communities: to solve rural and urban design issues—especially dealing with growth management issues
- Stimulate design thinking
- Stimulate non-federal funding

### TARGET RECIPIENT(S)

- In overall Design Arts Program, categories to assist individuals, organizations, state and local arts agencies
- Project Grants for Organization: make grants to local, state, regional governments and arts agencies, community or neighborhood organizations, colleges or universities, and independent nonprofit groups or institutions
- Rural and Small Communities Program: same as above, but planning must be in communities located outside major metropolitan areas with populations under 50,000
- Trying to reach those making design decisions who are not designers
- No specific criteria of previous experience

### ROLE OF THE FUNDER

- Stimulate attainment of goals through grants leadership, advocacy
- Promote projects which forge active partnerships with existing programs and organization

### KEY(S) TO SUCCESS

- In-kind and financial match spurs local involvement
- Idea must come from the city
- Streamlined guidelines
- Had to change the language (which was too loosely worded) after the first year—took out examples because people took them too literally
- Dissemination plan required to stretch federal dollars
- Suggest support letters come from diversity of groups

### BARRIER(S)

Cannot do the right kind of marketing, plugged the program through state arts councils



ADDITIONAL COMMENT(S)

- Program challenges locals to join in the project; in Idaho projects the money gave the project and the organization credibility—attracted new political support and new funding sources to the community
- So few organizations giving grants on this level (\$10,000-\$50,000)

ADDITIONAL CONTACT(S)

- Jeff Soule, Our Town program director (left NEA during this project)
- Successful project: Loreca Stauber, Better Living Inc., Genessee ID (208/882-1133)

## SUMMARY

### PROGRAM NAME AND LOCATION

Headwaters Fund, Minneapolis, MN

### INFORMANT(S)

Steve Newcom, Executive Director (612/879-0602)

### SPONSORING ORGANIZATION

Headwaters Fund

### ISSUES AND GOALS

- Provide money and technical assistance to social change projects that work to eliminate social, economic, and racial BARRIER(S) to full participation by all in our community
- Support projects and organizations that address the root causes of the problems in our community rather than the symptoms of those problems

### TARGET RECIPIENT(S)

Those projects and groups that are:

- engaged in social change activities primarily based in the Twin Cities
- based in the community with constituent leadership and operating in a democratic manner
- work in a cooperative manner with other groups in the city
- have limited access to traditional funding sources

### ROLE OF THE FUNDER

- Stimulate and support emerging grass roots groups through different types of funds: empowerment grants—up to \$4,000; strategic grants—up to \$7,500; exceptional grants—up to \$12,500 (to continue previously funded projects); Special Opportunity Grants—max. \$500
- Convenes forum among grass roots groups to discuss common issues, strategies; in this arena, groups have no excess resources to attend workshops; grantees have expressed desire for more of this convening function
- Informal relationships with groups, no ongoing monitoring; do not provide specific services

### KEY(S) TO SUCCESS

- Composition and role of the grants committee: made up of activists involved in targeted communities and issues; they are asked to do outreach as well as review proposals; this makes the program accessible to nascent groups
- Site reviews to assess leadership, constituent support, etc.
- Application that is easy for the applicant, time consuming for the grant committee

### BARRIER(S)

Grass roots groups work in isolated areas with not much opportunity for networking; this isolation can be overwhelming

### ADDITIONAL COMMENT(S)

- Have created these new grants categories to respond to the fact that there are different points of development of a group, with each point needing a different form and amount of support
- These small grants have made a difference, have helped local legislation get passed and money to the community; for example, a \$7,500 grant to ACORN leveraged \$60,000,000 to the community through the Community Reinvestment Act; also, St. Paul Tenants Union, acting on information from a CURA report, helped pass Section 8 legislation

ADDITIONAL CONTACT(S)

- Amy Middleton, Mississippi River Revival (612/644-9124)
- Sue Hutchinson, ACORN (612/642-9639)
- Liz Johnson, St. Paul Tenants Union (612/224-6538)

## SUMMARY

### PROGRAM NAME AND LOCATION

Grants Program, Northwest Area Foundation, St. Paul, MN

### INFORMANT(S)

Karl Stauber, Vice President, Grants Program

### SPONSORING ORGANIZATION

Northwest Area Foundation

### ISSUES AND GOALS

- Promote economic revitalization
- Improve standard of living for vulnerable citizens
- Enhance public dialogue about important regulatory issues
- Seek innovative approaches to address those issues
- Promote rural and urban sustainable development

### TARGET RECIPIENT(S)

Nonprofits operating in South Dakota, North Dakota, Minnesota, Montana, Idaho, Iowa, Washington, and Oregon

### ROLE OF THE FUNDER

Support projects which achieve goals stated above

### KEY(S) TO SUCCESS

- Makes grants in clusters
- Every project should have a leadership development component—does not recommend funding leadership for leadership's sake

### BARRIER(S)

- Environment is a topic of controversy in many communities
- Many rural communities view outsiders with suspicion

### ADDITIONAL COMMENT(S)

- Role of local governments: usually were not players in the past, changes from state to state, large variation in authority of the city; typically, cities involved in infrastructure and regulatory processes; in a program involving city government, talk about human health, neighborhood/cultural development, and riverfront redevelopment—economic and recreational (crosses the line between environment and economic development)
- If goal of McKnight program is to change human behavior from problems due to being aggregated, two approaches—mitigation and public awareness (getting the public to see they have a relationship to the river)
- Small grants can fund planning and implementing process, especially to economically distressed communities with no excess capacity; small grants can fund adopt-a-river groups organized city-by-city
- A subset of city governments would be an interesting opportunity (such as neighborhood groups adjacent to the river) where a small grant is a real opportunity to create awareness and arts/culture councils/CDCs which are experienced at promotion and awareness efforts
- Requiring networking and collaboration has pitfalls—in the form of imposed transaction costs, inter-group competition, and collaborations which dissolve once the money is gone
- Measure the overall success of the program by its impact

### ADDITIONAL CONTACT(S)

- Larry Farmer, President of MACE, a CDC in Greenville, MS
- Lance Yohe, International Coalition of the Red River Valley, Moorehead, MN

## SUMMARY

### PROGRAM NAME AND LOCATION

Administrator's Awards Program, 1992 Focus Topic: Pollution Prevention, Washington D.C.

### INFORMANT(S)

Guideline Publication

### SPONSORING ORGANIZATION

U.S. Environmental Protection Agency

### ISSUES AND GOALS

- Program, in general, focuses on outstanding achievements in pollution prevention; offers recognition for these achievements and encourages others to follow their lead
- Pollution prevention awards to recognize and encourage prevention of pollution before it occurs

### TARGET RECIPIENT(S)

- Everyone is eligible; awards given in each of the following categories: individual citizens, environmental, community and nonprofit organizations; business, industry and trade/professional organizations; educational institutions; federal, state, local, and tribal governments
- Interested in projects which demonstrate success, innovation, soundness of approach, sustainability, replicability

### ROLE OF THE FUNDER

- Call attention to successful projects, encourage others to follow the lead (example: the speaker at the Mayor's forum in St. Paul mentions winning this award in his list of achievements)
- Regional offices select regional nominations; award winning finalists are selected by non-EPA experts and the E.P.A administrator selects the national award winners

### ADDITIONAL COMMENT(S)

- Timeline is about six months (applications are due in February and awards are announced in April during Earth Day activities)
- No financial award is given

## SUMMARY

### PROGRAM NAME AND LOCATION

Searching for Success: Meeting Community Needs Through Environmental Leadership, National Environmental Achievement Awards; Environmental Success Index, Washington D.C.

### INFORMANT(S)

- Steve Grieco, staff (202/232-2252)
- Grant guideline/application package

### SPONSORING ORGANIZATION(S)

- National Environmental Awards Council
- Renew America

### ISSUES AND GOALS

Search and find the most successful environmental programs that can be used as models for other communities in national effort to protect, restore, and enhance the environment

### TARGET RECIPIENT(S)

Programs which exceed minimum legal requirements of existing regulations; working environmental programs which have the following attributes: effective, replicable, economically feasible and sustainable, and meet community needs

### ROLE OF THE FUNDER

- Provide public recognition, which groups may use to leverage other resources; for promotion
- Give a citation to and list programs which pass the review in an index
- Recognize the award winners in each category at a Washington D.C. ceremony
- Promote environmental success stories in mainstream media
- Hold an annual environmental leadership conference for representatives of programs in the index
- Publish periodic topic reports entitled Sharing Success, which gives background information, list of expert contacts, and current working programs form a specific Index category

### ADDITIONAL COMMENT(S)

- Approximate annual budget for Awards, Searching for Success Program is \$350,000
- Renew America used to be a solar lobby; they used their existing network from "State of the State" research
- Use "state contacts" to help spread the word; they are unpaid, but receive a copy of the index and can give input on awards selection
- Timeline is about six months—applications are due January 15 and awards are given in mid-June

## SUMMARY

### PROGRAM NAME AND LOCATION

Innovations in State and Local Government, Cambridge, MA

### INFORMANT(S)

- Meryl Libbey, Associate Director, Awards Program and Administration (617/495-0557)
- Michael Litsky, Program Officer, Ford Foundation (212/513-5345)

### SPONSORING ORGANIZATION

Ford Foundation (administered by the John F. Kennedy School of Government, Harvard University)

### ISSUES AND GOALS

- Recognized growing responsibility of state and local jurisdictions to meet public needs
- Give greater public visibility to successful initiatives and help inspire similar efforts in other state and local jurisdictions
- Looking for great innovations, rather than merely great successes; seeking prize-worthy rather than praiseworthy programs

### TARGET RECIPIENT(S)

- Entities administered or operating under authority of state, local, tribal, or special authority (national scope)
- Projects with a new approach to pressing social need or to significantly improve an existing program
- Projects with a proven record of effectiveness/able to provide evidence that the program has achieved its goals
- Geographic range not forced, but in the final phases of selection is considered for filling out the roster of winners (once clear winners have been selected)

### ROLE OF THE FUNDER

- Celebrate the successes of the innovative award winners
- Disseminate these successes to governmental professionals through in-house publications, local media, specialized journals
- Build a body of research from these successes; develop case studies for instruction
- Encourage dissemination or extension of winning projects through the awarding a \$100,000 grant for those purposes

### KEY(S) TO SUCCESS

- Have reasonable clear, but not excessively restricted guidelines
- Fair process, well understood by applicants
- Distinguished panel of national leaders to be on the national committee which makes the final selections
- Linking of the program through an educational institution—for research developed out of the program, and ready pool of reviewers for initial applicant screening

### BARRIER(S)

- Difficult to rely on media for dissemination
- Those who make the finalist round and are not winners, after completing an extra application process, receive no financial reward for their efforts
- Getting word of the program to those governmental programs "not in the loop"; program is now going to ask governors and elected officials (as well as using existing mailing lists) for nominations

### ADDITIONAL COMMENT(S)

- Mr. Litsky thought the Mississippi River Cities project sounded like a good fit for the model because it is focused enough to articulate guidelines
- Award ten grants of \$100,000; cost of \$600,000 for administration per year

## SUMMARY

### PROGRAM NAME AND LOCATION

The Trust for Public Land, Midwest Region, Minneapolis, MN

### INFORMANT(S)

Alan Raymond, Senior Project Manager (612/338-8494)

### SPONSORING ORGANIZATION

The Trust for Public Land

### ISSUES AND GOALS

- National, nonprofit land conservation organization which specializes in acquiring and preserving environmentally significant land
- Focus on land for open space, parks, and recreation in urban and suburban areas; to build a constituency for environment by giving people experience with the land (near where they live)

### TARGET RECIPIENT(S)

Projects focusing on undeveloped land—which can be a significant environmental resource to those living in urban or suburban areas in the Midwest

### ROLE OF THE FUNDER

Seek to secure control of a property while working with the appropriate public agencies to secure authorization and funding for eventual transfer of property to public ownership

### KEY(S) TO SUCCESS

- As a nonprofit, land is often sold or rights acquired at less than market value
- Land trusts are often self-sustaining as costs of land acquisition are passed to the purchasing public agency
- Allows timely action on threatened open space

### BARRIER(S)

- There is a gap to be filled for such emerging volunteer organizations (such as St. Louis Gateway Trailnet) which need staff to make the larger projects happen
- Money is needed for administering projects and handling up-front realty/land acquisition costs

### ADDITIONAL COMMENT(S)

- Focus on projects vs. planning to make things happen on the river
- Once an organization has proved it can handle project implementation, then support those efforts with money, vs. giving the money first



## SUMMARY

### PROGRAM NAME AND LOCATION

California State Coastal Conservancy

### INFORMANT(S)

- Peter Grenell, Executive Officer (510/464-1015)
- Various program publications

### SPONSORING ORGANIZATION

State of California

### ISSUES AND GOALS

- Overall goal to take positive steps to preserve, enhance, and restore coastal resources, and to address issues that regulation alone cannot resolve
- Seek creative solutions for difficult land use problems in California's 1,100-mile-long coastal zone and around San Francisco Bay

### TARGET RECIPIENT(S)

- Government agencies, nonprofit organizations, citizens' groups, and landowners on the coast
- Communities needing to resolve conflict arising from state mandated local coastal plans
- Projects which fall under general categories of urban waterfront restoration, coastal habitat restoration, coastal access development, agricultural land preservation, donations and dedications, assistance to nonprofit organizations

### ROLE OF THE FUNDER

- Facilitate, guide, negotiate, and mediate to help coastal communities resolve resource issues—in keeping with the policies of the California Coastal Act
- Initiate projects
- Rapid action assistance with the following capacity—risk-taking, leverage, public participation, and innovation
- Work actively with concerned parties to develop project recommendations regarding funding and/or technical assistance for board action

### KEY(S) TO SUCCESS

- Active staff involvement, not a passive operation
- No forms or deadlines for assistance
- Pragmatic approach with the flexibility to do what it takes
- Supply of state funding designated for this purpose
- Do not promise money to governments, instead "let's see what it will take approach" in terms of other funding sources, phasing-in projects, etc.

### BARRIER(S)

Controversial resource issues take time, patience, acknowledging all points of view, getting people talking, and persistence to sort out

### ADDITIONAL COMMENT(S)

- Participatory design processes have been an effective way to develop urban waterfront restoration projects
- Look at city's past actions and policies, then try to come to an area of agreement on action
- Urban areas can fund small grants for: public design processes, city to hire a consultant, money to help implement projects identified in the design process

### ADDITIONAL CONTACT(S)

Jane Rogers, San Francisco Foundation

## SUMMARY

### PROGRAM NAME AND LOCATION

Winthrop Rockefeller Foundation, Little Rock, AK

### INFORMANT(S)

- Mahlon Martin, Executive Director (510/376-6854)
- Freeman McKindra, Community Development Program Officer

### SPONSORING ORGANIZATION

Winthrop Rockefeller Foundation

### ISSUES AND GOALS

- Rural economic development
- Education
- Grass roots community organizing

### TARGET RECIPIENT(S)

- Community incentive program is strictly start-up money directed toward forming citizens groups, applying for 501c3 status
- Groups which show a broad representation of the community

### ROLE OF THE FUNDER

- Keep a lean staff, try not to get directly involved with projects
- Starting networks with other funders, through conferences, to broaden the potential impact on communities
- Funding an organizational training program—jury is still out on its effectiveness

### KEY(S) TO SUCCESS

- Insist the forming organizations get some kind of training
- Participation and involvement of all key players, equity and broad representation
- Push for inclusiveness of grass roots and neighborhood groups, not concerned with institutions
- Support proposals with specific goals, objectives, and timetables, with site visits to evaluate capacity

### BARRIER(S)

- In terms of environment, local government has not been a leader in the region
- There is no tradition of zoning or planning in these communities
- Perception that local governments do not collaborate well with others

### ADDITIONAL COMMENT(S)

- May need to look for regional brokers such as the Foundation for the Mid-South to handle local grants, which will only work if locals feel they have some input into the program
- Do not just fund governments, open program up to nonprofits
- Let cities come up with the ideas—communities resistant to the idea of outsiders coming in and telling them what to do
- Small grants could be used for planning process in the many small towns on the river
- Capitalize on local university resources (such as Arkansas State)
- Encourage competition to be creative and dream

### ADDITIONAL CONTACT(S)

Memorandum of contacts sent to Dan Ray

## SUMMARY

### PROGRAM NAME AND LOCATION

Lifeworks Foundation, Nashville TN

### INFORMANT(S)

George Bullard, Director and Staff (615/321-3663)

### SPONSORING ORGANIZATION

Lifeworks Foundation, a private, one-man operation

### ISSUES AND GOALS

- Support organizations working in areas of social change and justice—those that make the connection between social and environmental concerns
- Support those who work directly with disadvantaged rural and urban populations—where people have less advocacy, land is cheap, work is scarce, and sacrifices are made to health issues

### TARGET RECIPIENT(S)

Now focuses on the Nashville area

### ROLE OF THE FUNDER

Support grass roots groups working on issues of concern (see above)

### BARRIER(S)

Not many groups in Nashville working on the connections between social and environmental issues

### ADDITIONAL CONTACT(S)

- Steve Viederman, Jessie Smith Noyes Foundation, New York (212/684-6577)
- John Sherman, Tennessee Environmental Council (615/321-5075)

## SUMMARY

### PROGRAM NAME AND LOCATION

Foundation for the Mid-South, Jackson, MS

### INFORMANT(S)

George Pannick, Executive Director (601/355-8167)

### SPONSORING ORGANIZATION

Foundation for the Mid-South

### ISSUES AND GOALS

Community development in mid-south, not necessarily focused on the environment at this time

### ROLE OF THE FUNDER

Work with community-based organizations

### ADDITIONAL COMMENT(S)

- Cities in this area do not think about the river—it is on the other side of the levee
- Environmental problems along the river have to do with agriculture and agribusiness
- Agriculture dominates this stretch of the river
- Delta Cultural Center in Helena, a Governor Clinton state initiative, is trying to build awareness of the river

### ADDITIONAL CONTACT(S)

- Resource list sent to Dan Ray
- Ken Hubbel in Helena, AK
- MACE organization in Greenville, MS
- Mayor Rober Walker of Vicksburg—smart, progressive, knows the Corps
- Maggie Bryant, private funder, Delta Wildlife Foundation

## SUMMARY

### PROGRAM NAME AND LOCATION

Environmental grants, Mississippi River Cities

### INFORMANT(S)

Robert McNulty, president, People for Livable Place, formerly worked at the National Endowment for the Arts on their small grants for community arts development project (202/887-5990)

### ISSUES AND GOALS

- Integrated approach to poverty and environmental problems
- Focus on poorest urban areas in the United States—Memphis
- People in these poor urban cores suffer health consequences from poor environmental practices in disproportionate numbers

### TARGET RECIPIENT(S)

Suggests creating a promotion poster, phrasing program guidelines as openly as possible; distribute poster through existing networks such as arts councils, city managers, leagues of cities, mayors

### ROLE OF THE FUNDER

- Float the challenge to communities to be creative, to make their project be noticed by the evaluation team
- Use a network of regional colleagues to overcome the problems of distance from foundation offices; use a network such as the arts councils or social/economic development organizations to make site visits—for the honor of participation or for slight compensation
- Develop a catalogue of grant proposals, showing the need and potential of these communities; market this book to other funders through the network of community foundations—ask them to step in and fund

### KEY(S) TO SUCCESS

Small grants are a very successful way to leverage additional dollars and sweat equity

### ADDITIONAL COMMENT(S)

Likes the idea of using the Mississippi River to tie all the projects together along this linear element; use this in the marketing strategy

### ADDITIONAL CONTACT(S)

- Successful Communities Project of the World Wildlife Fund
- Bruce Dowling of the America the Beautiful Project
- Nation Endowment for the Arts
- Ron Foreman of the Audubon Institute in Louisiana—one of the institutions in New Orleans perceived as above reproach

## SUMMARY

### PROGRAM NAME AND LOCATION

Greater New Orleans Foundation, Environmental Grants Program (in the planning stages)

### INFORMANT(S)

Caroline Sonnier, Program Officer (504/822-4906)

### SPONSORING ORGANIZATION

Greater New Orleans Foundation (with funds from a Mississippi River chemical spill lawsuit)

### ISSUES AND GOALS

- Through the Council of Foundations network, have been researching ways to use \$6 million in lawsuit money, contingent on stipulations by the court
- Mitigation and correction of practices which impair water quality
- Focus on projects which are going to address the effects of environment on human health

### TARGET RECIPIENT(S)

- Interested in funding groups able to bring together industry and environmental activist segments of the community
- Targeted to greater New Orleans region

### ROLE OF THE FINDER

- Leaning toward making strategic larger grants or making smaller grants to organizations at the beginning phases of implementing long range plans vs. scattering smaller grants
- Support projects which pull people together to work on environmental problems in the region

### KEY(S) TO SUCCESS

Focus on projects which can show evidence of success—such as projects which increase community awareness, building a new coalition, or measurably improve water quality, etc.

### BARRIER(S)

- Foundation is a newcomer to this area of giving, needs more expertise on the grants committee
- Potential derailment of projects with hidden political ties which become evident and compromise the whole project (example: they funded Lake Ponchartrain Basin Foundation, which is just emerging from such problems)
- Lack of vocal environmental organizations due to dependence on oil and gas industry jobs

### ADDITIONAL COMMENT(S)

Would be glad to work with McKnight, sharing their knowledge of the community and helping with implementation in any way

### ADDITIONAL CONTACT(S)

- Pat Mason, Tulane Medical Center
- Audubon Institute, which has received a major grant from an oil corporation for animal conservation exhibits at the zoo

## B. FUNDING RESOURCES AVAILABLE FOR URBAN ENVIRONMENTAL INITIATIVES

### ENVIRONMENTAL LAWSUIT SETTLEMENT MONEY

New trend to award settlement money to community foundations and private non-profits

### CONSERVANCIES

- Nature Conservancy
- The Trust for Public Land

### CORPORATE GIVERS

- Arco (in Natchez)
- 3M
- MacDonald/Douglas—was giving until defense cuts
- Red Wing Shoe Company
- HB Fuller

### PRIVATE FOUNDATIONS

- Northwest Area Foundation
- Joyce, Bush, Mott, etc., foundations

### COMMUNITY FOUNDATIONS

- St. Paul Foundation administers smaller environmental funds
- New Orleans Foundation will be expanding its environmental focus
- East St. Louis

### PRIVATE FOUNDATIONS/NONPROFITS TO STATE AND LOCAL GOVERNMENT

- Ford Foundation awards
- Iowa Main Street, National Trust Main Street programs

### LOCAL GOVERNMENT

- Tax increment financing districts
- Tax revenues from riverboat gambling

### STATES

- Illinois Great River Trail (bike path match 50/50)
- Illinois boat user fees for habitat restoration
- Iowa Resource Enhancement and Protection Act (\$5 million)(diminishing)
- Minnesota LCMR, Clean Water Partnership
- Louisiana Wetland Restoration (\$60 million)
- 

### FEDERAL TO STATES (in the form of block grants)

- Land and Water Conservation Funds (LAWCON) (diminishing)
- EPA waste treatment, site clean-up funds and non-point source pollution prevention grants

### FEDERAL TO REGIONAL GOVERNMENTS (in the form of block grants)

Intermodal Surface Transportation Act (new)

FEDERAL

- Army Corps projects
- Environmental Education Center in Winona (U.S.F.W. budget)
- National Park Service (MNNRA 50/50 match) (proposed)



## C. MAKING A DIFFERENCE WITH SMALL GRANTS\* : NEEDS FOR URBAN ENVIRONMENTAL INITIATIVES

In general, small grants needed because they challenge locals to join in—through matching dollars/in-kind contributions. Specifically, small grants in urban areas are needed for:

### PLANNING/FEASIBILITY/REUSE STUDIES

Dollar range: \$10,000-\$100,000

- planning and community design processes
- reuse/feasibility studies for toxic sites

### PROJECT MATERIALS, IMPLEMENTATION

Dollar range: \$30,000-\$150,000

- follow-up money to implement elements in community design process
- small project/facilities implementation
- project administration

### SUPPORT GROUP DEVELOPMENT, INCREASE CAPACITY

Dollar range: \$4,000 to emerging groups; \$7,500-\$25,000 for established groups, coalition building

- grass roots groups for water quality/toxins monitoring
- groups moving from volunteer to staffed organizations
- development of emerging grass roots groups
- environmental initiatives of finally strapped cities
- coalition building

### AWARENESS PROJECTS

Dollar range: \$20,000-\$75,000?? (too little data)

- environmental education efforts, education kit development
- polling projects, asking questions to galvanize public

### LEVERAGE EXISTING CAPACITY OR RESOURCES

Dollar range: \$60,000-\$150,000 for infrastructure modifications; \$5,000+ for project seed money

- infrastructure modifications/add-ons for environment
- seed money to projects; to attract more funding

### OTHER

Dollar range: variable

- up front real estate costs for land held in trusts
- support job retraining for displaced banned chemical workers

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\*Small grants defined as under \$150,000.

## D. ALTERNATIVE APPROACHES TO PROGRAM DESIGN

### SUMMARY

A description and analysis of alternative approaches to structuring a program provided the basis for workshop discussions. These approaches were developed out of the information collected from funders contacted in the course of this research. Four distinct approaches are presented. A fifth approach (which combines two approaches) will be described briefly.

#### APPROACH 1: PROJECT GRANTS

Modifications of traditional foundation granting programs targeted to cities through different mechanisms. Three variations on the theme.

APPROACH 1a: Grants program with stated criteria for projects with preferred attributes. Sub-grant program to a city/community foundation or coalition. Use their network and knowledge to foster the development of grass roots, river-community-based efforts for the river and its environment.

APPROACH 1b: Grants program with the stated criteria for projects with preferred attributes. Sub-grant program to a local foundation or coalition. Use this group to gather a group of grant reviewers drawn from the regional community of targeted recipients.

APPROACH 1c: Offer a challenge to communities with broad-based public notification and publicity, see what projects come in; fund those of interest; and publicize the results as a book of projects.

#### APPROACH 2: RIVER CITIES COALITION

Convene an annual meeting of Mississippi River communities to focus on the river and its environment. Present case studies with a range of opportunities and ideas. Develop workshops on areas such as conflict management.

#### APPROACH 3: DIRECT INTERVENTION

Foundation is an active agent to promote urban projects focusing on the Mississippi River and/or to act as a mediator.

APPROACH 3a: Establish a conservancy with a focus on urban environmental issues as they relate to the river. Invite cities to come to conservancy with projects which would receive aid in any number of ways. The emphasis is on the flexibility to give strategically to get the job done.

APPROACH 3b: Play an active role in encouraging river communities by supporting city-wide coalitions which have the river environment as its focus; encourage targeted small grass roots efforts or serve as a resource to provide technical assistance, mediate conflicts, put together financial packages.

#### APPROACH 4: AWARDS

Give awards to projects in river communities which achieve the goals of innovation, replicability, and beneficial impact on the Mississippi River and its banks.

#### APPROACH 5: LINK APPROACH 1 AND APPROACH 4

## ANALYSIS

### APPROACH 1A

Grants program with stated criteria for projects with preferred attributes. Sub-grant program to a city/ community foundation or coalition. Use their network and knowledge to foster the development of grass roots, river-community-based efforts for the river and its environment.

#### Model

Community foundations which regrant

#### Benefits

- Overcomes problems associated with distance, staffing needs for a small grants program
- Takes advantage of knowledge and networks of local groups
- Could ensure geographic distribution by selection of regrant
- Community foundations recipients of lawsuit settlements from environmental cases (leverage possibility)
- Convene regional meetings of recipients at less cost than gathering all river cities recipients in one location

#### Risks

- Less direct control of the project
- Does not insure network and coalition building beyond the reach of the regional context of sub-granter

#### Costs

- Adds a new layer of administration between McKnight Foundation and recipient
- Dissemination cost of whole program assumed by McKnight

#### Staffing

- Foundation staffing time required to select, oversee, and convene program evaluation meeting

#### Program Evaluation

Convene three regional subgrantees, lessons learned evaluation

#### Incentive/Rewards for Participants

- Less intimidating, wouldn't be "competing" with the whole river.
- Participants would learn about local resources and collaborators while working with a community foundation

### APPROACH 1B

Grants program with the stated criteria for projects with preferred attributes. Sub-grant program to a local foundation or coalition. Use this group to gather a group of grant reviewers drawn from the regional community of targeted recipients.

#### Models

- Iowa REAP
- Headwaters Fund

#### Benefits

- Openness of the process and direct connection to less funded community groups
- Addresses concerns of distance and diversity of communities, governmental structures, environmental issues, etc., along the whole length of the river

#### Risks

Same as above

#### Costs

- Same as above, and
- Added cost in staff time to establish grants committee

#### Program Evaluation

Could measure success of the program in number of new projects initiated by underfunded communities and groups

#### Incentives/Rewards to Participants

Fairness and inclusion in the process

### APPROACH 1C

Offer a challenge to communities with broad-based public notification and publicity, see what projects come in; fund those of interest; and publicize the results as a book of projects.

#### Model

NEA Design Arts Grants to communities under 50,000

#### Benefits

- Inclusive process that does not leave out possibilities
- Lack of categories may encourage applications which cut across traditional granting categories
- Could encourage action where it does not exist at the moment due to lack of incentive or specific direction

#### Risks

- You may not get submittals for the kind of projects you are seeking
- End results may not coalesce into network building or visible results for program as a whole
- With no site visits, or local knowledge, may fund projects that sound good but do not achieve results or have negative impacts

#### Costs

Travel costs are lower if no site visits

#### Staffing

More staff time in screening of applications or, have team of reviewers screen: time and money to recruit and assemble the team

#### Program Evaluation

- Measure success of the program in terms of the diversity and creativity of funded programs
- If a book of grantees is produced, measure requests for information
- Summary evaluation of all project results and the cumulative effects of their individual dissemination efforts

#### Incentives to Participants

Funding source with open eligibility and no history may encourage those who have been denied funding from local resources

## APPROACH 2

Convene an annual meeting of Mississippi River communities to focus on the river and its environment. Present case studies with a range of opportunities and ideas. Develop workshops on areas such as conflict management.

### Model

- Mayors Institute on City Design
- Great Lakes Harbor Cities

### Benefits

- Would achieve goal as catalyst
- Networking, idea and technique dissemination
- Fill an existing gap because now local governments do not participate in existing river organizations
- Political presence achieved through collective voice of river cities

### Risks

- No action would result in the form of projects in the ground— there would be no visible result
- Sustainability—cities will not buy into the idea and take over and support a conference of river cities after initial support is gone
- Will not necessarily achieve the goal of leveraging resources
- Such diversity along the river, cities will have little in common
- Would it leave out important nonprofit players?

### Costs

Foundation would be taking on major financial role to launch the program; if only trying to attract city managers, mayors etc., it would be fairly easy to target through lists, professional organizations

### Staffing

Subcontract the conference

### Program Evaluation

- Measures like number of participating cities, diversity of size and interests, number of repeaters after three years, information requests
- Amount of press in host city

## APPROACH 3A

Establish a conservancy with a focus on urban environmental issues as they relate to the river. Invite cities to come to conservancy with projects which would receive aid in any number of ways. The emphasis is on the flexibility to give strategically to get the job done.

### Model

- California Coastal Conservancy
- The Trust for Public Land (purchases key parcels for open space and recreation)

### Benefits

- Gives one private "voice"/resource for river cities to mediate difference, creative solutions in multi-jurisdiction environment
- Can direct projects to achieve desired goals such as collaboration
- Timely assistance
- Can target RFPs to fill unmet needs

- Let the city or city groups come to you, you shape your involvement
- Allows maximum leveraging of resources

#### Risks

- Controversy when an active player in environmental issues
- Fairness issue—since the process is individual to each project
- Does not directly address coalition building or networking, so this may not occur
- Sustainability—demonstration grant may not be long enough
- Multi-state configuration of Mississippi River may stifle action

#### Costs

Extensive costs in staffing as well as the grants

#### Staffing

Extensive staffing needed, more focused program and financial participation, staffing would be leaner

#### Program Evaluation

Success measured in terms of actual projects in the ground, acres preserved, numbers of jurisdictions with projects, etc.

### APPROACH 3B

Play an active role in encouraging river communities by supporting city-wide coalitions which have the river environment as its focus; encourage targeted small grass roots efforts or serve as a resource to provide technical assistance, mediate conflicts, put together financial packages.

#### Model

- EPA Geographic Approach to Voluntary Releases Reduction Program
- San Francisco Foundation program targeting the health of the San Francisco Bay; taking risks by supporting emerging grass roots groups organizing in severely impacted neighborhoods
- National Trust Main Street Program/Iowa Main Street: three-year, stepped-down starting grants are given in the Iowa program; matches required for larger communities

#### Benefits

- Can direct projects to achieve desired goals such as collaboration where possible and appropriate
- Main Street provides a structure that cities can buy into
- Prods the community to action, gives the community a direction
- Can help uncover and leverage local resources

#### Risks

- Cannot get the program structured and established in time
- If supporting a coalition, no action may result
- Need more time

#### Costs

Same as above

#### Staffing

Heavier staffing requirements than traditional granting programs, though not as heavy as conservancy approach

## Incentives to Participants

Money available to initiate projects

### APPROACH 4

Give awards to projects in river communities which achieve the goals of innovation, replicability, and beneficial impact on the Mississippi River and its banks.

#### Models

- Innovations in State and Local Government, gives awards and the right to apply for \$100,000 grants
- The EPA Administrator's Awards Program—no money is awarded
- Searching for Success: Environmental Achievement Awards

#### Benefits

- Reward already existing programs that are working
- Provides a ready pool of case studies to disseminate through conferences and use in university public policy classes

#### Risks

- Will not encourage newly emerging groups
- May not get geographic spread unless this criteria is built into final evaluation, as it is in the Innovations program
- Process not be perceived as fair
- Costs in reviewing applications and dissemination may dilute the amount of money available to actually support programs/projects
- Will only indirectly leverage resources to the river

#### Costs

If site reviewers/case study writers are part of the program, dissemination costs incurred as well as evaluation costs

#### Staffing

People required to select review panels, write case studies, publish case studies, arrange evaluation process

#### Program Evaluation

- Success built-in by having gathered substantial proof that communities can make a difference on the river
- Number of requests for case study/winning project information
- Quality of the grant winner's own dissemination project
- Number of replications of winner's process

#### Incentive to Participants

- Recognition (to be used to apply for other funding, other programs)
- Learn of other projects they may want to try in their own community

APPROACH 5 (Link Approach 1 and Approach 4)

Given the time constraint and limited budget of the demonstration project:

- Amalgam of Approach 1 and Approach 4, with a conference/networking built in to process
- Begin with an awards program
- Write up finalist and award winners with case studies
- Convene meeting to bestow honors, network etc.
- Use case studies to form a book to publicize efforts and develop grant categories, be a program guide to applicants for the remaining years of the demonstration project
- Built-in flexibility for change



## E. LESSONS LEARNED: PROGRAM APPROACHES, STRUCTURE, AND EVALUATION

### DIFFERENT STROKES FOR DIFFERENT FOLKS!

There is no one sure way to achieve environmental goals. Distinct approaches include:

- Reward successful projects
- Encourage emerging grass roots efforts
- Take a direct approach to shape the future (resolve conflicts, help package multiple resources, target unmet needs)

### APPROACHES TO MARKETING A NEW PROGRAM

- Identify categories and see what comes in
- Advance definitions of desired activities/project attributes
- Encourage constructive conflict, or avoid confrontation

### MECHANISMS TO ACHIEVE OVERALL GOALS OF CITY GRANTS PROGRAM

- Favor the cities identifying projects, not the giver
- Favor projects which have cross-river collaboration
- Physical results should be emphasized rather than planning per se, or leadership training per se
- Evidence of inclusiveness in organization, project processes and support can pave the way for affecting lives of disadvantaged populations
- Applicant self-assessment or reviewer assessment to avoid negative impacts, not just positive achievement
- Geographic distribution of projects depends upon the approach taken; each approach has different implications
- Results disseminated by grantee or by grantor/both

### PROGRAM EVALUATION

- Givers should focus on their desired overall results, not projects per se, lessons learned approach
- Measure success in terms of awareness, activism stimulated, not in terms of quantified environmental quality improvements
- Assemble measurements such as amount of press, amount of dissemination, diversity of projects, populations served

**F. COMMUNITY FOUNDATIONS IN CITIES LOCATED  
ON THE MISSISSIPPI RIVER**

Minnesota	The Minnesota Foundation
St. Cloud	Central Minnesota Community Foundation (St. Cloud)
Elk River	Central Minnesota Community Foundation Elk River Fund in Central Minnesota Initiative Fund
Minneapolis	The Minneapolis Foundation
St. Paul	The St. Paul Foundation
Red Wing	Red Wing Fund in The St. Paul Foundation
Winona	Greater Winona Community Foundation
LaCrosse	LaCrosse Foundation
Davenport	Davenport Area Foundation
Rock Island	Rock Island Community Foundation
Moline	Moline Foundation
St. Louis	St. Louis Community Foundation
Memphis	Community Foundation of Greater Memphis
Baton Rouge	Baton Rouge Area Community Foundation
New Orleans	The Greater New Orleans Community Foundation

GRANTS

**APPENDIX III. URBAN PROJECT GRANTS**

## GUIDELINE SUGGESTIONS

### PURPOSE

The purpose of this program is to build capacity in all sectors of urban centers on the river and to galvanize environmental efforts at a local level which will improve the health of the Mississippi River, its banks, and those who live or depend on this resource. The McKnight Foundation wishes to support projects which:

- Reduce health threats to the river and to people along the river through pollution prevention and/or elimination of hazards
- Develop city constituencies for the river in the form of new institutions—such as river affinity groups
- Enhance connections between the river and the city in ways which allow access without impairing the health of the resource
- Achieve protection and restoration of healthy and sustainable urban river instream environments and river bank zones such as bluffs and wetlands
- Create collaborations on behalf of the river which include city residents, officials, and community leaders, ideally on both sides of the river

### ELIGIBILITY CRITERIA

Submitter can be one of, or combinations of the following:

- General purpose local governments
- Special districts that operate in urban areas such as park boards, sanitary commissions, flood control and watershed districts
- Joint-power bodies such as regional governments
- Environmental, community, neighborhood, and nonprofit organizations or coalitions

Programs or projects must be based in river communities which are defined as jurisdictions which have Mississippi River boundaries.

### EVALUATION CRITERIA

Requests will be evaluated based on the following criteria. The McKnight Foundation recognizes the varying nature of proposals; one submission does not need to contain all of these elements.

- Environmental justification and need: How will this project benefit the environment of the river? How will this project change the city's awareness and improve the city's treatment of the river? What will happen if this project/program is not undertaken, including urgencies and need to take action that may exist?
- Impact on poor or disadvantaged city dwellers: How will the lives of low income city dwellers be improved by the environmental action? What sectors of the city will benefit/may be impacted negatively or positively by the project?
- Replicability: Can project/program be replicated? If so, how could essential components be transferred to other river cities? Have ongoing efforts already sparked projects in other cities? How does this project relate to regional needs or interests? Does the project have greater than local significance?
- Bridging boundaries: Does the project create new linkages which cross institutional and political boundaries? Does the project involve cities on both sides of the river?
- Community involvement: Does the project have the support of elected, city officials and others in the city public arena; does the project have the support of relevant nonprofit, community groups operating in the city? What is the community representation on the organization staff or board?
- Sustainability: Is there a long-term strategy for attracting funding and community support? Can or has this initiative attract other resources, what are other forms of support for this project/program?
- Capacity: Is the proposal an appropriate challenge for the organization taking the lead on the project, based on existing staff and volunteer experience and support?

## PROCESS OF SELECTION

1. Applicant submits data on project participants, contacts, annual budget, etc., and a description of project characteristics, objectives, benefits; a separate summary of the project, specifically addressing each of the selection criteria; list of community references who are familiar with your program, representative of public and nonprofit support, and or business/labor organizations (supporting materials such as press clippings, photos, or publications may be submitted, not to exceed three items).
2. After passing an initial screening by the program officer, proposals are reviewed by appropriate "technical reviewers." These experts from different stretches of the river would comment on the feasibility, legality, or environmental desirability of a given project. The kind of reviewers that might be needed would include experts on:
  - land use, zoning
  - water and wetland regulation (state and national)
  - ecologists with specialties in fish and/or wildlife, habitat restoration and preservation in urban environments
  - landscape ecologists with specialty in river corridor management in urban environments
  - urban water resources—surface and ground water quality
  - hydrology
  - structural engineering
  - cultural resource preservation, management
  - urban design

Upon review of technical issues, program officer would conduct site visits, with recommendations to the board.

## GEOGRAPHIC DISTRIBUTION

Aim for a geographic and city population range as well as range of issues, innovations, and stage of group development. If initial years produce geographic gaps, more aggressive marketing and project development assistance may be needed in regions without city grantees.

## TARGETING THE AUDIENCE

Develop mailing lists targeted to river communities to include:

- Mayors, city planning office
- Parks and recreation staff
- Community development corporations
- Chambers of Commerce
- Business/industry groups
- Labor groups
- Nonprofits active in area
- In larger cities—neighborhood groups
- Conservation groups in the region
- County governments
- Metropolitan regional governments
- Leagues of municipalities
- Council of Governments
- League of Women Voters
- Community foundations
- Funders who have supported projects in these areas
- Special districts

Along with contacting national professional and civic organizations of such groups as National League of Cities, a mailing list broker can be used to begin building this list. A list broker such as B. Direct Marketing in Minneapolis can target Mississippi River towns to compile lists of city and county/parish government officials such as mayors, supervisors, engineers, etc. Nonprofits as well as business groups in river towns can also be identified. The price for government lists runs approximately \$80-\$90 per 1,000 names, with other list categories in about the same price range. A minimum list order is 5,000 names, approximately \$450-\$500. Developing and producing such a list would take B. Direct Marketing about two weeks.

#### GRANTS PROGRAM EVALUATION

Program evaluation would begin at the Year 5 Riverfront Cities workshop. Participants would include city project managers, funders, potential future funders, and external evaluators/facilitators. The workshop provides one vehicle for evaluating the program.

In addition, an outside consultant, conducting the Riverfront Cities program review, would conduct a review of how well the funded city projects met their goals. This judgment would be based in part by changes in physical functions of the city environment to improve the quality of the river, evidence of increased awareness and cooperation in addressing the river environment, and an increase in the numbers of new institutions created in cities which focus on the river and its health.

#### STAFFING

Program officer is assisted by reviewers who are familiar with particular stretches of the river from a technical point of view. Program officer conducts site reviews in the cities.

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