



# The 95-Year Old Startup

Messy mission-driven change

May 7, 2019



*"I never made a dime talking"*

- S.S. Kresge, Harvard dedication (complete text)







**AMERICAN  
CITIES**



**ARTS &  
CULTURE**



**DETROIT**



**EDUCATION**



**ENVIRONMENT**



**HEALTH**



**HUMAN  
SERVICES**



**SOCIAL  
INVESTMENT  
PRACTICE**

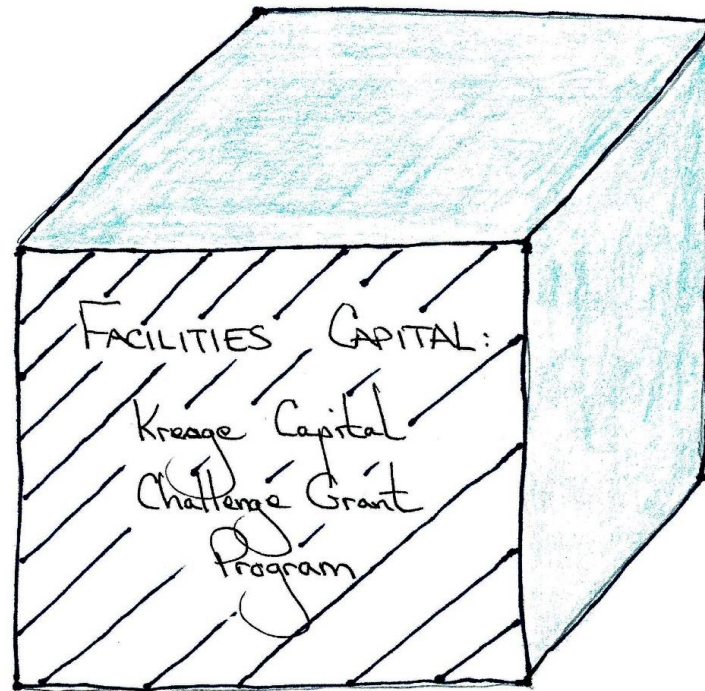


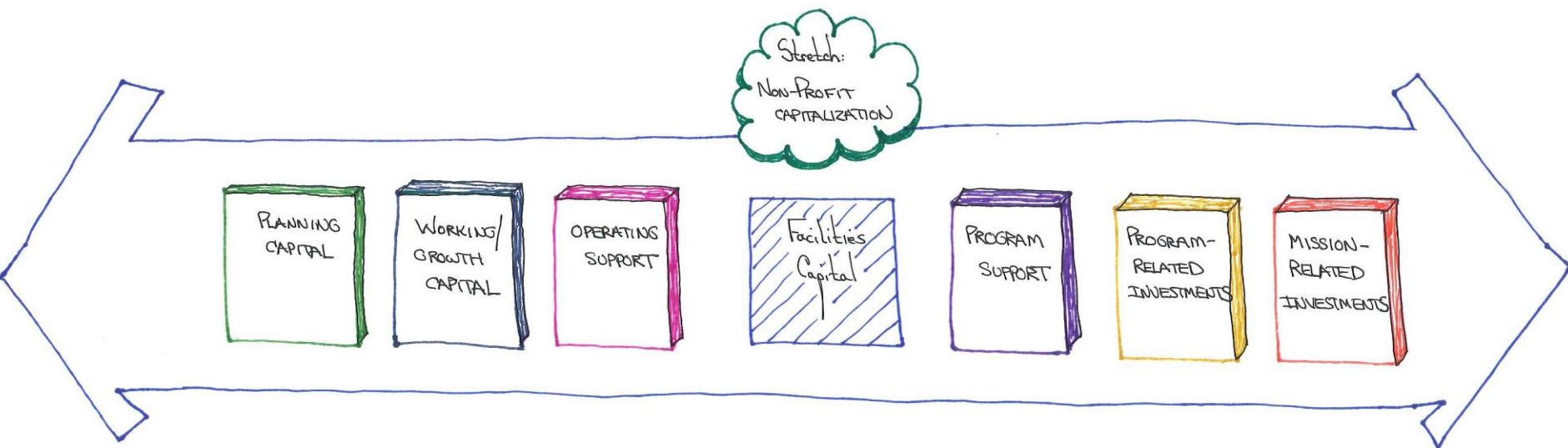




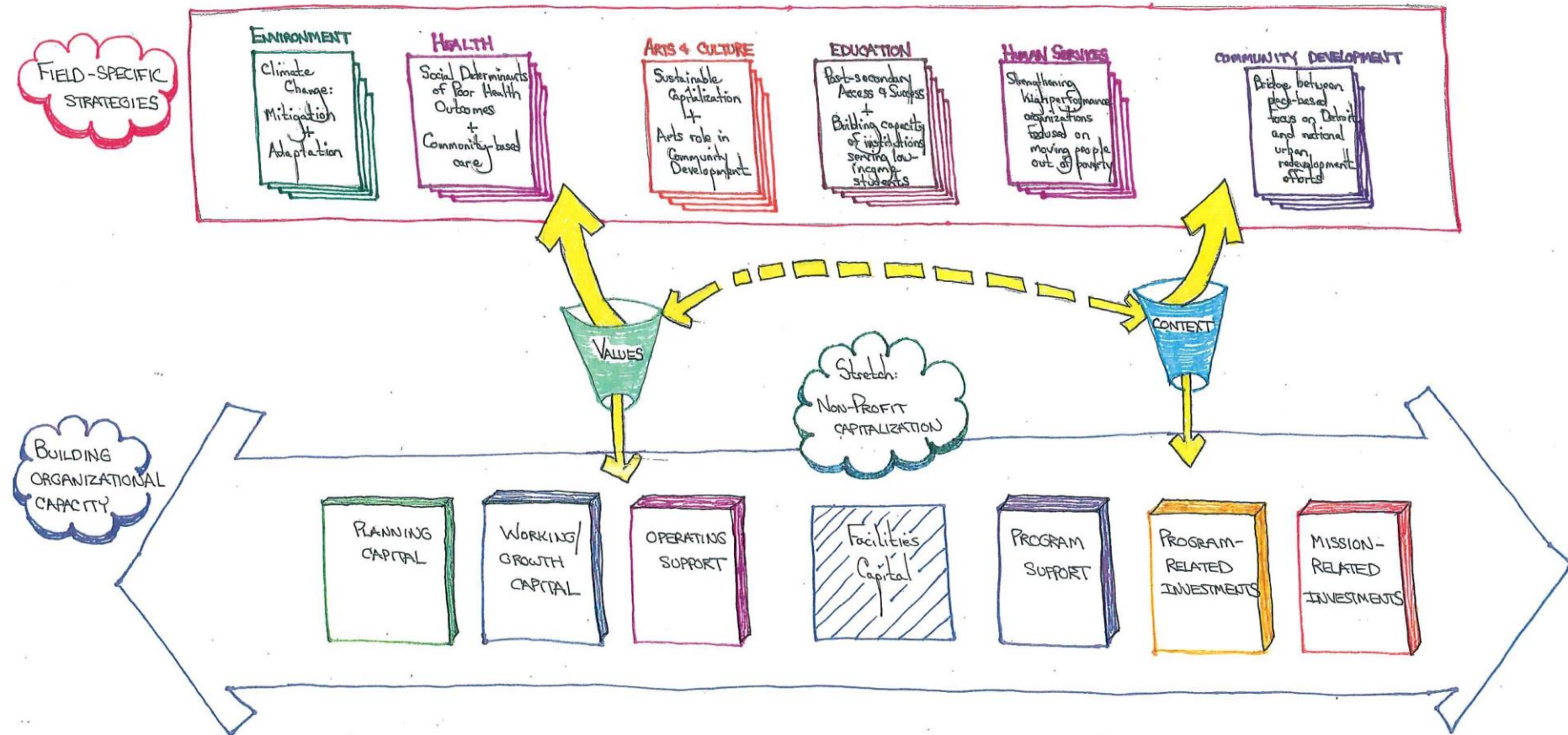














What is the overarching unifying **identity** of the Foundation?

# THE KRESGE FOUNDATION: STRENGTHENING THE BUILDING BLOCKS OF VIBRANT URBAN LIFE

The Kresge Foundation invests in improving the bedrock economic, social, cultural, and environmental conditions of urban life, with an emphasis on reducing disparities facing low-income people, advancing their pathways of opportunity, and promoting cultural vibrancy, systems of mutual support, and environmental sustainability in the communities in which they live.

What are our guiding **values**?

Low-Income Opportunity

Community Impact

Diversity

Institutional Transformation

Environmental Conservation

What is the nature of the **change** we seek in our fields of interest?

Detroit & Community Development

Environment

Education

Arts & Culture

Health

Human Services

## RE-IMAGINING DETROIT

Implementing a multi-domain, multi-factor investment framework to change Detroit's trajectory

1. Green
2. Entrepreneurial
3. Health
4. Land use
5. Woodland Anchors
6. LRT
7. Neighborhoods
8. Education
9. Arts & Culture

## ENVIRONMENTAL RESILIENCE

Equipping vulnerable communities to safeguard their residents and natural assets against changes in the climate

1. Mitigating long-term harm
2. Adapting to the unavoidable consequences of climate change

## POST-SECONDARY ACCESS & SUCCESS

Promoting the ability of low-income, disadvantaged, or marginalized people to enter and succeed in post-secondary education

1. Pathways to and through college
2. Institutional Support
3. South Africa

## CREATIVE PLACE-MAKING

Supporting arts & cultural activity that promotes community development & strengthens civic engagement

1. Embedding institutions
2. Sound capitalization

## REDUCING HEALTH DISPARITIES

Expanding access for low-income people to community-based care & combatting the social and environmental determinants of poor health outcomes

1. Access to high-quality community care
2. Healthy Environments

## OPPORTUNITY PATHWAYS

Investing in multi-service human services organizations that provide low-income people with pathways of opportunity to the economic mainstream

1. Multi-service organizations providing direct services
2. Umbrella regional, state, or national organizations

What **tools** support our work?

## KNOWLEDGE & EVALUATION STRATEGY

Assessing success & impact

## SOCIAL INVESTMENTS PRACTICE

Integrating with program strategies

## STRATEGIC COMMUNICATIONS

Telling our story clearly & consistently

What are the **methods** that shape our work?

## Field Leadership

Seeking a role that contributes materially to addressing the most important, intractable issues in the field

Elevating staff to leadership status within the field

## Inter-Disciplinary

Working at the intersections of disciplines

Creating a portfolio that cross-walks investments across teams

## Spectrum of Tools

Combining a grant with other tools to advance program goals

Research  
Convening  
Communications  
Creating networks

## Proactive & Dynamic Risk-Taking

Addressing "market failure"

Creating clear metrics for assessing risk and factoring that into decisionmaking

## Philanthropy & Civic Partnership

Coordinating and aligning with public, private, & philanthropic partners

Leveraging our financial and intellectual resources



*Yes and...*





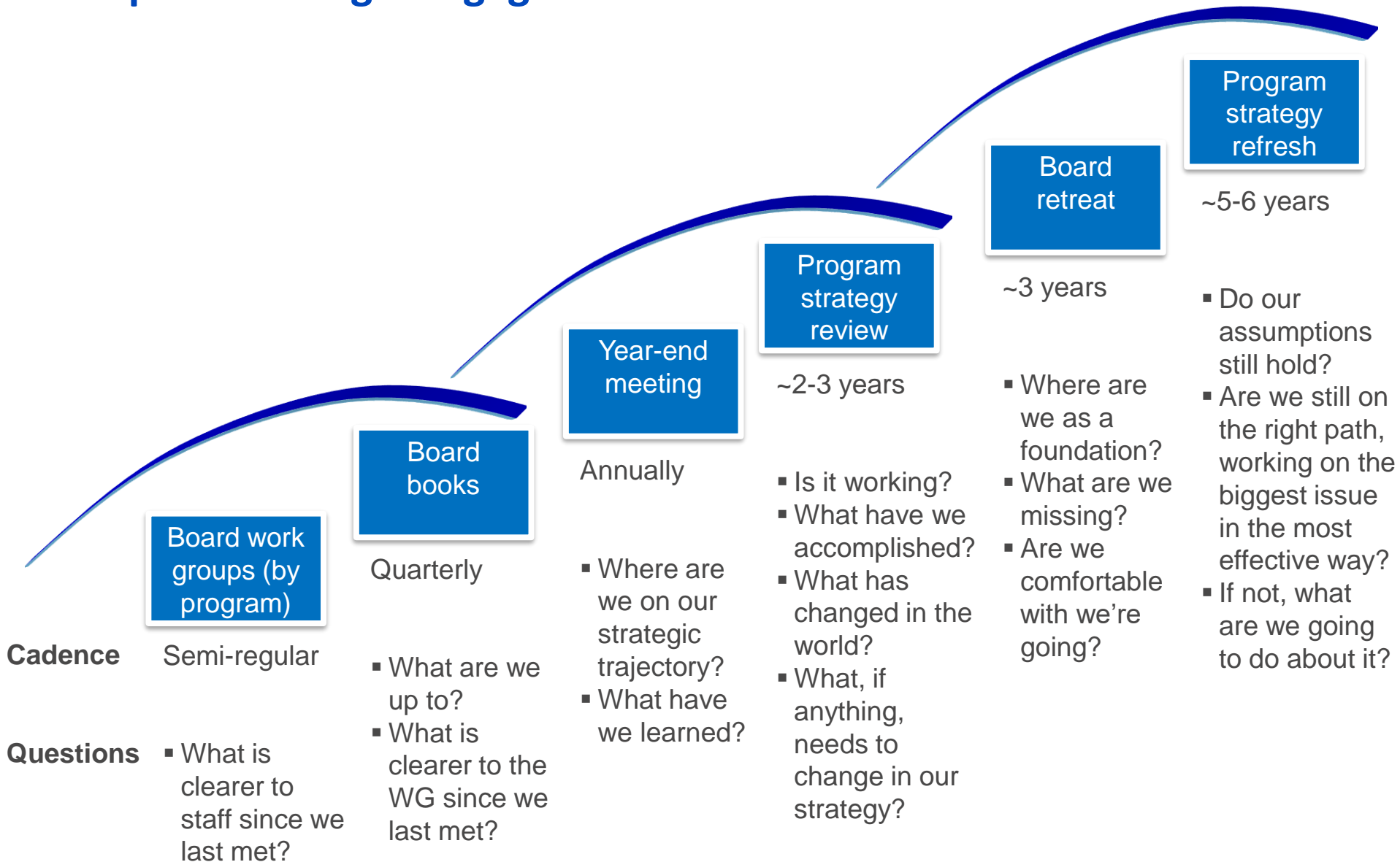




If you want to drive change, you've gotta...

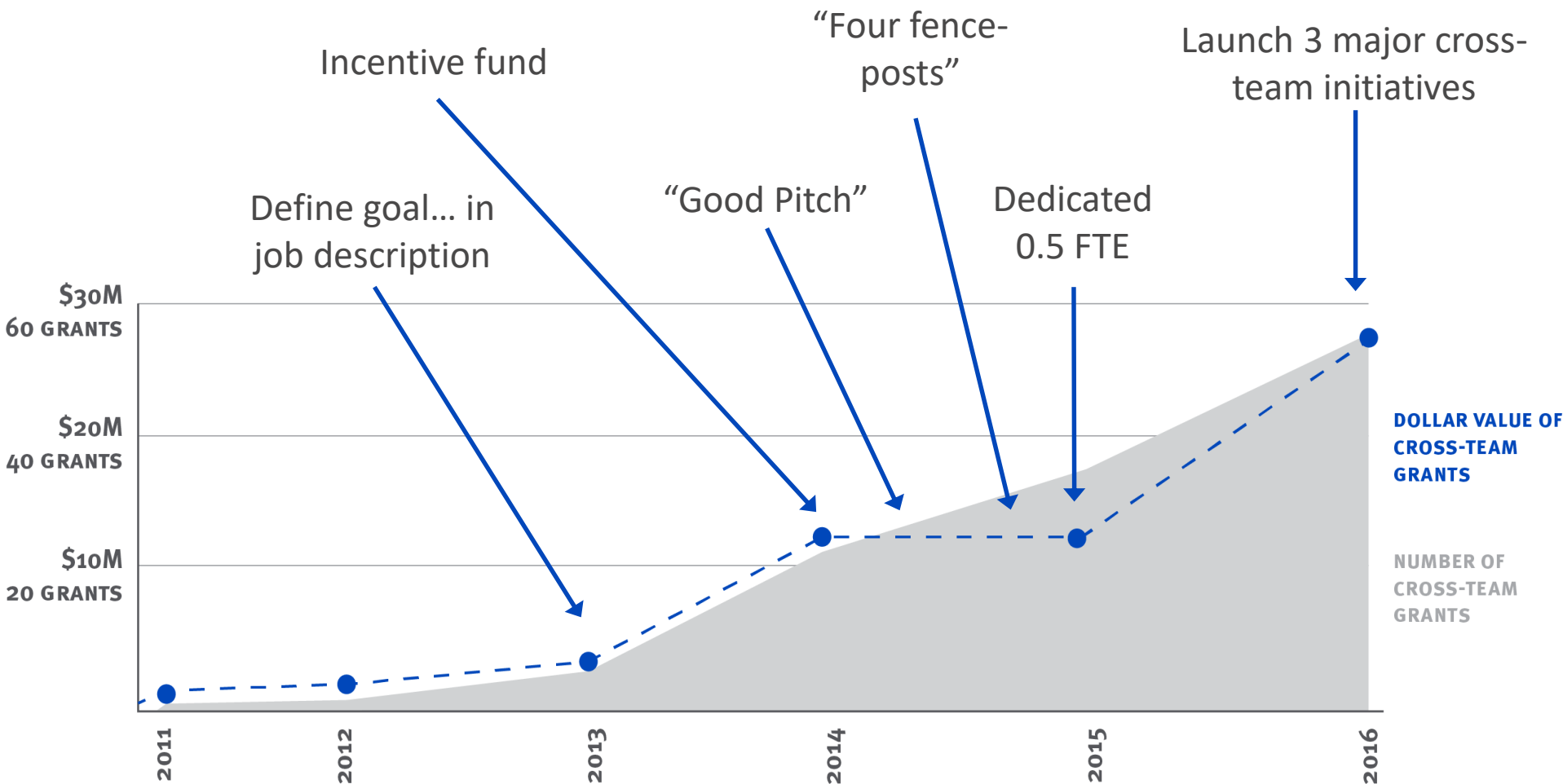
1. Explain why
2. Role model it
3. Make it easy
4. Make it rewarding

## Tempo of strategic engagement

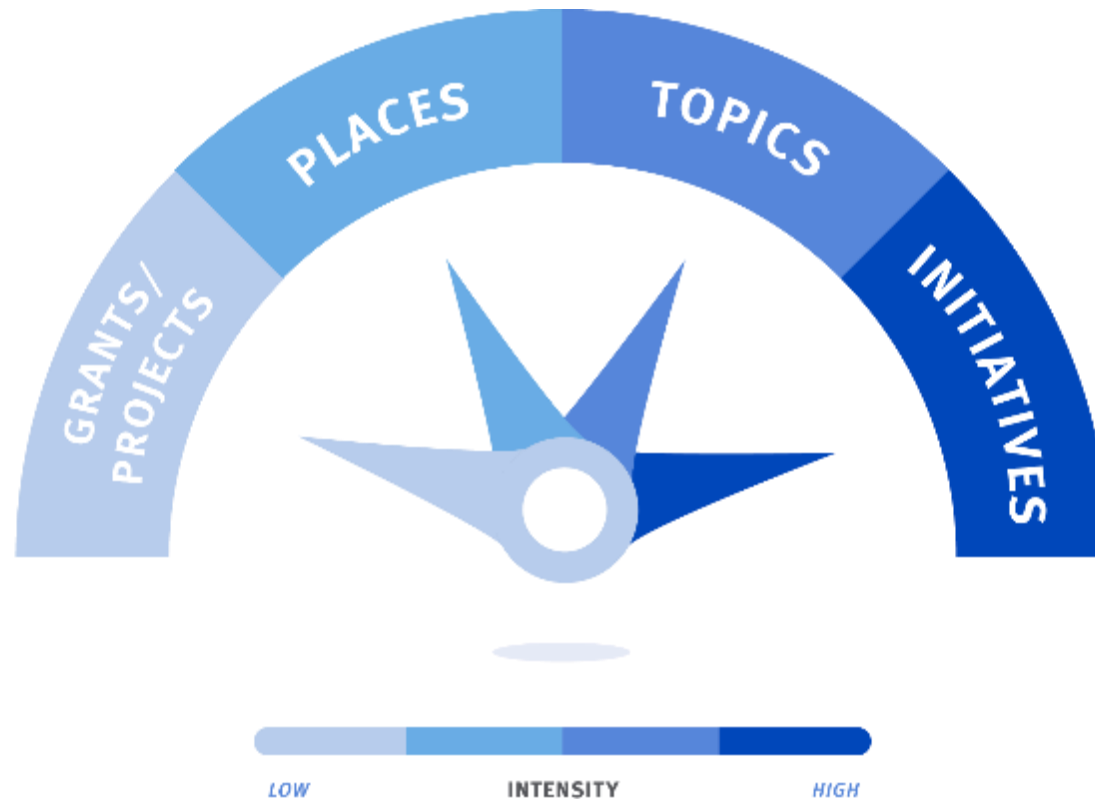




## From 3% to 20%+ of Kresge's grantmaking



## Categories of cross-team work



### GRANTS/PROJECTS

**56 grants**  
totaling  
**\$27.4 million**  
in 2016

### PLACES

**Memphis**  
**New Orleans**

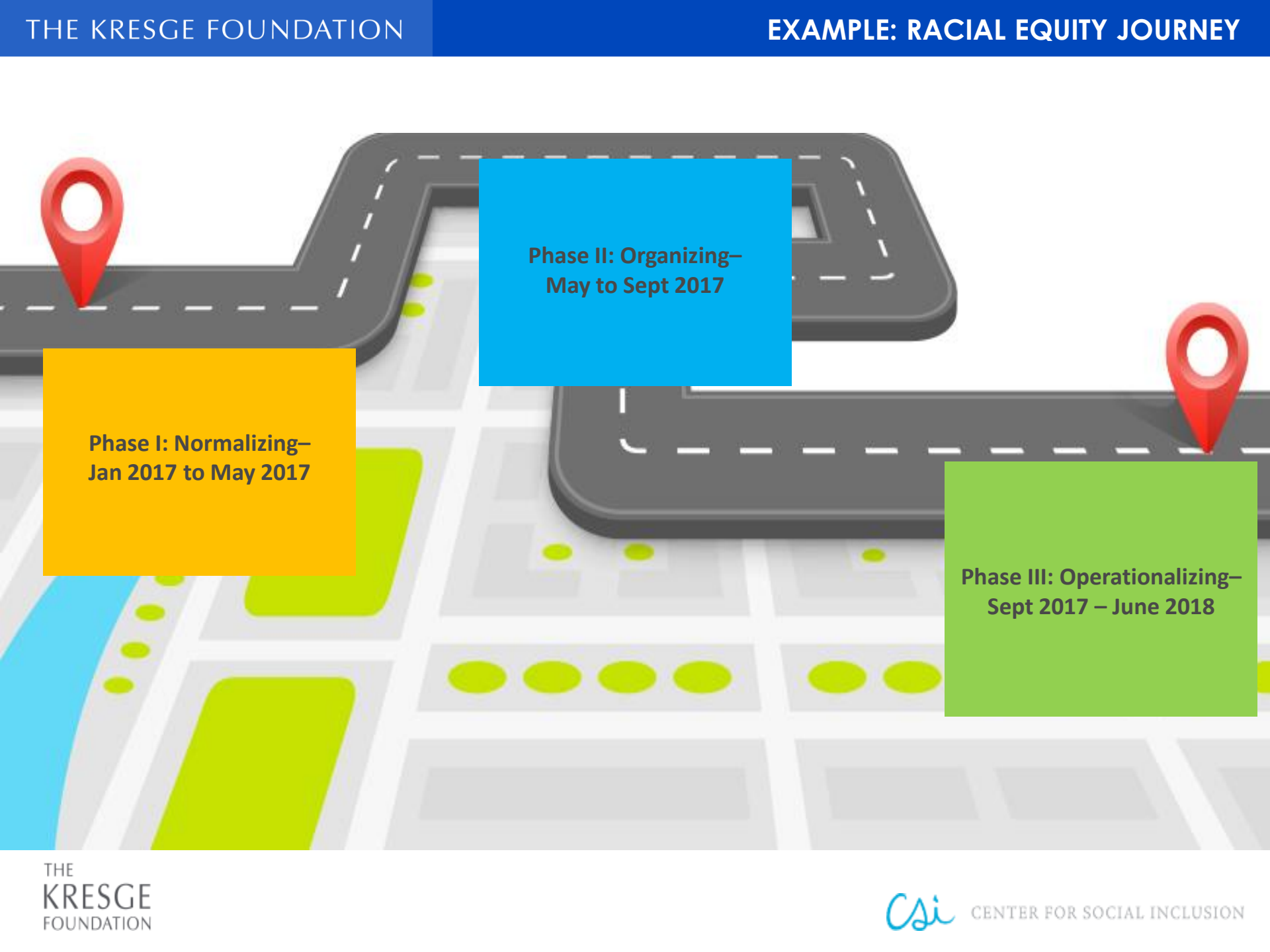
### TOPICS

**Housing**  
**Boys &  
Men of Color**

### INITIATIVES







**Phase I: Normalizing—  
Jan 2017 to May 2017**

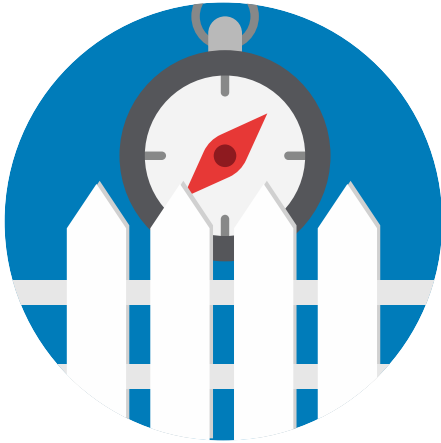
**Phase II: Organizing—  
May to Sept 2017**

**Phase III: Operationalizing—  
Sept 2017 – June 2018**

# Heart and Head







1. To more directly explore Kresge's "opportunity" fencepost

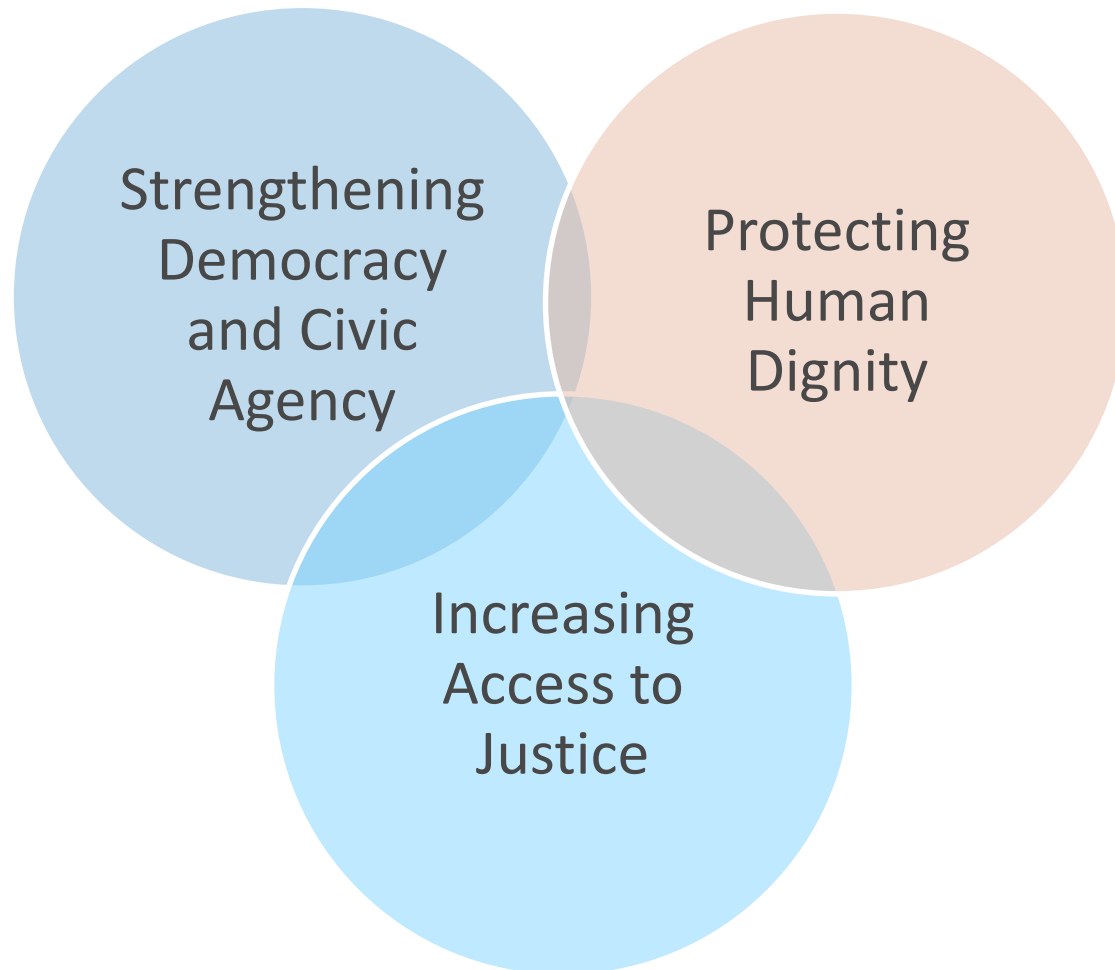


2. To address impediments to opportunity that cut across programs



3. To craft a portfolio of responsive investments - that hold the potential for more enduring change

## Opportunity Fund grantmaking





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