OVERVIEW

The Brooklyn Community Foundation proposes to launch its first strategic grantmaking initiative, **BROOKLYN GREENS**, to align with its Green Communities field of interest area. Over the next three years, the Foundation will invest $750,000 in targeted grants to seed model environmental initiatives in Bedford Stuyvesant, Cypress Hills and the Southside of Williamsburg — low and moderate-income communities with serious environmental problems and poor community health indicators.

In addition to creating many specific improvements within each neighborhood, BROOKLYN GREENS will demonstrate a powerful model for **sustainable community development**.

Critical to its success, this model will:

- Focus on measurable outcomes.
- Leverage far-reaching new public policies and programs.
- Employ collaboration and capacity building as core program strategies.
- Be replicable in other neighborhoods.
- Have the capability to scale to the borough level and beyond.

The proposed neighborhood program partners in BROOKLYN GREENS are three of Brooklyn’s oldest and most accomplished neighborhood organizations: Bedford Stuyvesant Restoration Corporation, Cypress Hills Local Development Corporation and El Puente. The Pratt Center for Community Development, which has already been instrumental in helping these groups plan and develop their green programming, will act as the convening partner and play the lead organizing, capacity building, progress monitoring, outcomes measurement and reporting role.

BROOKLYN GREENS will foster several impressive outcomes, including:

- Adoption of long-term action plans and “environmental road maps” for each neighborhood, developed with large numbers of community members.
- Energy-efficient retrofitting of approximately 480 homes, apartment buildings, community facilities and small businesses, in a comprehensive “block by block” approach.
- Construction of approximately 130 units of new, green residential housing.
- Training of at least 140 community residents to fill green collar jobs, and placement of at least 70 in green collar employment. Part-time internship opportunities will be provided to at least 190 more.
- Planting of 750 street trees and the creation or improvement of 12 neighborhood green spaces and community gardens.
- Innovative community outreach, education and organizing engaging hundreds of community residents in substantive activity.
THE APPROACH

Green communities are ones that practice sustainable development. This has been defined simply as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

The failure of past generations to observe these principles has left Brooklyn with a legacy of environmentally burdened neighborhoods. These neighborhoods also experience disproportionate shares of poverty, unemployment, crime, substandard schools and the incidence of many preventable health problems. Brooklyn is living proof that environmental and social problems are often intimately tied.

BROOKLYN GREENS will support three of these neighborhoods in launching comprehensive efforts to achieve greater environmental quality, using strategies that also promote their social and economic well-being. At its core, the initiative will leverage existing social infrastructure in each neighborhood to help residents secure their fair share of new government funding, subsidies and other resources (including allocations in the 2009 American Recovery and Reinvestment Act) to develop more sustainable communities.

At its core, BROOKLYN GREENS will leverage existing social infrastructure in each neighborhood to help residents gain their fair share of new government funding and other resources to develop more sustainable communities.

The availability of these resources is finally making it possible to pilot cutting edge environmental improvement strategies at the neighborhood level. Examples of these strategies include comprehensive, “block-by-block” energy audits and retrofitting; the development of new green collar jobs; and community-wide engagement in continuous efforts to improve the environment.

Implementing ambitious ideas like these naturally also requires care, commitment, organization and coordination, especially at the neighborhood level. The four proposed partners in BROOKLYN GREENS have all proven that they have the ability to achieve profound changes in the communities they serve. In addition, the three neighborhood-based groups — Bedford Stuyvesant Restoration Corporation, Cypress Hills Local Development Corporation and El Puente —

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1 United Nations World Commission on Environment and Development, 1987
have each planned to launch or expand their environmental programming in partnership with the Pratt Center for Community Development. The latter is a national leader in the practice of sustainable community development. Its experience and capabilities make it well suited not just to help plan, organize and support the program partners’ work, but also to track and measure the outcomes.

The proposed BROOKLYN GREENS neighborhood-based partners will pursue identical program goals, against which their individual and collective achievements can be measured. These will include:

- Organize and lead an inclusive process for neighborhood environmental assessment and sustainable development planning.
- Increase the number of weatherized and energy-efficient structures in a comprehensive block-by-block approach.
- Support the development of a green collar workforce by training disadvantaged community residents, and catalyze new green collar jobs for them to fill.
- Spur other efforts to green the community, by improving community gardens, planting trees, and other measures.
- Educate and organize community members to improve and protect their environment, changing individual behaviors while facilitating collective action.

The BROOKLYN GREENS partners will further enhance their capacity and effectiveness by forming a learning community to share program experience and develop lessons learned and best practices. A critical result of this collaboration will be to generalize the specific program approaches by each group into a replicable model for dissemination during and subsequent to the initiative. We also expect this community will lead to more active engagement between the groups on several levels, as well as present additional opportunities for collaboration.

Ultimately, BROOKLYN GREENS will help spur and strengthen an emerging social ethic in which actions that are beneficial to the environment become normative rather than exceptional, integrating sustainable living into the culture and fabric of entire communities. As a result, BROOKLYN GREENS will transform environmentally burdened neighborhoods into healthy ones, and shape a model for others to follow.

Cypress Hills residents at a recent tree giveaway. The event, scheduled to last all day, ran out of trees in just a few hours.
THE NEIGHBORHOODS

Bedford Stuyvesant is widely celebrated as Brooklyn’s anchor African American and Caribbean American community, and a vibrant center of the borough’s enterprise and culture. But despite an increase in new construction and influx of higher income residents, it remains one of Brooklyn’s most impoverished neighborhoods, with more than a third of residents living below the federal poverty level. It also experiences several community and health problems related to its environment.

For example, most of the neighborhood’s private housing stock was developed in the late 1800s, and despite examples of extraordinary architecture, includes many buildings that have not been well maintained.

Poorly maintained buildings don’t just waste energy. They harbor mold, pests and toxins associated with asthma, lead poisoning and other environmental health problems.

Bedford Stuyvesant also includes several public housing projects from the postwar period, which have also experienced frequent neglect. Poorly maintained buildings don’t just waste energy. They harbor mold, pests and toxins associated with asthma, lead poisoning and other environmental health problems. According to the New York City Department of Health and Mental Hygiene, Bedford Stuyvesant ranks eighth among New York City neighborhoods for asthma hospitalizations. Rates of lead poisoning among children are also higher than the Brooklyn and citywide norms. A shortage of public green spaces along with busy thoroughfares to the south, northwest and northeast makes air quality even poorer for many residents.

Cypress Hills. Part of East New York, Cypress Hills is situated in the far northeast corner of Brooklyn. In the early 1900s, it became a haven for Polish, Italian, Irish and other European immigrants. Today, Cypress Hills is still populated by immigrants — especially
from Central and South America but also from South Asia and the Caribbean — and two thirds of residents speak a foreign language at home. Approximately one third of 95,000 residents live below the poverty line, and there is just one park, Highland, that is difficult to reach for many area residents (Cypress Hills is also bounded to the north by large cemeteries, including the national cemetery from which the neighborhood derives its name). As in Bedford Stuyvesant, most residential housing in Cypress Hills was constructed more than 100 years ago and has not been well maintained. The area ranks 10th among New York City neighborhoods for asthma hospitalizations, and rates of childhood lead poisoning are also higher than the norm.

Southside Williamsburg. The portion of Williamsburg between the North Side and South Williamsburg is known as the Southside. It is home to a large community of Hispanic (especially Puerto Rican and Dominican) Americans. Not as convenient to public transportation as the North Side (and effectively distinguished from it by a 2005 rezoning ordinance), the Southside has been somewhat more resistant to recent gentrification and retains more of its historic status as a working class neighborhood.

In contrast to both Bedford Stuyvesant and Cypress Hills, much of the urban environment here is post-industrial, with a legacy of contamination by toxics, and the housing stock is mixed, since many residential buildings were replaced by large public housing projects in the mid-twentieth century.

As in the other two neighborhoods, environmental health indicators are poor. Asthma incidence is almost twice the borough average and childhood lead poisoning occurs more frequently than the norm. There have also been reports of “clusters” of cancer incidence.²

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THE PARTNERS

BROOKLYN GREENS will unite the Brooklyn Community Foundation with a convening partner and three program partners, the funded participants in the initiative. They will work separately as well as together to improve the urban environment in the three targeted neighborhoods. Table 1 (following page) summarizes their chief outcomes, while the narrative about each group provides further information. Detailed tables of proposed outcomes for each partner appear in the Appendix.

The PRATT CENTER FOR COMMUNITY DEVELOPMENT
Convening Partner

The Pratt Center for Community Development works for a more just, equitable and sustainable New York City, by empowering low-income communities to plan for and realize their futures. It is part of the Pratt Institute and leverages a wide range of professional skills — especially planning, architecture, environmental systems management and public policy development — to support community-based organizations in their efforts to improve neighborhood quality of life, attack the causes of poverty and inequality, and advance sustainable development.

In recent years, The Pratt Center has established a particular expertise in the practical application of sustainable development theory and principles in environmentally burdened urban settings. It has also independently developed close working relationships with the three neighborhood groups. Strikingly, in the course of preparing this proposal, the Center was described by all three of them as a “critical” or “core” partner in their work.

The Pratt Center is also the coordinator of NYSERDA’s Energy $mart Communities program for Brooklyn and Queens. In this role, the Center builds partnerships, organizes workshops and disseminates an electronic newsletter and web resource page to help New Yorkers lower building operating costs, reduce harmful emissions and make their buildings healthier.

Among its capabilities, the Pratt Center provides comprehensive support for community retrofitting activity, serving as a liaison to public agencies and developing standards, educational materials and other resources.
TABLE 1. Summary of Project Partner Roles

<table>
<thead>
<tr>
<th>Partner Type</th>
<th>PRATT CENTER FOR COMMUNITY DEVELOPMENT</th>
<th>BEDFORD STUYVESANT RESTORATION CORPORATION</th>
<th>CYPRESS HILLS LOCAL DEVELOPMENT CORPORATION</th>
<th>EL PUENTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Name</td>
<td>Sustainable Neighborhoods Initiative</td>
<td>Green Initiative</td>
<td>Project Verde</td>
<td>Green Light District</td>
</tr>
<tr>
<td>Key Outcomes</td>
<td>• Coordinate, support and help synergize all activities by and with program partners • Support baseline neighborhood assessment, mapping, and planning • Create and implement systems to monitor and measure process, performance, outcomes and impacts • Disseminate findings and approach</td>
<td>• Develop a Bedford Stuyvesant environmental action plan • Retrofit at least 112 residences, community facilities and businesses • Train 75 community residents to fill green collar jobs • Plant 450 trees and establish or improve 12 green public spaces • Integrate green messages into community engagement programs</td>
<td>• Create a Cypress Hills Green Master Plan • Retrofit 336 residences, community facilities and businesses • Build 129 units of new, green housing • Train 50 community residents to fill green collar jobs • Plant 300 trees</td>
<td>• Create a Green Light District 5 year strategic plan • Establish a &quot;one-stop&quot; retrofitting center for community residents • Retrofit 30 units on a model block (the group’s first), and plant 30 trees • Establish the Green Academy for Math, Science and the Arts and link 30 students with green internships • Improve the Espiritu Tierra Community Garden and engage 60 youth in its maintenance • Engage 160 youth in community-wide education and outreach</td>
</tr>
</tbody>
</table>

As convener of the proposed new initiative, the Pratt Center’s chief role will be to engage on an intensive basis with each of the program partners to support their individual and collective achievement (including measurement and reporting) of the stated outcomes. It will also furnish direct technical services and assistance, including but not limited to:

• Helping perform baseline mapping and assessments — including greenhouse gas measurements — in all three BROOKLYN GREENS
neighborhoods, and measure changes over time.
• Providing facilitation and support for community planning.
• Developing model materials, resources, standards and best practices to support retrofitting activity, and facilitate effective relationships between the partners and relevant public agencies providing grants and subsidies to retrofit participants. This activity alone can save tremendous duplication of effort.
• Helping the partners plan, develop and implement their green collar workforce development programs.
• Supporting the implementation of community-wide outreach and education strategies, along with effective neighborhood participation in environmental policy development and advocacy.

• Constructing/renovating 2,200 units of housing.
• Attracting more than $375 million in neighborhood economic investment, helping create more than 20,000 jobs.
• Catalyzing the arts, with a celebrated youth arts academy, a gallery and award-winning theater serving 30,000 people each year.
• Improving the urban environment, by weatherizing more than 9,000 homes and by convening and leading the Coalition for the Improvement of Bedford Stuyvesant. The latter has recruited leaders of 30 local organizations to help develop a comprehensive community improvement strategy for the neighborhood.

As a BROOKLYN GREENS program partner, the group will:

• Develop an environmental action plan in collaboration with other organizations in the Coalition to Improve Bedford Stuyvesant. The plan will include baseline mapping and data analysis.
• Retrofit 112 housing units, community facilities and small businesses.
• Train 140 residents, and place at least 75, in new green collar jobs.
• Plant 450 trees and establish or improve 11 green public spaces.
• Leverage its arts programming, which reaches thousands of community residents, to educate them about environmental concerns and engage them in helping achieve local environmental improvements.
The Cypress Hills Local Development Corporation was formed in May 1983 by a group of activist residents and business leaders. Its mission is to revitalize the Cypress Hills (and increasingly, the larger East New York) community through housing preservation and development, economic development, and the positive development and education of youth and families. The organization serves 8,000 residents per year through a comprehensive array of community programs and neighborhood development projects. These include programs that assist small businesses; help residents secure and maintain affordable housing; offer childcare and other critical services; and provide educational opportunities for young people.

Building on these achievements, the organization is now launching Project Verde, an ambitious five-year green programming effort. As a program partner in BROOKLYN GREENS, Cypress Hills Local Development Corporation will accomplish a significant portion of Project Verde’s short-term goals, including:

- Developing a Cypress Hills Green Master Plan, including baseline mapping and data analysis, in concert with a large number of community stakeholders. The planning will encompass zoning issues, traffic and actual/suspected brownfields.
- Retrofitting and building more than 450 units of sustainable, affordable housing, including 129 new units. The group will also retrofit its own offices in eight neighborhood locations, along with community facilities and businesses.
- Training 50 community residents to fill green collar jobs.
- Planting 300 trees.
- Convening a neighborhood summit, completing a Farmers Market feasibility study and piloting an afterschool environmental justice program for youth.

Bedford Stuyvesant Restoration Corporation’s Weatherization Assistance Program (WAP) van on a model block.
EL PUENTE
Program Partner —
Williamsburg’s Southside

El Puente is a community human rights institution that promotes leadership for peace and justice through the engagement of members (youth and adult) in the arts, education, research, wellness and environmental action. Founded in 1982, El Puente integrates the diverse activities and community campaigns of its Center for Arts and Culture and its Community Health and Environment Institute (CHE) within its four neighborhood Leadership Centers and its nationally recognized public high school, the El Puente Academy for Peace and Justice. Its impact on the local environment through community organizing and advocacy has been considerable. Among its accomplishments, El Puente:

- Organized a campaign that blocked the development of a 55-story trash incinerator in the neighborhood.
- Led another successful campaign to limit the activities of a hazardous waste storage facility in Williamsburg.
- Scientifically surveyed 5,000 local residents in a three-year asthma study that resulted in the first peer-reviewed article written by a community organization ever published in The American Journal of Public Health.

As a program partner in BROOKLYN GREENS, El Puente will launch its own 10-year green programming effort, the Green Light District. This intensive new effort will build on the organization’s past achievements and leverage its current programming to “transform completely” Williamsburg’s Southside. Specifically, El Puente will:

- Create a “Green Light District” five-year strategic plan with more than 60 community stakeholders. As in the other two neighborhoods, this plan will be informed by baseline mapping and data analysis.
- Establish a “one-stop” center to help residents learn about and qualify for retrofitting subsidies and funding. El Puente will also launch its first model block retrofitting initiative, targeting 30 units. As part of this work, it will also administer a holistic Wellness Assessment and Action Planning tool for individual households.
- Make significant improvements to the Espiritu Tierra Community Garden, which El Puente members established in 1991, and engage 60 neighborhood youth in its maintenance.
- Plan and pilot the Green Academy for Math, Science and the Arts, a community-led school helping prepare youth for jobs and higher education in the green and public health sectors. 30 local youth will be placed in green internships.
- Create a new El Puente Scholars internship program that will further integrate 160 additional youth in Green Light District activities.
more funds are allocated to the Pratt Center for Community Development, which will then subgrant 100% of the funds designated for the program partners. Comprehensive agreements between all the partners will clearly detail the Foundation’s requirements and expectations. Slightly more funds are allocated to the Pratt Center than to the other program partners, in acknowledgement of its grant management and reporting role.

We expect these funds will be applied to pay for new program staff who can help lead the expansion of green programming by each group. As such, the Brooklyn Community Foundation’s support will truly help catalyze their ambitious new activity, fostering early achievements that can be leveraged by the program partners to secure additional funding to sustain the initiative. For this reason, the proposed Year 3 support is less than in Years 1 and 2, and is equally split between all the partners.

Table 2. Relative distribution of BROOKLYN GREENS grant funds among convening and program partners (all figures in thousands).

<table>
<thead>
<tr>
<th></th>
<th>PRATT CENTER FOR COMMUNITY DEVELOPMENT</th>
<th>BEDFORD STUYVESANT RESTORATION CORPORATION</th>
<th>CYPRESS HILLS LOCAL DEVELOPMENT CORPORATION</th>
<th>EL PUENTE</th>
<th>TOTAL</th>
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<tr>
<td>2010</td>
<td>$84</td>
<td>$72</td>
<td>$72</td>
<td>$72</td>
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<tr>
<td>2011</td>
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<td>$72</td>
<td>$72</td>
<td>$72</td>
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<td>$37.5</td>
<td>$37.5</td>
<td>$37.5</td>
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<tr>
<td>TOTAL</td>
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<td>$181.5</td>
<td>$181.5</td>
<td>$181.5</td>
<td>$750</td>
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</table>
Doing Good Right Here
The Case for Brooklyn Community Foundation's Support

A large share of public and media attention is focused on environmental challenges and catastrophes that occur at literally inhuman scales. Climate change threatens to displace vast populations of people, destroy natural habitats and reduce biodiversity worldwide. The BP oil spill in the Gulf is already orders of magnitude larger than the Exxon Valdez disaster. Large portions of the earth's surface are daily being deforested, degraded and poisoned.

In the face of such overwhelming challenges, many people feel disoriented and powerless to achieve any change for the better. Yet meaningful large-scale change in the way we treat our environment will never occur, unless it is the kind of change that becomes integrated and experienced within everyone’s lives. As a counterpoint to passive resignation, “big” ideas about sustainable living must be made real — not just in the Amazon rain forest, China’s industrial districts or the Gulf of Mexico, but in everyone’s community, neighborhood, block and home.

In 2009, we launched the Brooklyn Community Foundation because we believed in the potential of an active, engaged community foundation to improve quality of life right here, in New York’s most populous borough. We set out not merely to provide resources for doing good, but to engender conditions in which this progress could always be leveraged, amplified and scaled.

While these principles inform all our philanthropic activity, a true strategic grantmaking initiative offers outsized opportunities to accomplish these goals, and set our sights even higher in the future. We believe BROOKLYN GREENS presents just such an opportunity, one that is highly likely to bring a return many times our initial investment.

Not all of this return can be expressed in dollars, but a large portion of it can:

- The initiative will help bring millions of dollars in public subsidies and other funding to benefit thousands of Brooklyn residents.
- Families in retrofitted homes and

We launched the Brooklyn Community Foundation not merely to provide resources for doing good, but to engender conditions in which this progress could always be leveraged, amplified and scaled.
apartments, most of them low and middle income, will save as much as $800/year.

- Based on our experience funding other local workforce development programs, we can anticipate that the incomes of individuals who gain green collar employment will more than double.
- Improved environmental quality and awareness will reduce the incidence of expensive public health and other problems.
- Property values will increase, and not just in retrofitted structures. A 2006 study of the effects of 600+ community gardens on property values within 1,000 feet documented substantial gains over time.3
- Our own proposed leadership investment of $750,000 in BROOKLYN GREENS will catalyze support by other corporations, foundations and individuals to fund its total budget of approximately $2.5 million.

BROOKLYN GREENS can also bring greater visibility to the Brooklyn Community Foundation and inspire new investment in its work. To these ends, the Foundation will be recognized prominently by the grantees as a lead local sponsor of BROOKLYN GREENS, regardless of the sources or extent of their other support. We will also capi-

talize on communications and marketing opportunities associated with the initiative, which can help us sharpen and clarify the Brooklyn Community Foundation’s value proposition to stakeholders.

The strongest case for BROOKLYN GREENS, however, is also the simplest: it can vastly improve the quality of life and well being of thousands of Brooklyn residents, including many who suffer every day from environmental degradation and neglect, and help show the way for all of Brooklyn’s other neighborhoods and communities.

The Brooklyn Community Foundation’s motto — its mission, vision and values statements all rolled into one— is “Do Good Right Here.” With BROOKLYN GREENS, the Foundation has a clear and compelling opportunity to show Brooklyn and the world just how determined it is to achieve this goal, today and for decades to come.

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APPENDIX

The tables on the following pages provide comprehensive information about the program activities and outcomes planned by each BROOKLYN GREENS partner.
<table>
<thead>
<tr>
<th>GOALS</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
</tr>
</thead>
</table>
| **Support sustainable neighborhood planning** | • Help the program partners (BSRC, CHLDC and El Puente) engage neighborhood residents and stakeholders in their planning processes  
• Develop and implement a methodology to generate a baseline GhG emissions inventory in the three neighborhoods  
• Help program partners map income, age, building type and ownership and WAP pipeline to assist in the selection of target blocks and buildings  
• Provide support for measuring/mapping other environmental indicators | • Host an environmental summit in each neighborhood in collaboration with each program partner and other relevant stakeholders  
• Continue Year 1 activities | Same as Year 2                                                                 |
| **Support energy efficient retrofitting**   | • Develop and document standards for energy audits and implementation of retrofits  
• Develop and disseminate culturally appropriate educational materials, tools and training curricula covering financial incentives for energy upgrades | Same as Year 1                                                                 | Same as Year 1                                                                 |
| **Support green job creation**             | • Research best practices in green collar job creation and workforce development  
• Develop labor standards for workers involved in retrofitting projects  
• Help program partners develop new partnerships to achieve their workforce development objectives | Same as Year 1                                                                 | Same as Year 1                                                                 |
| **Support community greening efforts**     | • Assist the program partners in achieving their community greening objectives | Same as Year 1                                                                 | Same as Year 1                                                                 |
| **Support community education, outreach and organizing** | • Assist program partners in developing and implementing their community education and organizing strategies  
• Create tools to help program partners communicate effectively about neighborhood environmental problems and their progress addressing them | Same as Year 1                                                                 | Same as Year 1                                                                 |
| Develop and implement systems to monitor and measure performance and outcomes | • Document GhG emission reductions achieved via block by block improvements in each neighborhood  
• Develop a shared operations/management tracking system for retrofit initiatives and protocols/practices for securing energy account information from private owners | • Continue Year 1 activities  
• Develop and track metrics for public health, environmental indicators, community engagement | Same as Year 2 |
|---|---|---|---|
| Convene a learning community of program partners | • Convene the program partners to address specific topics of shared interest  
• Share documents and other pertinent knowledge resources  
• Organize at least one site visit by all the partners to each neighborhood  
• Engage the program partners in efforts to improve the policy environment and advocate for programs to increase their effectiveness | Same as Year 1 | • Continue Year 2 activity  
• Sponsor a citywide sustainable neighborhoods conference showcasing the three partner programs |
<table>
<thead>
<tr>
<th>GOALS</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
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</thead>
<tbody>
<tr>
<td>Lead neighborhood environmental assessment and sustainable development</td>
<td>• Continue to collaborate with Coalition to Improve Bedford Stuyvesant to plan and implement EPA Smart Growth objectives. • Convene targeting charettes with Model Block participants, Block Associations, non-profit partners, local schools, etc., to plan new projects and initiatives. • Work with Pratt Center to create emissions inventory and a neighborhood-specific greenhouse gas baseline. • Work with Pratt Center to map neighborhood retrofitting needs.</td>
<td>• Engage 12 model blocks to participate in Weatherization Assistance Program (with 20% participation rate per block). • Implement at least one substantive retrofit measure on 25 residential units, small businesses and/or community facilities.</td>
<td>• Engage 16 blocks to participate in WAP (with 20% participation rate per block). • Implement at least one substantive retrofit measure on 50 residential units, small businesses and/or community facilities.</td>
</tr>
<tr>
<td>planning</td>
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<tr>
<td>Increase the number of weatherized/energy efficient structures</td>
<td>• Engage 8 model blocks to participate in Weatherization Assistance Program (with 20% participation rate per block). • Implement at least one substantive retrofit measure on 25 residential units, small businesses and/or community facilities.</td>
<td>• Engage 12 model blocks to participate in WAP (with 20% participation rate per block). • Implement at least one substantive retrofit measure on 37 residential units, small businesses and/or community facilities.</td>
<td>• Engage 16 blocks to participate in WAP (with 20% participation rate per block). • Implement at least one substantive retrofit measure on 50 residential units, small businesses and/or community facilities.</td>
</tr>
<tr>
<td>development</td>
<td></td>
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<tr>
<td>Develop a green collar workforce</td>
<td>• Train 30 unemployed, underemployed and/or formerly incarcerated local residents in green collar jobs (green construction, weatherization, retrofitting) via an extant Green Construction Training program. • Create/place 20 of these residents in green collar jobs (WAP, Fee for Service, WAP subcontractors, etc.) • Develop a plan and other needed resources for continuing the training program in 2011.</td>
<td>• Train 30 local residents in green collar jobs. • Place 20 participants.</td>
<td>• Train 45 local residents in green collar jobs. • Place 35 participants.</td>
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<tr>
<td>workforce</td>
<td></td>
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<tr>
<td>Green the community</td>
<td>• Plant 150 trees • Upgrade 2 community gardens/extant green public spaces (via the Justice Corps)</td>
<td>• Plant 150 trees. • Upgrade 4 community gardens/extant green public spaces (via the Justice Corps).</td>
<td>• Plant 150 trees. • Upgrade 5 community gardens/extant green public spaces (via the Justice Corps).</td>
</tr>
<tr>
<td>community</td>
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<tr>
<td>Educate and organize community members</td>
<td>• Work with Pratt Center to create and disseminate environmental educational materials to engage homeowners/tenants during the energy audit process</td>
<td>Same as Year 1</td>
<td>Same as Year 1</td>
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</table>
## CYPRESS HILLS LOCAL DEVELOPMENT CORPORATION

<table>
<thead>
<tr>
<th>GOALS</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
</tr>
</thead>
</table>
| **Lead neighborhood environmental assessment and sustainable development planning** | • Work with Pratt Center to create emissions inventory and a neighborhood-specific greenhouse gas baseline.  
• Work with Pratt Center to map neighborhood retrofitting needs.  
• Survey 50 Cypress Hills residents regarding home condition, housekeeping habits (cleaning supplies, extermination, etc.), access to healthy food, transportation choices, health and general well-being (the sustainable well-being survey)  
• From survey results and data tracking, draft Cypress Hills Green Master Plan. | • Complete Cypress Hills Green Master Plan.  
• Launch two-year participatory planning process to plan the development of vacant land and suspected brownfields through the New York Department of State Brownfield Opportunity Area program.  
• Survey 100 Cypress Hills residents regarding home condition, housekeeping habits (cleaning supplies, extermination, etc.), access to healthy food, transportation choices, health and general well-being.  
• Work with NYC Department of City Planning to study the re-zoning of Cypress Hills/East New York major commercial corridors – Atlantic Avenue, Liberty Avenue & Pitkin Avenue. | Continue Year 2 work |
| **Increase the number of weatherized/energy efficient structures**     | • Begin construction on 29 units of deeply affordable, thoroughly green housing (rental apartments with an opportunity to purchase at the end of the 15 year regulatory period – Cypress Village).  
• Begin pre-development on an additional 100 units of green, affordable housing (53 units of low-income senior housing, 47 units of mixed-income family housing).  
• Retrofit 3 CHLDC offices and one Child Care Center.  
• Retrofit 25 units of CHLDC-owned & managed low-income rental housing.  
• Retrofit 100 units of privately-owned small homes through the Model Block Retrofit program.  
• Retrofit 1 community facility.  
• Install 5 solar thermal systems and 1 green roof on CHLDC-owned properties  
• Provide 15 homeowners with low-interest loans or grants for major capital repairs required before retrofit work can take place (e.g. roof replacements, mold remediation);  
• Link 15 local business people with energy audits and retrofit assistance. | • Begin construction on 100 units of green, affordable housing.  
• Retrofit 100 units of CHLDC-owned and managed low-income rental housing.  
• Retrofit 100 units of privately owned small homes through the Model Block Retrofit program.  
• Retrofit 2 community facilities.  
• Provide 15 homeowners with low-interest loans or grants for major capital repairs required before retrofit work can take place (e.g. roof replacements, mold remediation);  
• Link 15 local business people with energy audits and retrofit assistance.  
• Organize information session for local contractors regarding NYSERDA, Con Ed, National Grid, and other green building trainings and certifications. | Continue Year 2 work |
| **Develop a green collar workforce**                                   | • Train 25 local young people for green jobs (energy audits, building retrofits, green & cool roofs) through CHLDC’s YouthBuild and Green City Force programs.  
• Place 3 local young people in green internships or jobs at the end of their training | • Train 25 local young people for green jobs (energy audits, building retrofits, green & cool roofs) through CHLDC’s YouthBuild and Green City Force programs.  
• Place 3 local young people in green internships or jobs at the end of their training | Continue Year 2 work |
| Educate and organize community members                     | • Finish design and construction of the Cypress Hills Community School Green House & Healthy Kitchen with New York SunWorks - outfitted to serve more than 450 students per year.  
• Implement innovative nutrition programming at Cypress Hills Community School through a collaboration with Wellness in the Schools (WITS).  
• Chair Cypress Hills/East New York Food+Farming planning group (includes representatives from Pratt Center, East New York Farms! and New Farmer Development Program). | • Convene a Verde Summit to learn about and discuss community environmental and health issues and to inform planning processes.  
• Create Cypress Hills-specific environmental justice curriculum for CHLDC-run afterschool programs.  
• Complete farmers’ market feasibility study with help from Food+Farming planning group. | Continue Year 2 work |
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| Lead neighborhood environmental assessment and sustainable development planning | • Expand partners/stakeholders in Green Light Working Group and create a five-year strategic plan for the Green Light District.  
• Officially launch the Initiative and continue monthly meetings of working group.  
• Work with Pratt Center to create emissions inventory and a neighborhood-specific greenhouse gas baseline.  
• Work with Pratt Center to map neighborhood retrofitting needs.                                                                                                                 | Continue Year 1 work                                                                                                                                                                                                         | • Assess the first three years of the Green Light District Initiative.  
• Create a strategic plan for years 5 through 10 of the Green Light District Initiative.                                                                                                                                  |
| Increase the number of weatherized/energy efficient structures       | • Research and develop a tailored outreach strategy for engaging homeowners and renters from the Southside of Williamsburg in energy efficiency and retrofit projects.  
• Design a plan and secure resources for a Community Retrofit Expediter, a “one-stop-shop” that will serve as a lending library and referral center, and a clearinghouse for information on existing loan funds, incentives, and energy rebates in New York State.  
• Apply for funding and develop a partnership with a local nonprofit housing development organization, such as the Los Sures Housing Development Corporation, for the purpose of retrofitting an existing multi-family building as a demonstration project in year two of our program. | • Advocate for increased access to financing for residential retrofit projects authorized by the 2009 Green Jobs/Green New York Bill.  
• Launch the Community Retrofit Expediter program.  
• Engage 10 households on El Puente’s Model Block in improving the energy efficiency of their buildings.  
• Implement the model multi-family building/apartment home retrofit project.                                                                                                                                 | • Engage additional 20 households on El Puente’s model block in improving the energy efficiency of their buildings.  
• Retrofit an additional multi-family building/apartment home owned by the local nonprofit housing development corporation.  
• Evaluate model block program and select additional blocks, as appropriate.                                                                                                                                               |
| Develop a green collar workforce                                     | • Create program design for and bring together institutional partners for the El Puente Green Academy for Math, Science and the Arts, which will prepare young people from the Southside of Williamsburg for jobs in the “green” and public health sectors.  
• Work with green job training partner to explore program for offering green building/energy retrofit training to El Puente members.  
• Work with Weatherization Access Program (WAP) and BPI-certified contractor partners to develop internship placement agreement for trained El Puente members. | • Secure resources and finalize program design for the Green Academy for Math, Science and the Arts.  
• Facilitate green internship placement for 15 El Puente members.                                                                                                                                                           | • Pilot the Green Academy for Math, Science and the Arts and offer training to 15 young people.  
• Facilitate green internship placement for 15 El Puente members.                                                                                                                                                         |
| **Green the community** | Expand programming at El Puente's Espiritu Tierra Community Garden by engaging up to 15 young people in a stewardship project that will include hands-on gardening, produce distribution and cooking activities, as well as community composting and rainwater harvesting projects.  
- Conduct survey of blocks and other areas in the Southside where additional street trees might be planted.  
- Develop a plan for greening El Puente’s Model Block, that will consider potential projects such as tree planting and green roof installation. | Engage 10 households on El Puente’s Model Block in tree planting and other greening activities.  
- Engage 30 young people in expanded stewardship activities at the Espiritu Tierra Community Garden. | Engage additional 20 households on El Puente’s Model Block in tree planting and other greening activities.  
- Engage 30 young people in expanded stewardship activities at the Espiritu Tierra Community Garden. |
| **Educate and organize community members** | Design El Puente Scholars, an internship project rooted in the Green Light District activities, which will integrate academic and experiential learning to support high school graduation and college transition for young people in the Southside of Williamsburg. 20 young people will be engaged in year one.  
- Design the Wellness Assessment and Action Plan, a multilayered tool that will focus on health, education, and artistic and cultural needs of the Southside residents. Conduct focus groups of El Puente members and train peers to facilitate the Assessment/Action Plan Tool. | Secure additional resources and expand the El Puente Scholars internship program to serve 60 young people annually.  
- Educate 50 community residents through public art presentations with environmental and public health messages.  
- Test out the Wellness Assessment and Action Plan among El Puente’s members. Refine the instrument and train additional facilitators. | Bring the El Puente Scholars internship program to full scale by engaging 100 young people annually.  
- Significantly expand the community wellness programming, including environmental, cultural and arts activities, at El Puente’s Espiritu Tierra Community Garden.  
- Educate 50 community residents through public art presentations with environmental and public health messages.  
- Pilot the Wellness Assessment and Action Plan door-to-door on El Puente’s Model Block. |