

# TOWARDS A MORE RESILIENT PLACE: Promising Practices in Place-Based Philanthropy







#### About the Aspen Institute Forum for Community Solutions

The Aspen Institute Forum for Community Solution's (Aspen Forum) mission is to support community collaboration — including collective impact —that enables communities to effectively address their most pressing challenges. The Forum works to accomplish this mission by pursuing four complementary strategies including: 1) building awareness by documenting and lifting up impactful strategies and stories of success; 2) mobilizing stakeholders through knowledge and network development; 3) removing barriers by advocating for effective policy; and 4) catalyzing investment by encouraging funder partnerships. The Opportunity Youth Incentive Fund is the first funding collaborative developed and led by The Aspen Forum.

There is an opportunity to put a spotlight on community success stories, inspire others to act, and take collective impact to the next level. The Aspen Forum seeks to serve as a platform for sharing best practices across community collaborations, and it will enlist more communities to pull together for community-wide progress while providing them with the tools, support, and resources necessary to achieve results. Learn more at: aspencommunitysolutions.org



#### About Neighborhood Funders Group

Founded in 1980, the mission of Neighborhood Funders Group (NFG) is to build the capacity of philanthropy to advance social justice and community well-being. With a network of 90 institutions and over 900 participants, NFG organizes alignment and collaboration within the field of social justice philanthropy, develops leaders within its national base of members, and encourages the support of policies and practices that advance economic, racial, and social justice. NFG is one of the few vehicles for grantmakers to engage across issues, geographies, communities, and strategies. We provide ongoing support for member-driven programming and highly regarded national convenings that bring together NFG funder members with other strategic partners to advance community change work and philanthropic support for it. www.nfg.org

#### Welcome to Towards a More Resilient Place: Promising Practices in Place-Based Philanthropy

Thank you for joining us in beautiful Aspen, Colorado.

As place-based efforts continue to expand, the relationship between philanthropy and community must evolve and change. For community change efforts to be successful, the people who live there must be central to the design and implementation because place is about the people who live and ultimately thrive there. The time is ripe to rethink the role of funders in supporting community resilience and cohesion as a part of community power building.

This convening is a space for local, regional and national funders to have the opportunity to learn about practices, policies and models for working in a collaborative way to grow community power and agency. Our aim is to improve collaboration across place-oriented funders and community organizations that work on the ground, with learnings from past successes and failures of funder peers. We seek to gather a broad range of perspectives to foster a learning exchange regarding behaviors, content, and practices that make community change efforts more productive and collaborative.

Together we will continue to develop our learning community and agenda to explore community change and growth. As a part of next steps, we will discuss where to next take the conversation. What will it take to transform the power paradigm between grantees and funders for efforts supporting resident engagement? What does a "successful community" look like, using the resiliency frame? What does it look like when a community makes that transition? What are the qualities?

We appreciate your participation and look forward to learning together.

#### Best Regards,



SHERI BRADY SENIOR ASSOCIATE FOR STRATEGIC PARTNERSHIPS ASPEN FORUM FOR **COMMUNITY SOLUTIONS** 



DENNIS QUIRIN PRESIDENT **NEIGHBORHOOD FUNDERS GROUP** 



STEVE PATRICK **EXECUTIVE DIRECTOR AND** VICE-PRESIDENT ASPEN FORUM FOR **COMMUNITY SOLUTIONS** ASPEN INSTITUTE

MONDAY, SEPT 19	TUESDAY, SEPT 20	WEDNESDAY, SEPT 21	
	7:30–8:45 am BREAKFAST AND ROUNDTABLES Aspen Meadows Reception Center Meadows Restaurant	7:30–8:45 am BREAKFAST AND ROUNDTABLES Aspen Meadows Reception Center Meadows Restaurant	
	9:00-10:30 am PLENARY: Our Political Reality and Building an Inclusive and Equitable Economy Doerr-Hosier Center, McNulty Room	9:00–11:00 am  SHORT TALKS  Doerr-Hosier Center, McNulty Roon	
	10:30-10:45 am TRANSITION		
	10:45-12:15 pm BREAKOUT SESSIONS	11:00–12:30 pm CLOSING SESSION Doerr-Hosier Center, McNulty Room	
	12:30-2:00 pm LUNCH CONVERSATION: Resident Led Organizing for Local Transformation		
	2:00-2:15 pm TRANSITION		
	2:15-3:45 pm BREAKOUT SESSIONS		
4:45–6:00 pm OPENING PLENARY:	3:45-4:30 pm HOME TEAM NETWORKING/PLANNING TIME		
Community Power Building as Community Resiliency Doerr-Hosier Center, McNulty Room	5:00-6:15 pm WINE & CHEESE RECEPTION Doerr-Hosier Center, Barksdale Lobby		
6:30–8:00 pm  DINNER & DISCUSSION  Aspen Meadows Reception Center, Meadows Restaurant	6:30 pm DINE ON YOUR OWN		

# TUESDAY, SEPTEMBER 20

	MCNULTY	HINES	CATTO	KAUFMAN	MEADOWS
7:00–8:45 am					Breakfast and Roundtables
9:00-10:30 am	Our Political Reality and Building an Inclusive and Equitable Economy				
10:30-10:45am			Transition		
10:45 am– 12:15 pm		Funder Partnering and Collaboration: A Tale of Two Cities	Community Chang(ing) the Rules: The Role of Residents to Influence Policy	Community- Centered and Resilient: Democratizing Development	
12:15–12:30 pm			Transition		
12:30–2:00 pm	Lunch and Conversation: Resident Led Organizing for Local Transformation				
2:00-2:15 pm	`		Transition		
2:15-3:45 pm		Local Budgets as Public Value Statements	The Advance Work for Investing in Place	Building Beloved Community for Systems Change	
3:45-4:30 pm		Home Tean	n Networking/ Planning	Time	
5:00-6:15 pm	Wine & Cheese Reception				
6:30 pm			Dine on your own		

## WEDNESDAY, SEPTEMBER 21

	MCNULTY	BERNHARD	CATTO	KAUFMAN	MEADOWS
7:30–9:00 am					Breakfast and Roundtables
9:15-11:00 am	Short talks				
11:00 am- 12:30 pm	What's Next? How Do We Keep Moving Forward?				

11:00 am-8:00 pm Registration

Doerr-Hosier Center

4:00–4:45 pm Welcome and Opening Session

Doerr-Hosier Center, McNulty Room

SHERI BRADY, Aspen Forum for Community Solutions STEVE PATRICK, Aspen Forum for Community Solutions DENNIS QUIRIN, Neighborhood Funders Group

The Annie E. Casey Foundation

4:45–6:00 pm Opening Plenary: Community Power Building as Community Resiliency

Doerr-Hosier Center, McNulty Room

Communities all across the country are reaching a tipping point in response to long-term historical injustices. It can be in reaction to a number of activities including natural disaster, police violence, or failing infrastructure. Communities are building capacity and power to help residents address the impact of these activities to achieve their vision of resiliency and sustainability. Engaging residents in leadership development, advocacy, and organizing can lead to authentic solutions that foster sustainable change. In this plenary, community and philanthropic leaders will share their experience with community led efforts to build resilience and power that resides in place, reflecting on how the outcomes of community power building are reflected in reactions to times of intense difficulty and dramatic events

SARAH EAGLE HEART, CEO, Native Americans in Philanthropy ISAIAH OLIVER, Vice President of Community Impact, Community Foundation of Greater Flint LETICIA PEGUERO, Executive Director, Andrus Family Fund TAKEMA ROBINSON, Principal, Converge – New Orleans DANIELLE TORAIN, J.D., Senior Associate, Baltimore Civic Site,

6:30-8:00 pm **Dinner** 

Aspen Meadows Reception Center, Meadows Restaurant

Meet your "Home Team": the small group that you connect and reflect with throughout the convening. Use the Home Team Workbook questions in your program to do some individual and group learning goal setting for the opportunity ahead.

#### 7:30-8:45 am **Breakfast & Roundtables**

Aspen Meadows Reception Center, Meadows Restaurant

Roundtable topics distributed in your registration packets.

#### 9:00-10:30 am

#### Plenary: Our Political Reality and Building an Inclusive and **Equitable Economy**

Doerr-Hosier Center, McNulty Room

Despite the divisive "fear mongering" that populates the news, low-income residents in rural, urban and suburban communities are pushing a boulder up a steep hill, but for African-American and Latino families it's a much steeper climb. With increasing rents and unsteady wage increases throughout the country, everyday Americans are feeling the burn, while the wealth gap increases. Across all the challenging issues that face America, police brutality, racial tensions, gun control, gentrification and others, everyone still needs a good paying job to make ends meet.

This plenary will begin a critical dialogue about the challenges, strategic opportunities, and the cutting-edge approaches to ensure low-income and working-class communities are economically resilient. We will highlight the strategic role philanthropy has played and need to continue to play to support the development of a robust and sustainable economy in three ways: encouraging business development and acceleration, fostering equitable economic development, and working to improve job quality and career pathways.

NWAMAKA AGBO, New Economy Innovation Fellow, Movement Strategy Center DENISE FAIRCHILD, Ph.D. President & CEO, Emerald Cities JOSE GARCIA, Program Officer, Surdna Foundation DENNIS QUIRIN, President, Neighborhood Funders Group ED WHITFIELD, Managing Director of the Fund for Democratic Communities

Transition 10:30-10:45 am

#### BREAKOUT SESSIONS 10:45-12:15 pm

#### Funder Partnering and Collaboration: A Tale of Two Cities Kresge Building, Hines Room

Funders with different missions and goals often find themselves with overlapping interests in a place. These situations make compelling opportunities for partnership, but successful collaboration is not easy. Funders must navigate competing interests, goals and definitions of success. How do funders deal with the dynamics that can emerge as foundations of different sizes and scopes work together in a community? What are the keys to success? How do you overcome the challenges that arise?

This session will explore funder partnerships in two places, Columbus, OH and Detroit, MI, where local and national funders have worked together, navigating challenges to effective collaboration. Learn how these collaborations developed and how the partners have made the relationships work in a way that has been beneficial for the funders and, more importantly, for the communities at the center of the efforts. This session will share insights about making place-based funder partnerships work.

SHERI BRADY, Senior Associate for Strategic Partnerships,
Aspen Forum for Community Solutions
EDWARD S. EGNATIOS, Program Officer, Detroit,
W. K. Kellogg Foundation
NEESHA MODI, Program Officer, Detroit, Kresge Foundation
AMORETTA MORRIS, Senior Associate, Family-Centered

Community Change, The Annie E. Casey Foundation MICHAEL WILKOS, Director of Community Research, The Columbus Foundation

#### Community Chang(ing) the Rules:

The Role of Residents to Influence Policy

Doerr Hosier Center, Catto Room

When funders come together to talk about community change efforts, we often discuss the importance of "resident engagement", "community empowerment" or their role as "stakeholders for sustainable change". Sometimes, the reality for whatever reason – is that community voice is not supported sufficiently, there is institutional hesitation about supporting advocacy efforts or simply "we don't support policy work". The result of the gaps between what we say our goal is and our investment strategy is misguided program development, uninformed policy advancement by impacted communities and efforts without community support that ultimately fail. What would happen if residents could truly inform community strategy? What information do residents need to be effective? How can we go to the limits of supporting policy change without concern of reputational risk beyond institutional comfort levels? What examples can we point to that can inform one another of what works and what can work? Join this discussion to learn from small and large scale community efforts and share your best thinking for others to take home with them.

DAVID LECKEY, Executive Director, Orton Family Foundation SCOT SPENCER, Associate Director for Advocacy and Influence, Center for Community and Economic Opportunity, The Annie E. Casey Foundation

**ANGELA TITUS**, Executive Vice President, Jacobs Center for Neighborhood Innovation

# Community-Centered and Resilient: Democratizing Development

Doerr Hosier Center, Kaufman Room

Across the country, we are witnessing community residents creating a more equitable vision for urban development, one not driven by profit, speculation and the influx of new corporate capital, but centered on community needs. This type of

"democratized" community-driven development is led by current residents holding public representatives, public agencies, and private investors accountable. How are community organizing groups building resilience during the storm of gentrification, displacement, and scarcity of economic opportunity? How are communities working to have a direct role in creating and controlling truly sustainable development models? What favorable policies and communications strategies are being used to address development without displacement and other economic opportunities? How are communities discussing the connections to police violence, gentrification, and development? How can community groups and funders work together to address the needs and funding gap to achieve community goals? This session will explore the challenges, solutions, and opportunities in stabilizing communities and advancing projects and policies that create just and more equitable cities.

JONATHON BIX, Executive Director, Nobody Leaves Mid-Hudson BRANDON KING, Organizing Coordinator, Cooperation Jackson NILE K. MALLOY, Senior Program Manager, Democratizing Development Program, Neighborhood Funders Group DAWN PHILLIPS, Program Director, Right to the City Coalition, Causa Justa::Just Cause (CJJC)

12:15-12:30 pm Transition

LUNCH CONVERSATION 12:30-2:00 pm

Resident Led Organizing for Local Transformation

Doerr-Hosier Center, McNulty Room

Building resident power is the greatest long-term resource for community resiliency. Increasingly, place-based grantmakers are using and supporting strategies that inspire community members to become active participants, working together with other local stakeholders to construct stronger, more equitable communities. The plenary speakers will engage each other in dialogue across pairs of grantmakers and community leaders, to examine how solutions best fit community needs when they are identified and led by local residents, the meaningful role philanthropy can play, and the power dynamics that both funders and community residents must openly address.

GWYN BARLEY, Director of Community Partnerships & Grants, Colorado Trust

ANGELA BROWN, Director of Programs, The Hyams Foundation RAQUEL GUITIERREZ, Director, Strategic Learning and Practice, Vitalyst Health Foundation

LISA OWENS, Executive Director, City Life Vida Urbana THERESA TRUJILLO, Community Partner, Southeast, CO, Colorado Trust

2:00-2:15 pm Transition

#### 2:15-3:45 pm BREAKOUT SESSIONS

#### Local Budgets as Public Value Statements

Kresge Building, Hines Room

As the nation takes a closer look at racial injustices in cities across the country, grantmakers are asking what their role is in supporting meaningful social change. As funders, we know very well that how we allocate funds and other resources speak to the values we hold. The workshop will explore how investment of local and regional public resources has become the focal point of grassroots campaigns for racial and economic justice, seeking resident involvement and determination in the government budget process; the goal of these campaigns is greater investment in housing, health, jobs, education, and social services, and a decreased investment in criminalization and policing. Participants will explore multiple case studies, include Minneapolis.

MARIA DE LA CRUZ, Associate Executive Director, Headwaters Foundation for Justice

**ANTHONY NEWBY**, Executive Director, Neighborhoods Organizing for Change

SIMRAN NOOR, Vice President, Policy & Programs, Center for Social Inclusion

MARBRE STAHLY-BUTTS, Policy Advocate, The Center for Popular Democracy

#### **Building Beloved Community for Systems Change**

Doerr Hosier Center, Kaufman Room

Too often, the systems (including philanthropy) that need to be influenced and leveraged to create lasting change in a place are contributing to the inequities we seek to solve. RYSE, a youth center in Richmond, California, takes an innovative approach to systems change with an integrative program model that works to improve the social and material conditions for young people. The model employs a core set of strategies grounded in racial justice, trauma-informed care, healing, and harm reduction. RYSE's approach prioritizes people and relationships, elevates the lived expertise of young people, and utilizes tools and technology young people consume and create. Together, these strategies anchor and enliven a safe, welcoming, and nurturing environment where youth are encouraged and supported to define, explore, and address their individual and collective priorities, needs, and interests.

This session will explore these and other key aspects of RYSE's innovative model, including the necessity and opportunities in engaging adult stakeholders and systems that are responsible for young people, so that such systems – including philanthropy - are collectively and mutually informed, responsive, and accountable to the needs and priorities of youth.

KIMBERLY ACEVES, Executive Director, RYSE Center DIANE ARANDA, Program Officer, The California Endowment KANWARPAL DHALIWAL, Director of Community Health and Integrative Practice, RYSE Center

#### The Advance Work for Investing in Place

#### Doerr-Hosier Center, Catto Room

Before a foundation decides to invest time and money in a particular community, they will identify two sets of criteria - a threshold of needs and appropriate resources in place to accept grants and work with the funder. In some cases, a community will meet the need threshold, but is judged to lack the infrastructure of organizations and leadership necessary to work with the foundation. In these cases, what kind of advance work can or should a funder do to build a community's readiness for a placebased initiative?

This session will share reflections on this question. The panelists will share how they defined readiness in the context of their regions and missions, and how they have worked with communities who sit in different places on the spectrum of readiness

LATOSHA BROWN, Project Director, Grantmakers for Southern Progress, Neighborhood Funders Group LEANNE NEGRON, Senior Program Officer, First5LA DIANA MORRIS, Director, Open Society Institute-Baltimore and Open Places Initiative COURTNEY RICCI, PhD, Head of Evaluation & Learning for Community Change, The Colorado Trust

#### 3:45-4:30 pm Home Team Networking/Planning Time

Grab a table in McNulty, find a quiet space, take a walk, or enjoy some outside time with your home team to reflect on lessons learned. Use the Home Team Workbook questions in your program to consider what this work means for your practice and others in your team. Share these thoughts on the reflection wall.

#### 5:00-6:15 pm Wine & Cheese Reception

Doerr-Hosier Center

We invite participants to mingle in the Barksdale Lobby. Continue to network and share learnings with your peers.

#### 6:30 pm Dinner on your own

7:30–9:00 am Breakfast & Roundtables

Aspen Meadows Reception Center, Meadows Restaurant

9:15-11:00 am SHORT TALKS

Doerr-Hosier Center, McNulty Room

Short Talks are designed to share provocative ideas and generate conversation. Speakers will share strategies and issues that are on the horizon in community change efforts, then join together for a conversation with participants.

JOSEPH LARIOS, Executive Director and Co-founder, Center for Neighborhood Leadership, Board Member, Vitalyst Health Foundation

TARA MCGUINNESS, Senior Advisory, Office of Management and Budget

F. JAVIER TORRES, Director of National Grantmaking, ArtPlace America

11:00-12:30 pm CLOSING SESSION

Doerr-Hosier Center, McNulty Room

What's Next? How Do We Keep Moving Forward?

This is a time to share themes and observations that have emerged from the convening and discussions with your Home Team. What are you taking away from the convening? How will you use what you learned when you return home? Use the Home Team Workbook questions and activities to guide your conversation.

We will share the Aspen Forum for Community Solutions and Neighborhood Funders Group's next steps for moving the conversation forward and invite participants to share other efforts that are happening around place-based philanthropy that their peers can connect with.

Box Lunches Available following the Closing Session

## HOME TEAM WORKBOOK

Your home team is an opportunity to learn with and from fellow place-based practitioners. We deigned the home team process to support intentional reflection and shared learning. This workbook includes home team activities and questions for three meetings throughout the convening. We hope you enjoy this peer-to-peer learning opportunity!

My Home Team:	
Name/Organization	Name/Organization
Home Team Meeting #1: Centering and	I Goal Setting
Monday Evening, September 19	
<b>PURPOSE</b> : To clear your mind and prepare for the provide space for individual reflection and goal swith peers.	ne learning opportunity ahead. This meeting will etting for the convening. Please share your goals
STEPS:	
<b>Step 1: Introductions.</b> Introduce yourself (name fellow home team members on the front page of the fellow home).	, organization, place you work in) and record your his workbook.
<b>Step 2: Individual centering and goal setting.</b> Spears preparation for the days to come:	end 10 minutes answering the four questions below
1. What is the biggest issue you are facing with yo	our place-based work?

Vhat two things do y	ou want to learn/get out of this convening?
. What does communit	y resilience mean to you and how are you supporting it in your work?
. What resources (repo	rts, processes, etc) could you offer to others?

**Step 4: Share with the convening.** Record top common areas to share with the convening on post-its and adhere to the "reflection wall"

- a) identify the top biggest challenges you as a group are facing. Record them on the provided post-it note (one per post it)
- b) record any resources to share with peers (one per post it-please put resource, use, and your name/ organization so people can find you!)

## Home Team Meeting #2: Mid-point Lessons Learned

Tuesday, September 20

PURPOSE: To reflect on what you've learned to date, relate it to your work, and hear what others participated in and how they address common areas of interest (identified yesterday).

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ep1: Record to	oday's key takeaways. Spend 10 minutes answering the questions below.
What were you	ur top takeaways from today's sessions? How did they your issues and questions?
tep 3: Share wi	th your home team. Record any "ah has" for your work here

Step 4: Share with the convening. Record up to three group "ah has" on a post-it (one per post-it please!) and adhere to the "reflection wall"

# Home Team Meeting #3: Reflect and Set Plans for Action

Wednesday, September 21

**PURPOSE**: To reflect on the learning goals you set for the convening and what lessons you will turn into action upon return to your place.

Step1: Individual review and action planning. Spend 10 minutes answering the questions below to set actions

#### **STEPS**

steps for when you return home.
1. What did you learn that will modify or change the way you do place based work?
2. Name up to three activities for improving your place based practice that you can enact in the next three months?
3. Are there any resources that would help make these activities a success? (Ex: colleagues/partners to get on board; needed technical assistance; philanthropic practices to shift)

Step 2: Share with your home team.

**Step 3: Share with the convening.** Record your goals (one per post-it) and adhere to the "reflection wall" to promote sharing

**Step 4: Complete a postcard to yourself!** Record your goals on the postcard and turn into staff or leave on the table. You will receive this card in the mail by the end of the year as a reminder of your goals!



Speaker bios can be found online at: http://tinyurl.com/pb2016speakers



KIMBERLY ACEVES **RYSE** Center



**NWAMAKA AGBO** Movement Strategy Center



**DIANE ARANDA** The California Endowment



**GWYN BARLEY** The Colorado Trust



SHERI BRADY Aspen Forum for Community Solutions



JONATHON BIX Nobody Leaves Mid-Hudson



**ANGELA BROWN** The Hyams Foundation



LATOSHA BROWN Neighborhood Funders Group



MARIA DE LA CRUZ Headwaters Foundation for Justice





**KANWARPAL DHALIWAL RYSE Center** 



SARAH EAGLE HEART Native Americans in Philanthropy



**EDWARD S. EGNATIOS** W.K. Kellogg Foundation



**DENISE FAIRCHILD Emerald Cities** 



JOSE GARCIA Surdna Foundation



RAQUEL GUITIERREZ Vitalyst Health Foundation



**BRANDON KING** Cooperation Jackson



JOSEPH LARIOS Center for Neighborhood Leadership, Vitalyst Health Foundation



DAVID LECKEY Orton Family Foundation



NILE K. MALLOY Neighborhood Funders Group



TARA MCGUINNESS Office of Management & Budget (OBM)



**NEESHA MODI** Detroit Kresge Foundation





**AMORETTA MORRIS** The Annie E. Casey Foundation



**DIANA MORRIS** Open Society Institute-Baltimore, Open Places Initiative



LEANNE NEGRON First5LA



**ANTHONY NEWBY** Neighborhoods Organizing for Change



SIMRAN NOOR Center for Social Inclusion



ISAIAH OLIVER Community Foundation of Greater Flint



LISA OWENS City Life Vida Urbana



LETICIA PEGUERO Andrus Family Fund



**DAWN PHILLIPS** Causa Justa :: Just Cause



**DENNIS QUIRIN** Neighborhood Funders Group



COURTNEY RICCI The Colorado Trust



TAKEMA ROBINSON Converge - New Orleans





SCOT SPENCER The Annie E. Casey Foundation



MARBRE STAHLY-**BUTTS** The Center for Popular Democracy



**ANGELA TITUS** Jacobs Center for Neighborhood Innovation



DANIELLE TORAIN The Annie E. Casey Foundation



F. JAVIER TORRES ArtPlace America



THERESA TRUJILLO The Colorado Trust



ED WHITFIELD The Fund for Democratic Communities



MICHAEL WILKOS The Columbus Foundation

# THANK YOU FOR YOUR SUPPORT

#### Convening Sponsors:







Additional support provided by:





The Aspen Form for Community Solutions and Neighborhood Funders Group wish to thank the Towards a More Resilient Place Advisory Committee for their guidance, contributions and inspirations:

KARINA CLAUDIO-BETANCOURT Open Society Foundations

RAYMOND COLMENAR The California Endowment

SARAH EAGLE HEART Natives in Philanthropy

ED EGNATIOS W.K. Kellogg Foundation

RENEE FAZZARI General Service Foundation

**HALEY GLOVER Lumina Foundation** 

REBECCA GRAVES FSG

**RAQUEL GUTIERREZ** Vitalyst Health Foundation

**REGINALD JONES** Jacobs Center for Neighborhood Innovation

**AMY KENYON** Ford Foundation

AMORETTA MORRIS Annie E Casey Foundation

**DIANA MORRIS** Open Society Foundations

**COURTNEY RICCI** The Colorado Trust

WYNN ROSSER T.L.L. Temple Foundation

**KEVIN RYAN** New York Foundation

**SCOT SPENCER** Annie E Casey Foundation

We would also like to thank

JENNIFER JAMES of Harder + Company Community Research for her contributions to making this convening a success.



#### **Aspen Meadows Regular Shuttle**

The Meadows offers transportation to and from downtown Aspen departing from the Reception Building on the hour and half hour. Service returning to the Meadows departs Rubey Park at :05 and :35 past each hour, departs Gondola Plaza at :08 and :38 past each hour, and departs Hotel Jerome at :10 and :40 past each hour. For a pickup in town, you MUST CALL the Meadows Reception Desk at 970-544-7826.

#### **Aspen High Mountain Taxi**

24-HOUR SERVICE: 970-925-8294

Additionally, guests staying at hotels in town can call on demand for transportation or see about scheduling a pick up ahead of time:\*

FOR GUESTS OF THE LIMELIGHT HOTEL: 970-925-3025 FOR GUESTS OF THE HOTEL JEROME: 970-920-1000 FOR GUESTS OF THE LITTLE NELL: 970-920-4600

\* Pickup/drop-offis at the Doerr-Hosier Center.

For aditional transportation questions, please contact Jordon Kern with the Aspen Institute at 719-439-9514.

#### **ASPEN MEADOWS RESORT**

- Paepcke Auditorium
- Doerr-Hosier Center 2
- Doctr-moster definer
- **Aspen Meadows Reception Center** 
  - Limelight Hotel A
  - Rubey Park Bus Terminal

Durant Ave between Galena St & Mill St (Shuttle stops across the street)

- The Little Nell C
- The Hotel Jerome 1330 E Main St



