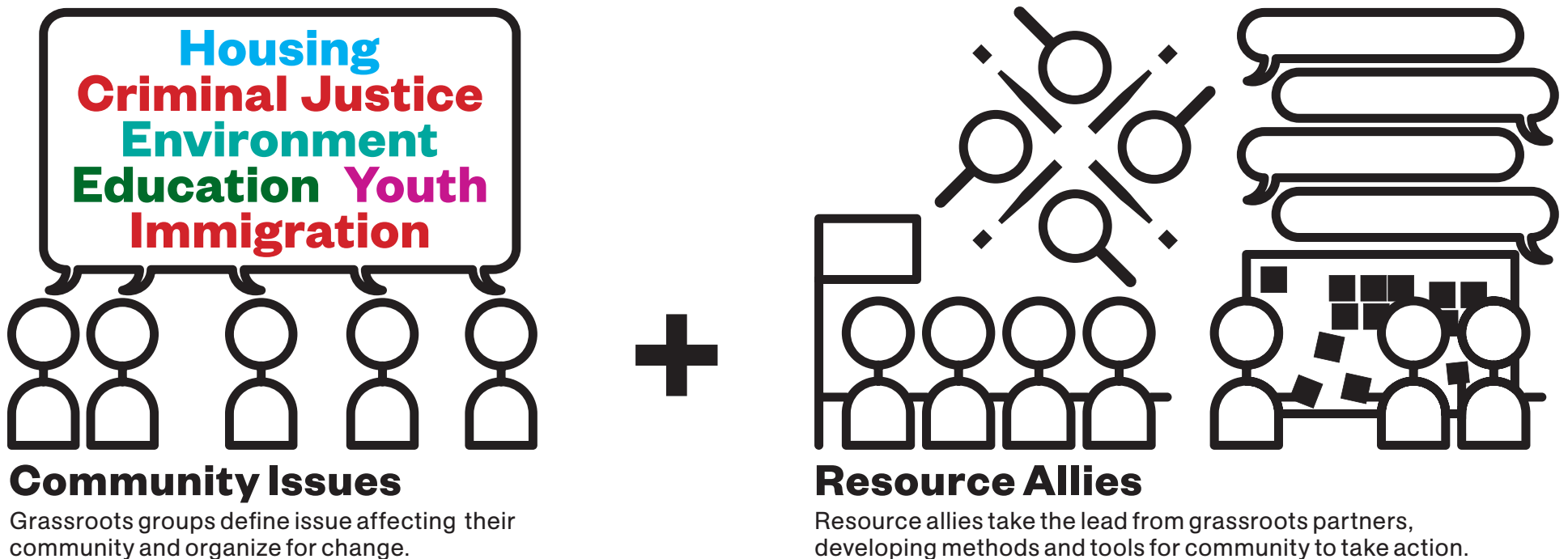


# Partnering for IMPACT!

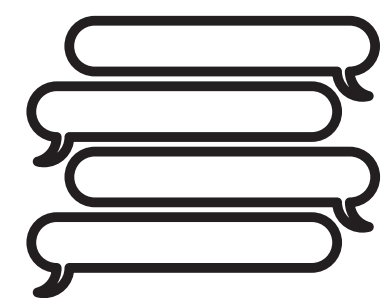
Innovative Collaborations for Effective Organizing:  
Case Studies from a Conference and Exhibit Hosted by



## THE PARTNERING FOR IMPACT MODEL



## TYPES OF PARTNERSHIPS



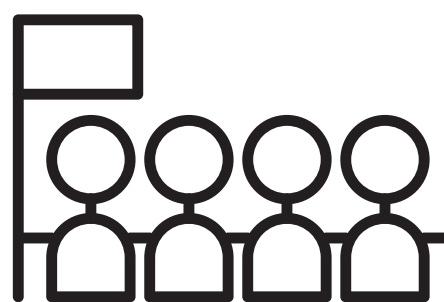
**Communications Design and Popular Education**  
Works of visual communication that make complex issues accessible to lay audiences, and that are created in partnership with the community organizers and their constituents.



**Participatory Action Research**  
Action-oriented process in which community members are central to the design, administration and analysis of the research. PAR is used to educate community members, engage elected officials, garner media attention and advocate for socially just policies.



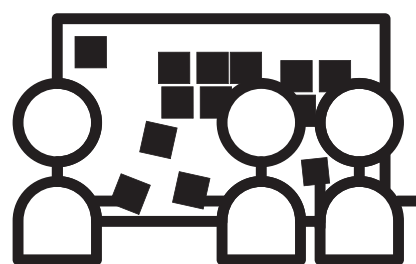
**Community Lawyering**  
Lawyering that is done in partnership with community groups in support of broader advocacy and organizing efforts.



**Coalition Building**  
Various organizations and stakeholders come together to build power to win a campaign.



**Technology and Multimedia**  
Projects that use technology and media such as audio, video, and web-based components to create a broader range of tools to be used in community organizing and that increase the openness of communications technology, making it more accessible to low-income groups and others impacted by the “digital divide.”



**Participatory Planning and Design**  
A process to engage community stakeholders and gather their input on land-use planning so that the community can have an informed voice in how their neighborhood looks and feels. This input is then used to advocate with decision-makers to ensure the implementation and realization of the community’s land-use vision.



**Storytelling and Art**  
Works of aural, visual, or performing arts created with community members as not just audience but also as collaborators, and that address issues of social relevance to the participants.



**Mapping**  
Using maps to identify local knowledge, history, or assets to visualize disparities, usage, or resources that inform an advocacy goal.

# Letter from the Hosts of Partnering for Impact

---

On Tuesday, June 4th, 2013, the Center for Urban Pedagogy, the Community Development Project at UJC and Hester Street Collaborative hosted Partnering for Impact, a conference and exhibit, to explore how resource groups and community organizations can work together towards effective organizing.

As three resource organizations that have collaborated with many community groups using various methods—research, planning, and design—we have learned a lot about what works and what doesn't work when it comes to partnerships. We have seen the impact of collaborative projects built from the ground up and driven by the needs and priorities of communities. We have seen that partnerships that strengthen organizing efforts and advance social change are effective and add value for community groups and resource allies. We have also seen many talented researchers, artists, planners, and architects who are eager to apply their skills where they will have real value and impact.

Our work has also shown us the challenges that can arise in partnerships: rocky funding landscapes, resource organizations parachuting in and telling communities what is best, collaborations that fail to build equal and lasting relationships, the mismatches between needs and resources, and a reliance on pro-bono work that makes it hard for partners to hold each other accountable.

These experiences, insights, and frustrations led us to develop Partnering for Impact, to create a forum for elevating best practices, exploring challenges, forging new partnerships, and seeding new ideas.

It turns out we were not alone. The conference and exhibit, which were co-sponsored by the Surdna Foundation and the New School for Public Engagement, drew 210 people from 121 organizations—reaching full capacity for the event. These included participants from grassroots organizations, artists, researchers, designers, policymakers and academics.

The day's events included 9 workshops and panels highlighting participatory research, planning and design tools for organizers and lessons learned from a wide variety of projects. The workshops were hands-on, participatory and covered a range of resource partnerships. The day ended with a reception and an exhibition of 17 multidisciplinary projects highlighting the work of 55 organizations. Throughout the day, we also captured footage for the creation of 15 mini-documentaries highlighting those projects.

We were thrilled to share and learn from others about what works and what doesn't work when it comes to partnerships. Through our 9 workshops and panels, we learned about the impact of collaborative projects built from the ground up and driven by the needs and priorities of communities. We heard from community organizers about ways they have worked with resource allies to advance social change and we also learned from many talented researchers, artists, planners, and architects about the best practices in their collaborations.

As we reflect on the conference, we realize that there is tremendous demand for support, recognition, and information sharing around these issues. We have created this publication in an effort to continue the dialogue and to share our results with a broader audience. In the mean time, you can find out more about the conference and see the videos online at: <http://cdp-ny.org/pfi/>.

We hope you find this publication helpful and we look forward to learning from and sharing with you as we continue this important work into the future.

In solidarity,



**Alexa Kasdan**

Director of Research & Policy  
Community Development Project



**Christine Gaspar**

Executive Director  
Center for Urban Pedagogy



**Anne Fredrick**

Executive Director  
Hester Street Collaborative

# Goals of Conference and Exhibit

1. To explore how grassroots community organizations and resource allies can partner to organize for justice and social change.
2. To identify and share best practices and tools that can strengthen these partnerships.
3. To identify challenges in collaborative work and discuss how to overcome them.

## Results

**210**

**Conference Attendees**

**121**

**Organizations Represented**

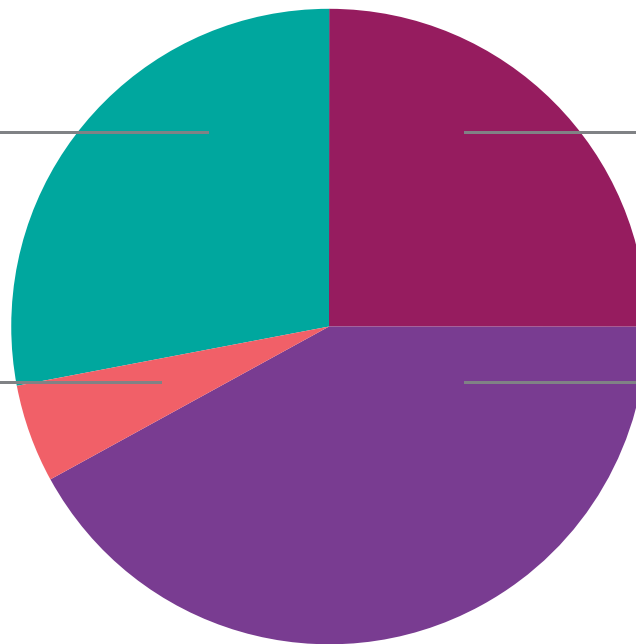
Attendees represented grassroots, resource, academic, philanthropic, and others organizations. Surveys reflect that attendees were very impressed with who was at the conference, both speakers and other attendees.

**59**

**Attendees (28%) came from Grassroots Groups**

**11**

**Attendees (5%) were Funders**



**52**

**Attendees (25%) came from Resource Groups**

**88**

**Attendees (42%) came from Other Organizations**

**50**

**Proposals**

were received in response to RFP for posters.

**17**

**Posters**

were designed and exhibited to show innovative collaborations.

**15**

**Videos**

were made to document each of the collaborations featured in a poster.

**9**

**Workshops**

and panels highlighted exemplary projects and best practices.

**3**

**Methods Workshops**

addressed participatory research, design, and planning.

## Projects Featured In This Publication Were Made Possible By:

1% for the Planet — Juice Generation  
 Akonadi Foundation  
 Altman Foundation  
 Andrus Family Fund  
 Astraea Lesbian Foundation for Justice  
 Atlantic Philanthropies  
 Ben & Jerry's Foundation  
 Bloomberg Philanthropies  
 Brooklyn Community Foundation  
 Brownsville Community Justice Center through the Justice Community program of the Department of Probation  
 Captain Planet Foundation  
 Catalog for Giving  
 The Center For Court Innovation  
 Center for Civic Media at MIT  
 Center For Economic Opportunity  
 Charles Lawrence Keith and Clara Miller Foundation  
 Collin Higgins Foundation  
 Columbia University, Teachers College, Center for Technology and School Change  
 CORO Immigrant Civic Leadership Program  
 Cricket Island Foundation  
 CrossCurrents Foundation  
 Daphne Foundation

David Rockefeller Fund  
 Edelman Community Investment  
 Eileen Fisher  
 Ethel and W. George Kennedy Family Foundation  
 Ford Foundation  
 Franklin Furnace  
 Funders Collaborative on Youth Organizing  
 Funding Exchange  
 Hazen Foundation  
 Hill-Snowdon Foundation  
 Human Rights Fund  
 Irene B. Wolt Lifetime Trust  
 Jessie Smith Noyes Foundation  
 Jewish Funds for Justice  
 John Molloy Gallery  
 Johnson Ohana Charitable Foundation  
 Just and Fair Schools Fund  
 The Knight Foundation  
 The Kresge Foundation  
 Lambent Foundation  
 Left Tilt Fund  
 Lily Auchincloss Foundation  
 Lower Manhattan Development Corporation  
 Marguerite Casey Foundation  
 Mayor's Young Men's Initiative  
 The Media Democracy Fund  
 Merck Family Fund

Mertz Gilmore Foundation  
 Mitchell Kapor Foundation  
 The Nathan Cummings Foundation  
 National Endowment for the Arts  
 New York City Council Members  
 New York City Department of Cultural Affairs in partnership with the City Council  
 New York City Department of Education  
 New York City Department of Youth and Community Development Summer Youth Employment Program  
 New York Community Trust  
 New York Foundation  
 New York State Council on the Arts  
 New York Stock Exchange Euronext Foundation  
 New York Women's Foundation  
 North Star Fund  
 NYC Center for Economic Opportunity Work Progress Program  
 NYU Community Fund  
 Oak Foundation  
 Open Society Foundations  
 OSI-Baltimore  
 Paul Rapoport Foundation  
 Queens Museum of Art  
 The Robert Rauschenberg Foundation

Robert Sterling Clark  
 Robert Wood Johnson Foundation  
 Rockefeller Brothers Fund  
 The San Francisco Foundation  
 Sappi Ideas That Matter  
 Scherman Foundation  
 Sociological Initiatives Foundation  
 Solidago Foundation  
 Surdna Foundation  
 Syringe Access Fund  
 The Rockefeller Foundation's NYC Cultural Innovation Fund  
 Third Wave Foundation  
 Tides Foundation  
 Travelers Foundation  
 Tribeca Fund Institute  
 New Media Fund  
 Union Square Awards  
 US Environmental Protection Agency  
 US Human Rights Fund  
 US State Department Bureau of Democracy, Human Rights, and Labor  
 UU Veatch Program at Shelter Rock  
 Variety — The Children's Charity  
 Winifred Johnson Clive Foundation  
 Wyncote Foundation  
 York Foundation

# Conference Program

**9:30 – 10:00am Breakfast and Check-in**

**10:00 – 11:00am Welcome and Opening Presentation**



The conference opened with a presentation by the host organizations on the Partnering for Impact model of grassroots-led, action-oriented partnerships to support organizing. We got to know each other, explored partnership models and best practices, and heard about great case studies from each of the organizations who later exhibited their innovative collaborations at the evening reception.

**11:15am – 12:45pm Morning Workshops and Panels**



**Beyond the Charrette: A Workshop About Mobile Tools for Participation in Planning Processes**

This workshop explored mobile tools designed to be taken into parks, schools, tenant meetings, and other community spaces to engage community members of all ages in the planning process. Tools/case studies included: Waterfront on Wheels, an interactive model that facilitates conversation about waterfront redevelopment; FIERCE Pop-Up Center, a hybrid organizing and survey tool to engage young people through community mapping and hands-on visioning, collect their input, and raise awareness and visibility; and People Make Parks, offering malleable tools that community groups can reshape to gather input about park design in their neighborhoods.

**Unpacking the Research for Organizing Toolkit: A Primer on Participatory Action Research Methods**

In this workshop we explored how to use the Community Development Project's web-based Research for Organizing Toolkit for participatory action research, and heard from grassroots groups about their experience with surveys, focus groups, interviews, mystery shopping, and community mapping. Participants broke out into small groups and visited stations to learn more about tools and case studies for particular research methods. Presenting organizations included CASA, JFREJ, FIERCE, Power U, Picture the Homeless, New Immigrant Community Empowerment (NICE), and FUREE.

**Working with Designers**

This workshop, led by the staff of the Center for Urban Pedagogy (CUP), helped break down the process of collaborating with designers to create meaningful, compelling graphics that increase the impact of organizing work. The workshop included an introduction to CUP's own methods for collaborating with organizers and designers and an opportunity to workshop projects. Participants were encouraged to bring projects or ideas to discuss and to get feedback from CUP and its talented designers.

**Working with People: Keywords, Contested Meanings, and Building Shared Language in Critical Pedagogy and Partnerships**

In this workshop, New School faculty members presented collaborations involving restaurant workers and youth and discussed what can be learned and accomplished through partnerships between community organizations and students. In particular, presenters explored the critical role that developing shared language has played in their collaborations, and workshopped the "Working with People" tool for building shared definitions of words like "community", "collaboration", and "power" that are at the heart of any partnership.



**12:45 – 1:45pm Lunch**

**1:45 – 3:15pm Afternoon Workshops and Panels**



**Community Driven Design at the Lower East Side Waterfront**

This panel discussion explored a broad community-driven collaborative effort to shape New York City's Lower East Side Waterfront in a way that met the needs and desires of the surrounding communities. The panel featured leaders from Lower East Side community organizations and explored themes including: reconnecting residents with the waterfront, building neighborhood power, meeting the needs of people facing displacement, and responding to Superstorm Sandy.

*Panelists*

Jason Chan, CAAAV: Organizing Asian Communities  
Kerri Culhane, Two Bridges Neighborhood Council  
Anne Frederick, Hester Street Collaborative  
Dan Tainow, Lower East Side Ecology Center  
Kay Takeda, Lower Manhattan Cultural Council

**Empowering Youth through Hands-on Art, Design, and Planning**

This workshop focused on collaborative youth development programs that build leadership skills around specific neighborhood planning and social justice issues through art and design. Participants heard from educators about four participatory education programs, explored how to craft roles for youth as partners, identified stakeholder power dynamics, and defined the roles of larger institutions and community-based partnerships.

*Presenters*

Elizabeth Hamby, the Museum of the City of New York:  
Neighborhood Explorers Program

Shelma Jun, Local Spokes: Youth Ambassadors Program  
Valeria Mogilevich, CUP: Urban Investigations Program  
Amy Sananman & Jules Joseph, Groundswell: Summer Leadership Institute

**Grassroots Policymaking**

In this panel, participants explored strategies and best practices to effectively include voices of low-income people, people of color, immigrants, youth, and other excluded populations in policymaking. The panel included various types of policymaking including legislative and administrative changes, as well as Community Benefits Agreements. The panel provided case studies and tools and participants discussed the opportunities and challenges of developing policy from the ground up.

*Moderator*

E. Tammy Kim  
Ms. Foundation Fellow, Journalist

*Panelists*

Susanna Blankley  
New Settlement Apartments' Community Action for Safe Apartments (CASA)  
Daisy Chung  
Restaurant Opportunities Center-New York  
Ted De Barbieri  
Community Development Project at the Urban Justice Center  
Priscilla Gonzalez  
Communities United for Police Reform  
Maggie Williams  
The Advocacy Institute



**3:30 – 4:45pm**

**Partnering for Impact Plenary Panel: Exploring Three Innovative Collaborations for Effective Organizing**



The conference closed with a panel featuring three pairs of speakers who presented their innovative collaborations and tied together themes from throughout the day. Each pair discussed how they worked with each other, what they got out of the collaboration, and the impact they achieved.

*Moderator*

Maria Mottola, New York Foundation

*Panelists*

Participatory Budgeting: Council Member Brad Lander, New York City's 39th Council District, and Sondra Youdelman, Community Voices Heard  
Seward Park Urban Renewal Area: Damaris Reyes, GOLES, and Gabrielle Bendiner-Viani, The New School for Public Engagement  
Immigrant Consumer Education: Valeria Treves, New Immigrant Community Empowerment (NICE), and Prerana Reddy, The Queens Museum of Art

**5:00 – 7:00pm**

**Reception and Exhibition of Projects**

After the conference, we hosted an exhibition featuring seventeen posters of innovative collaborations for effective organizing. Representatives from each of the projects were there to discuss their work and answer questions.

Welcoming remarks from Surdna Foundation.

# Conference Day

During Partnering for Impact, participants attended an introductory presentation about the Partnering for Impact model. This was followed by six workshops and panels highlighting participatory research, planning and design tools and a plenary panel featuring three pairs of speakers discussing partnerships in support of social justice. The day concluded with an exhibit of 17 posters, representing the work of 55 organizations, which explored exemplary partnerships.



Conference attendees participate in Research for Organizing workshop



Anne Frederick from Hester Street Collaborative at the opening presentation

**“It was nice to see that grassroots organizations can put together an event and exhibit that is so polished. It made me realize that if we find the right partners, we can present our work in a way that will be really effective and looks really good.”**

—Conference Attendee



Conference attendees participate in Research for Organizing workshop



The opening presentation for Partnering for Impact



Christine Gaspar from Center for Urban Pedagogy at the opening presentation

**“Great group of activists all in one place. I had some really good incidental conversations today.”**

—Conference Attendee

**“Laser focus on partnerships, tools and challenges. Social justices lens is key. Understanding of how work started and evolved was helpful.”**

—Conference Attendee



Alexa Kasdan from Community Development Project at UJC at the opening presentation

**“It was a very collaborative day.”**

—Conference Attendee

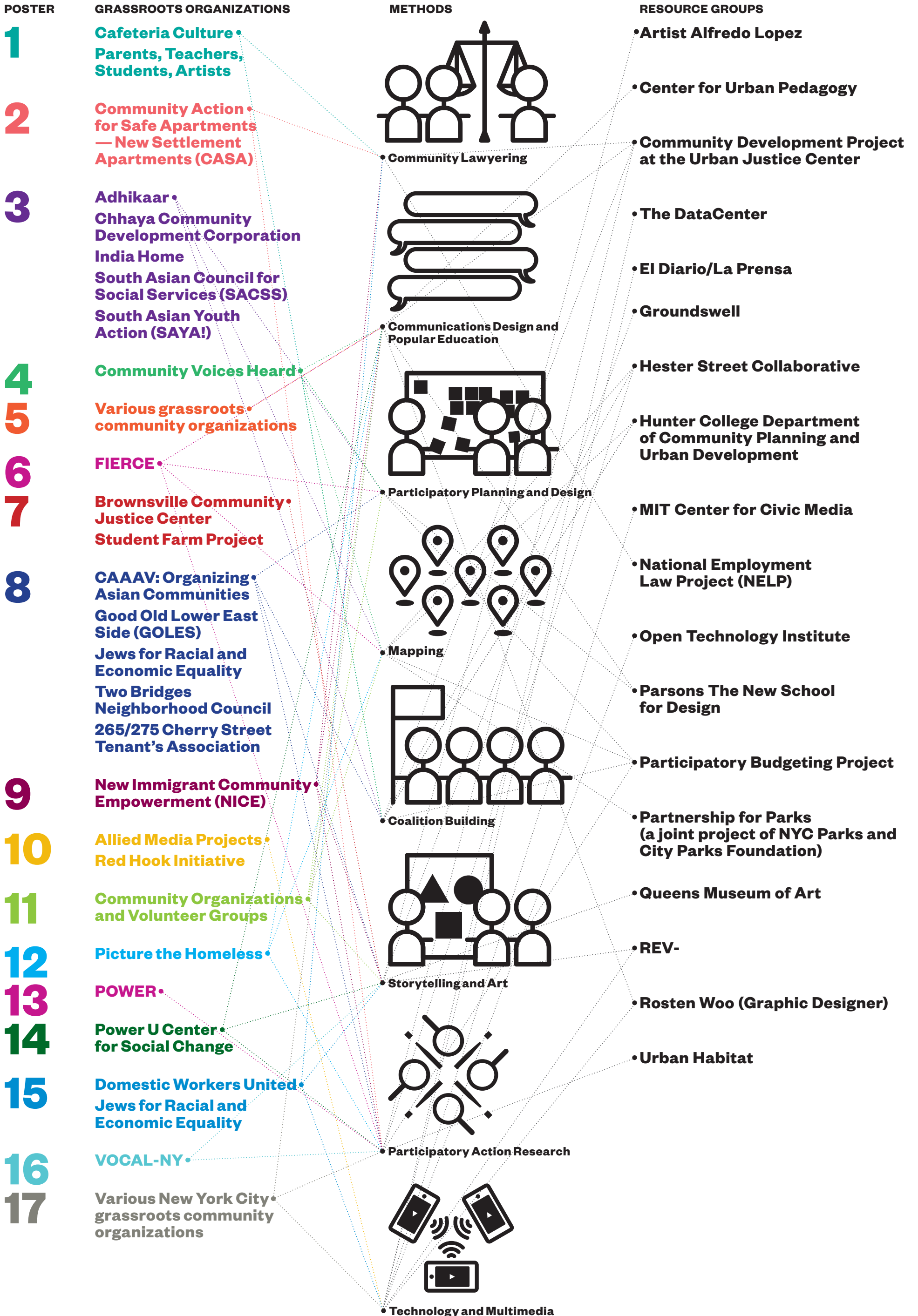


Alicia Garza talks about POWER's collaborative poster at the exhibit



17 posters were exhibited to showcase exemplary collaborations

# Partnerships Overview



# Zero Waste School Cafeterias

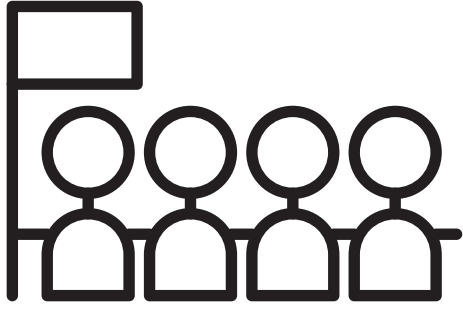
## PARTNERS

**Cafeteria Culture (CafCu) — New York City Department of Education (DOE), Offices of SchoolFood and Sustainability — Parsons The New School for Design — Parents, teachers, students, artists.**

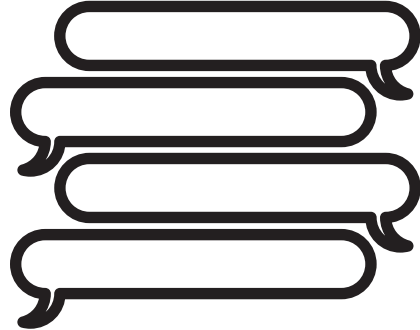
## ISSUES

Environment  
Education  
Youth

## METHODS



**Coalition Building**



**Communications Design and Popular Education**

## SUMMARY

Zero Waste School Cafeterias is an effort to drastically reduce landfill- and incinerator-bound garbage from school cafeterias in New York City, by first eliminating the 860,000 polystyrene (Styrofoam) trays used every school day. Trayless Tuesdays, implemented city-wide in 2010, has to date eliminated 70 million polystyrene trays from school lunches, incinerators, and landfills and set the stage for a citywide school composting, and a ban on polystyrene food containers in both schools and restaurants. The effort is led by Cafeteria Culture— a collection of parents, artists, teachers, and students— in partnership with the New York City Department of Education, Offices of SchoolFood and Sustainability, the Department of Sanitation, the US Environmental Protection Agency, various partner schools, and Parsons.



## GOALS

To completely rid New York City public school cafeterias of polystyrene, and to drastically reduce food and food packing waste with the goal of achieving zero waste school cafeterias.

## PRODUCT

Compostable/recyclable food service ware; giant puppets to protest polystyrene tray use; student Cafeteria Ranger training; ARTS+ACTION curriculum.

## IMPACT

Implemented Trayless Tuesday—one day a week without any polystyrene trays in 1,700 public schools in NYC, eliminating 70 million trays; a cooperative buying agreement between NYC SchoolFood and five large school districts; influenced Mayor Bloomberg's citywide polystyrene ban on to-go containers and school trays; initiated a private-public partnership that inspired NYC's school composting pilot; reduced public resources needed for creating climate smart policy.

# Tipping the Scales

## A Report of Tenant Experiences in Bronx Housing Court

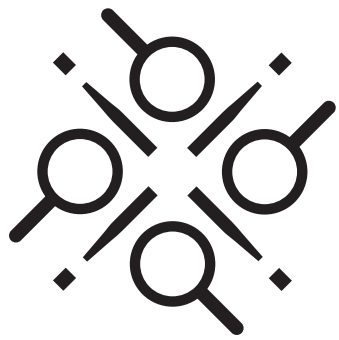
### PARTNERS

**New Settlement Apartments' Community Action for Safe Apartments (CASA) — Community Development Project at the Urban Justice Center (CDP)**

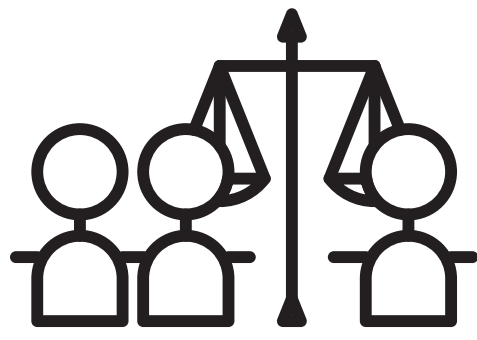
### ISSUES

Housing  
Court Reform

### METHODS



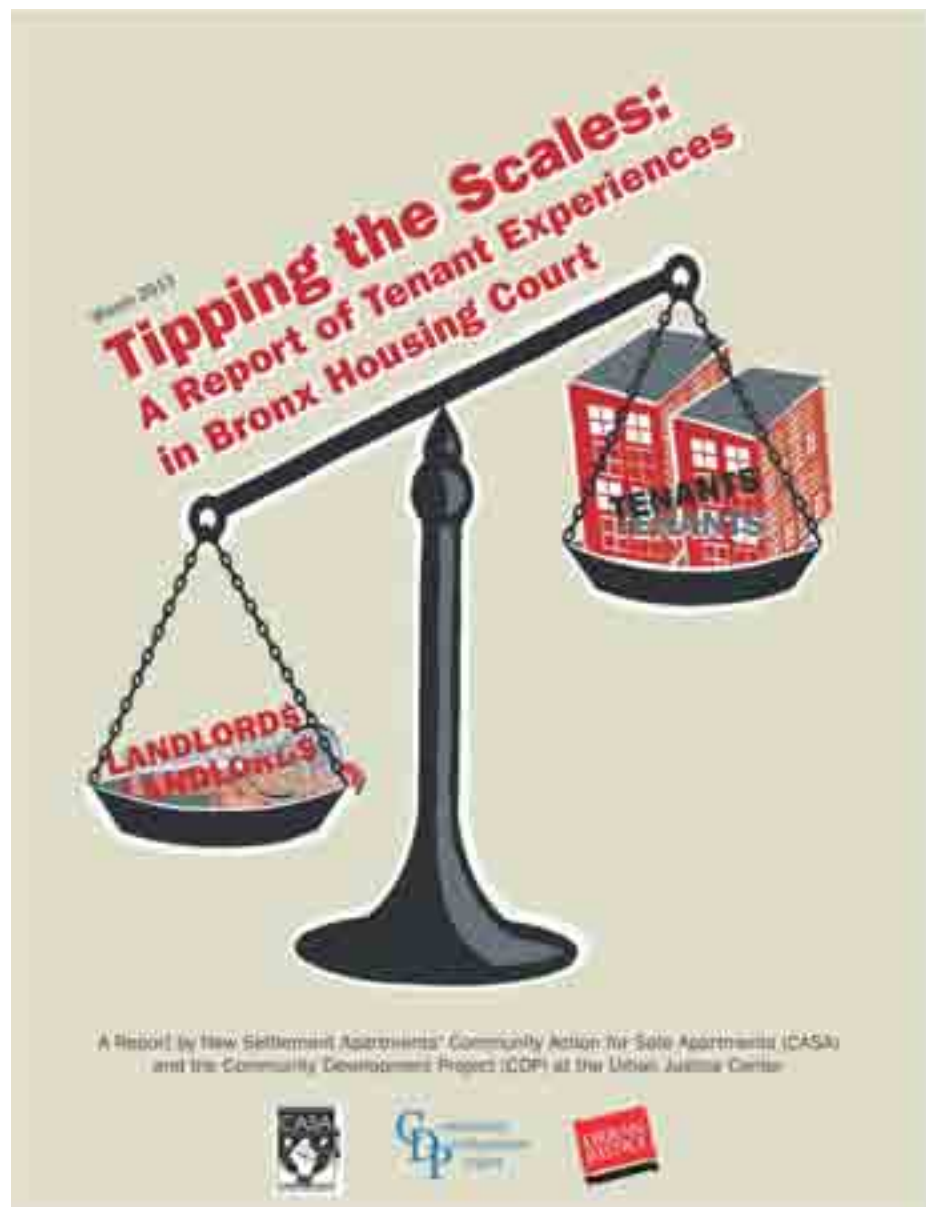
**Participatory  
Action Research**



**Community  
Lawering**

### SUMMARY

CASA and CDP worked together to conduct participatory action research to document tenant experiences in housing court, to develop grassroots policy recommendations, and to produce a report on their findings.



### GOALS

To identify the concrete challenges tenants face in Housing Court and identify necessary policy changes.

### PRODUCT

A report documenting findings from 1,055 surveys, three focus groups with more than 25 participants, and 15 observations of courtrooms; a set of policy recommendations; coverage of the report in *The New York Times* and other media outlets.

### IMPACT

Over 120 people attended a forum about the research, and *The New York Times* and several other outlets covered the report. CASA has met with several elected officials and judges to discuss their findings and suggested housing court reforms.



# A Share Space for South Asians

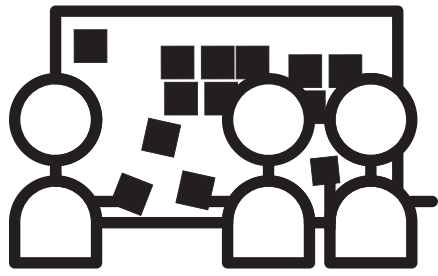
## PARTNERS

**Adhikaar — Chhaya Community Development Corporation — Hester Street Collaborative — India Home — South Asian Council for Social Services (SACSS) — South Asian Youth Action (SAYA!)**

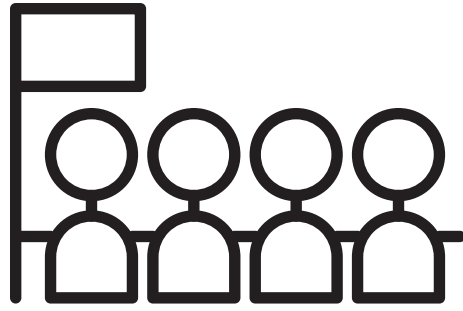
## ISSUES

Land Use and Development  
Civic Engagement  
Immigration

## METHODS



**Participatory Planning and Design**



**Coalition Building**



**Mapping**

## SUMMARY

Chhaya CDC, with technical assistance from Hester Street Collaborative, led a historic process that engaged nearly 200 South Asians who live in Queens to envision a new center to meet people's needs for community, connection, and culturally sensitive services, all under one roof.



## GOALS

To develop a plan for a community center in Northwest Queens that reflects the needs and desires of the South Asian community.

## PRODUCT

Multilingual maps and "My Center" visioning posters; "A Community's Vision: A Shared Space for South Asians," a report proposing what a South Asian Community Center could look like; architectural analysis of spatial needs; architectural programming diagrams, floor plans and renderings; capital campaign fundraising package.

## IMPACT

The first phase of participatory planning and design for the creation of South Asian Community Center engaged 200 stakeholders in defining the programming and spatial needs for the center. Based on this needs assessment, Hester Street created preliminary architectural schematics and plans to guide the site selection process. The schematic design package has been used to garner support from elected officials, community leaders, and funders, and to kick off a capital campaign.

# Participatory Budgeting in New York City

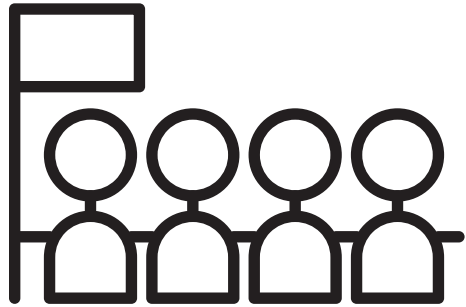
## PARTNERS

**Center for Urban Pedagogy — Community Development Project at the Urban Justice Center — **Community Voices Heard** — Participatory Budgeting Project — Eight New York City Council Members**

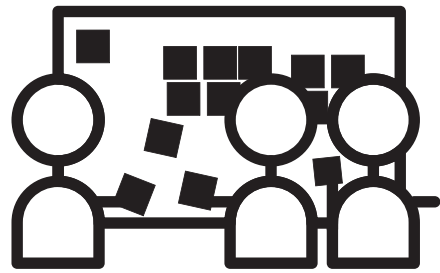
## ISSUES

Land Use and Development  
Civic Engagement

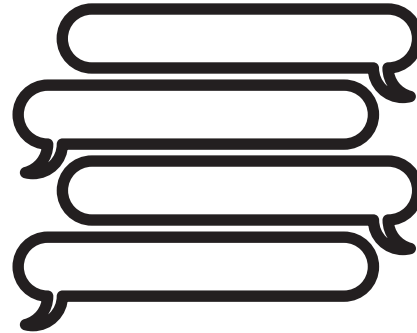
## METHODS



**Coalition Building**



**Participatory Planning and Design**



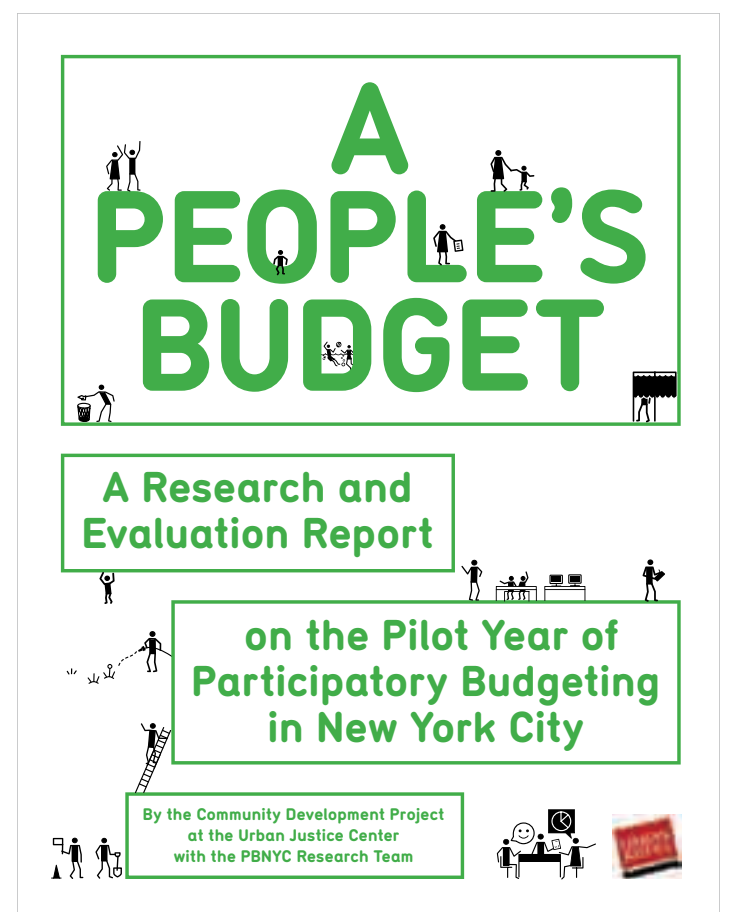
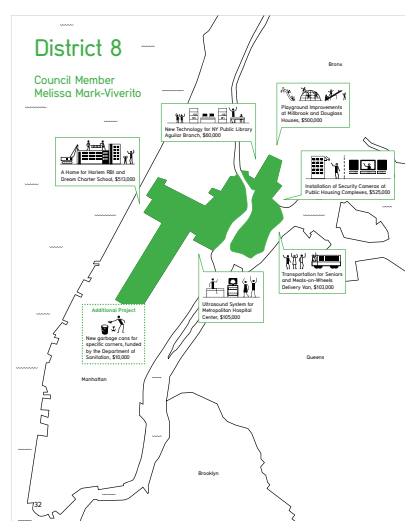
**Communications Design and Popular Education**



**Mapping**

## SUMMARY

The partner organizations joined with eight New York City Council Members to implement participatory budgeting, a process in which community members—instead of elected officials alone—decide how public funds should be spent, from start to finish. They exchange ideas, collaborate to develop project proposals and then vote on which proposals should get funded.



## GOALS

**Transparency:** to make budget decisions open and accessible to the public; **Equality:** to give each community member the same power to propose and vote on spending ideas; **Inclusion:** to include all voices—especially those of community members who face obstacles to participating in politics or government; to inspire greater civic participation; to build community; and to educate and empower residents.

## PRODUCT

A research and evaluation report documenting participation in Year One of Participatory Budgeting in New York City; posters for each project; maps of each council district; ballots for each NYC council district; a toolkit/handbook on how to implement PB; various educational videos.

## IMPACT

The pilot year of PBNYC involved 100 community organizations, four NYC Council Offices, and 6,000 residents voting to fund 27 priority projects totaling \$5.6 million. Year Two has doubled in size with eight council members, \$10 million in funds, and over 13,000 voters choosing 45 projects. Participatory budgeting has spread to several other U.S. cities including Boston, San Francisco, and Vallejo, California.

# Making Policy Public

## PARTNERS

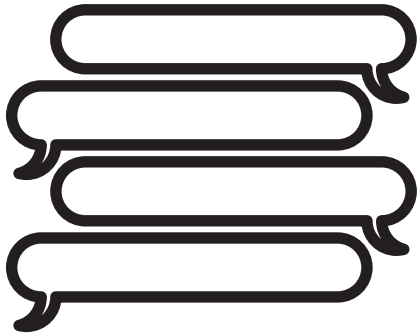
**A partnership of CUP, a grassroots partner, and a designer.**  
**Past partnerships include:**

## ISSUES

Various

- CUP + Center for Court Innovation + Danica Novgorodoff
- CUP + Street Vendor Project + Candy Chang
- CUP + Rémas + Neil Donnelly / Mary Meehan
- CUP + Domestic Workers United + Damon Locks
- CUP + Damascus Citizens for Sustainability + Papercut

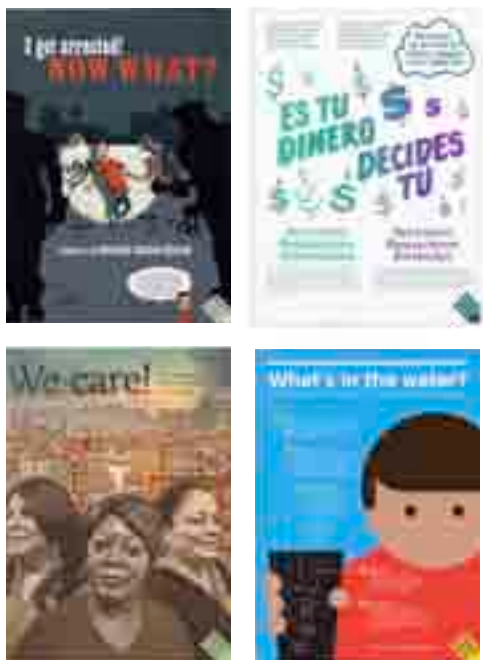
## METHODS



**Communications  
Design and  
Popular Education**

## SUMMARY

Through Making Policy Public, CUP collaborates with community organizers and designers to research a complex policy issue and create a fold-out poster with an accessible, visual explanation of that issue. The posters are distributed to the grassroots partner's constituents so they can better advocate for themselves around that issue.



## GOALS

To increase the capacity of individuals to more effectively advocate for themselves around an issue impacting their community.

## PRODUCT

Each collaboration produces an individual fold-out poster.

- Those listed here produced:
- *I Got Arrested! Now What?* a comic book guide to NYC's juvenile justice system
  - *Vendor Power!* a map of key issues in NYC's street vendor code
  - *Es Tu Dinero, Decides Tú*, an immigrants' guide to financial services in Spanish and English editions
  - *We Care!* an explanation of the Domestic Workers' Bill of Rights in five languages
  - *What's In the Water?* a graphic showing the impacts of fracking on NYC's water supply

## IMPACT

Over 50,000 copies of MPPs have been distributed since the program's launch in 2008. In the last two years, the NYC Department of Probation has distributed a copy of the juvenile justice poster to every youth who gets arrested in New York City.

The posters are also renowned for their design, and have been featured in the Cooper-Hewitt National Design Triennial and in the Venice Architecture Biennale.

# OUR S.P.O.T.

## (Safe Place to Organize Together)

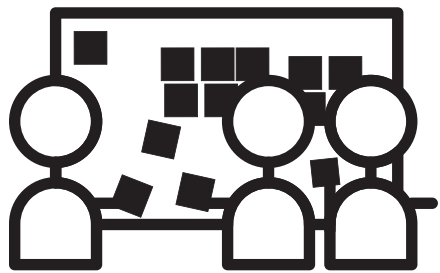
### PARTNERS

**FIERCE** — Community Development Project at the Urban Justice Center — Hester Street Collaborative

### ISSUES

Youth  
LGBTQ  
Land Use and Development

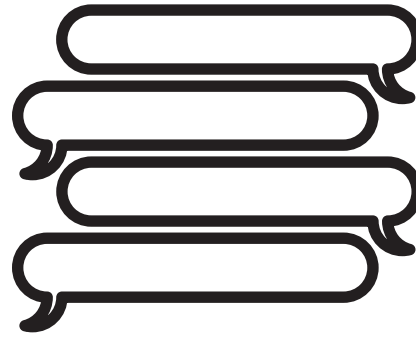
### METHODS



**Participatory Planning and Design**



**Participatory Action Research**



**Communications Design and Popular Education**



**Mapping**

### SUMMARY

A campaign to win a 24-hour drop-in center for LGBTQ youth in New York City's West Village. The center would provide a safe space to address critical issues facing LGBTQ youth, including homelessness, access to health resources, and job readiness. FIERCE worked with the Community Development Project to develop a grassroots white paper, draft legislation, and conduct participatory action research to find a suitable spot for the center, and worked with Hester Street to create a "Center on Wheels" to reach out to and educate the youth of the West Village.



### GOALS

To create a safe space for LGBTQ youth in New York City's West Village.

### PRODUCT

A white paper proposing legislative solutions to expand public access to the waterfront at Hudson River Park, increase quality of life in the community, and ensure community participation in decisions made about the park; A pop-up Center on Wheels, a mobile cart that can be deployed in the West Village and transformed into street furniture, claiming space for organizing and informal outreach. The pop-up center is branded in FIERCE's trademark hot pink, and features interactive maps and a "My Center" mini-model-making game to engage and educate youth and community residents.

### IMPACT

In 2010, FIERCE was instrumental in defeating a proposal by Related Companies to build "Vegas on the Hudson," a development that would have prioritized luxury retail and limited access to public space for LGBTQ youth, who have historically accessed the neighborhood to build community and access services. FIERCE members have also used the white paper and pop-up center to educate youth and other community stakeholders about the importance of the 24-hour youth drop-in center.

# Yesterday I Was \_\_\_\_\_, Today I Am \_\_\_\_\_, Tomorrow I'll Be \_\_\_\_\_.

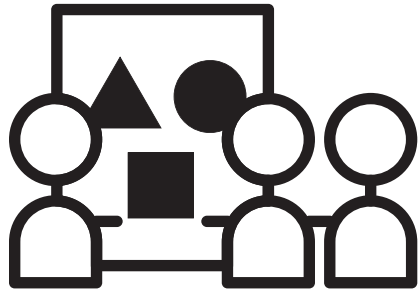
## PARTNERS

**Brownsville Community Justice Center — Groundswell  
— Student Farm Project**

## ISSUES

Youth  
Criminal Justice  
Workers

## METHODS



## Storytelling and Art

## SUMMARY

A mural researched, designed, and fabricated by a team made up exclusively of young men, over half of whom were court-involved.



## GOALS

To transform a blank wall above a community garden in Brownsville, one of New York City's most economically disadvantaged neighborhoods, while providing paid summer jobs and teaching participants to become leaders in the community.

## PRODUCT

A mural created by Brownsville youth.

## IMPACT

A group of court-involved young men used art not only to transform a streetscape in their neighborhood, but to activate public space and inspire reflection, revelation, action, and change. The collaboration also enabled the Brownsville Community Justice Center to build a coalition among a larger group of stakeholders to re-engineer how the justice system works in Brownsville.

# Lower East Side Waterfront Alliance

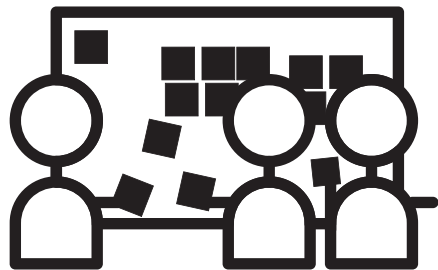
## PARTNERS

**CAA AV: Organizing Asian Communities — Community Development Project at the Urban Justice Center — dlandstudio — Good Old Lower East Side (GOLES) — Hester Street Collaborative — Jews for Racial and Economic Justice — Leroy Street Studio — Lower East Side Ecology Center — Lower Manhattan Cultural Council — New York City Department of Parks & Recreation — Office of State Senator Daniel Squadron — Two Bridges Neighborhood Council — 265/275 Cherry Street Tenant’s Association — University Settlement**

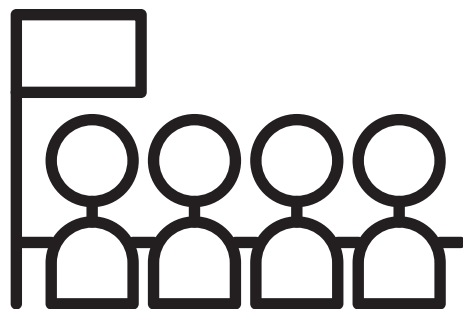
## ISSUES

Land Use and Development  
Civic Engagement

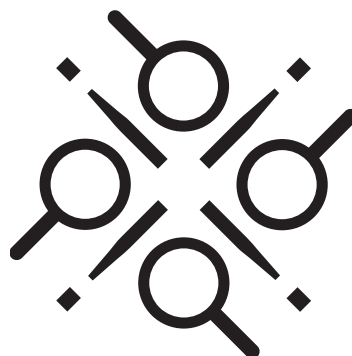
## METHODS



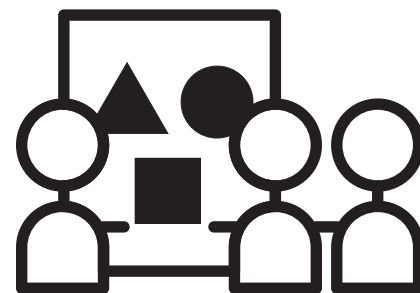
**Participatory Planning and Design**



**Coalition Building**



**Participatory Action Research**



**Storytelling and Art**

## SUMMARY

After the New York City Economic Development Corporation proposed a redevelopment of the East River waterfront on the Lower East Side, the Waterfront Alliance came together to push for a redevelopment process that prioritizes the needs and concerns of residents and low-income and immigrant communities.



## GOALS

To create a development process that puts residents at the forefront of land use decisions in their community, and to ensure the human, cultural, economic, and environmental sustainability of the East River waterfront areas adjacent to the Lower East Side and Chinatown.

## PRODUCT

“The People’s Plan,” a report summarizing a comprehensive community visioning process, highlighting residents’ needs for affordable and culturally appropriate services, recreation and programming, and outlining site development strategies for Piers 35, 36, and 42; a trilingual poster campaign for local businesses and residents to show their support for “The People’s Plan”; Waterfront on Wheels, an interactive mobile planning tool to raise awareness about the ongoing waterfront development; Paths to Pier 42, a program of temporary art and design installations and programming to create interim access at Pier 42.

## IMPACT

Through this multi-phased campaign, the alliance has been successful in advocating for more community-aligned recreational uses and less high-end commercial development at the waterfront. The Alliance has helped raise \$14 million in capital funds to create new parkland at Pier 42, one of the largest areas along the waterfront. Community recommendations have been successfully channeled into short- and long-term improvements to the site. The Alliance has attracted significant media attention for the project.

# Immigrant Consumer Justice Campaign

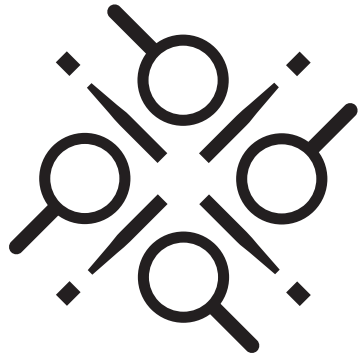
## PARTNERS

**Community Development Project at the Urban Justice Center — El Diario/La Prensa — New Immigrant Community Empowerment (NICE) — Queens Museum of Art — Artist Alfredo Lopez**

## ISSUES

Immigration  
Workers

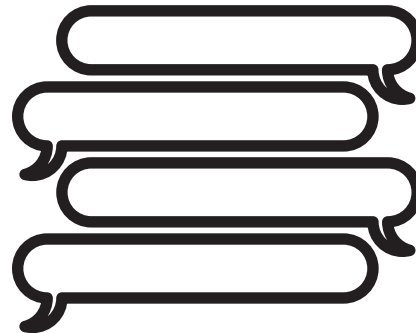
## METHODS



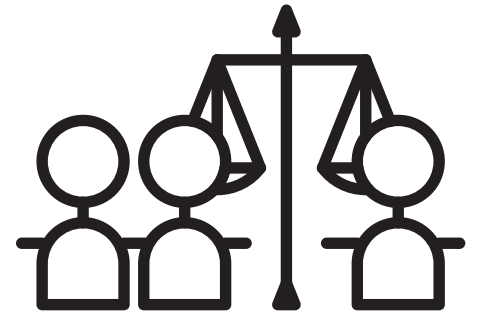
**Participatory  
Action  
Research**



**Storytelling  
and Art**



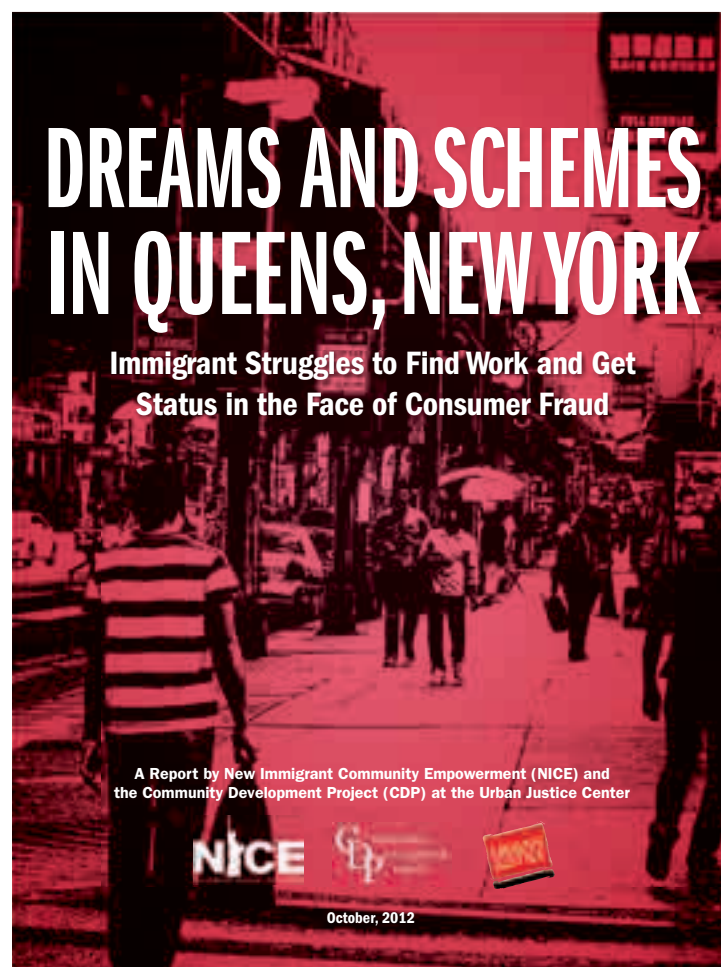
**Communications  
Design and  
Popular Education**



**Community  
Lawering**

## SUMMARY

NICE partnered with CDP to research and produce “Dreams and Schemes,” a report on the substandard, predatory, and fraudulent practices of employment agencies and business that provide immigration services in Jackson Heights, Queens. NICE also partnered with the Queens Museum of Art and Alfredo Lopez to produce a comic-style graphic novel telling the story of one man’s experience with fraud by an immigration services provider. The comic is based on the experiences of NICE’s members, and is used to teach immigrants how to avoid falling victim to fraud. NICE worked with *El Diario/La Prensa*, New York City’s largest Spanish language daily, to distribute the graphic novel.



## GOALS

To document the practices of employment agencies and businesses that provide immigration services; to document immigrants’ experiences with agencies; to develop policy recommendations; and to educate new immigrants about common types of fraud in immigration services and at employment agencies.

## PRODUCT

A graphic novel, “Jose Busca Legalizarse,” and a report, “Dreams and Schemes in Queens, New York: Immigrant Struggles to Find Work and Get Status in the Face of Consumer Fraud.”

## IMPACT

NICE has distributed over 2,000 copies of the graphic novels to immigrants in Queens and throughout New York City, and is now working on a sequel that will tell the story of a worker who experiences fraud at an employment agency. The report, “Dreams and Schemes,” was covered in various media outlets, including in an exclusive story in the *New York Daily News*, and the release was attended by various elected and agency officials. Drawing from the research and policy recommendations in the report, NICE is now working on model legislation for employment agency reform, to enhance and strengthen the enforcement capacities of the various government agencies that regulate employment agencies and immigration service providers, and to raise broader community awareness of these issues.

# Digital Stewards Building Local Wireless Networks

## PARTNERS

**Allied Media Projects — Open Technology Institute  
— Red Hook Initiative**

## ISSUES

Access to Information  
Housing  
Land Use and Development

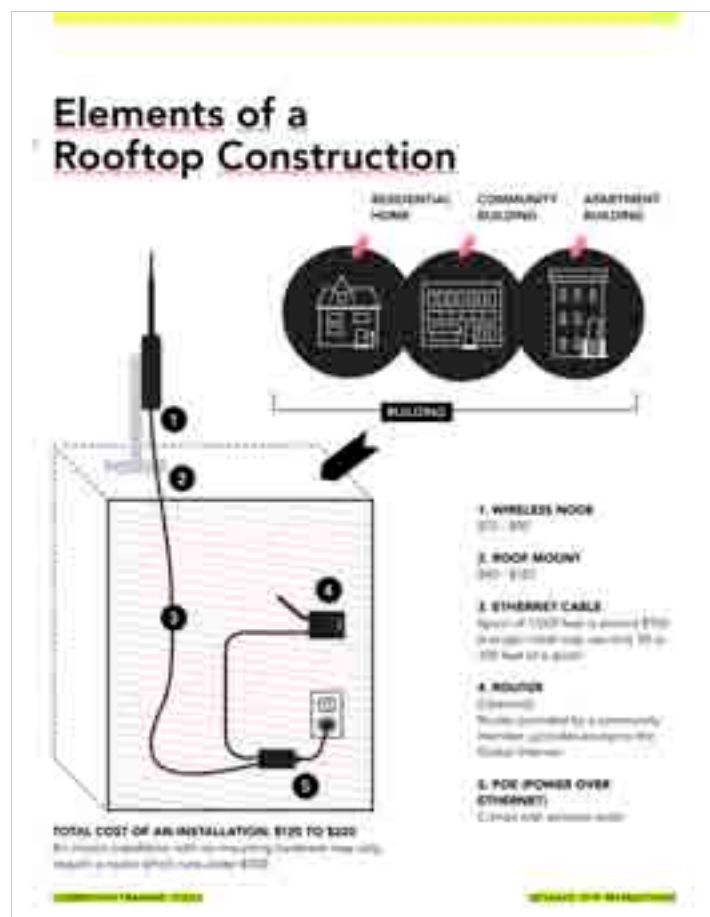
## METHODS



## Technology and Multimedia

## SUMMARY

A collaboration of software developers, wireless engineers, urban planners, media educators and community organizers to build community-owned wireless networks for Internet access and local communication in Red Hook, Brooklyn, and Detroit, Michigan.



## GOALS

To promote access to information and civic engagement in Red Hook and Detroit by engaging residents in the design, construction and ownership of their own neighborhood-scale wireless networks; to develop a model for promoting freedom of expression worldwide.

## PRODUCT

Two community-owned wireless networks.

## IMPACT

Neighborhoods are using the wireless networks to share Internet access and to exchange local information independent of commercial service providers. Red Hook Initiative has incorporated the networks into their community organizing work, making it a cornerstone of their Hurricane Sandy recovery efforts. During and after the storm, RHI was one of the only sites for wireless access, allowing thousands of stranded residents to communicate with loved ones.



# People Make Parks

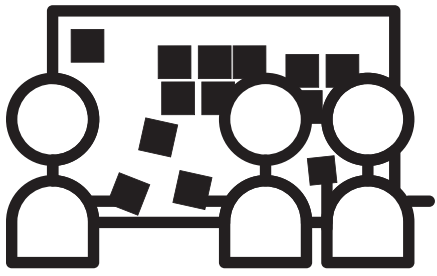
## PARTNERS

**Hester Street Collaborative — Partnership for Parks**  
**(a joint project of NYC Parks and City Parks Foundation)**  
 — **Community organizations and volunteer groups**

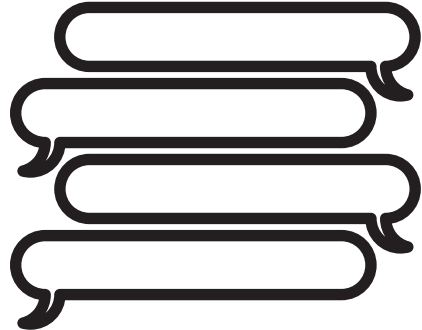
## ISSUES

Environment  
 Land Use and Development

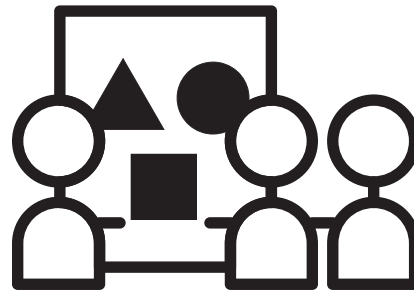
## METHODS



**Participatory Planning and Design**



**Communications Design and Popular Education**



**Storytelling and Art**



**Mapping**

## SUMMARY

To date, over a dozen community groups have utilized People Make Parks (PMP) best practices for participating in the New York City Department of Parks and Recreation (NYC Parks) capital process. Community input has informed the final park designs at these sites, and PMP approaches have expanded the role of community groups in the design of parks.



## GOALS

To engage communities in the design and development of New York City parks.

## PRODUCT

An online toolkit (PeopleMakeParks.org), written publications and staff-supported activities.

## IMPACT

In the first phase of the project, over a dozen parks-related groups have received training and technical assistance to participate in the improvement of parks and public spaces; NYC Parks has incorporated community input generated by PMP into park designs; and NYC Parks has encouraged the use of PMP tools and processes as part of the capital design process.

# Banking on Vacancy

## Homelessness and Real Estate Speculation

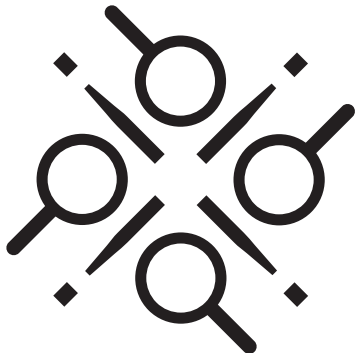
### PARTNERS

**Hunter College Department of Community Planning and Urban Development — Picture the Homeless**

### ISSUES

Housing  
Land Use and Development

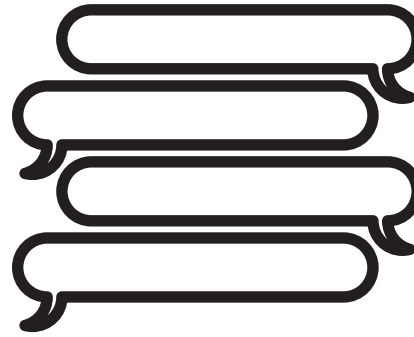
### METHODS



**Participatory Action Research**



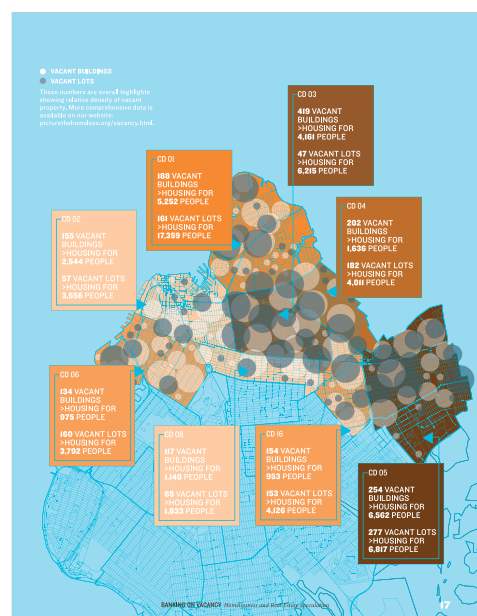
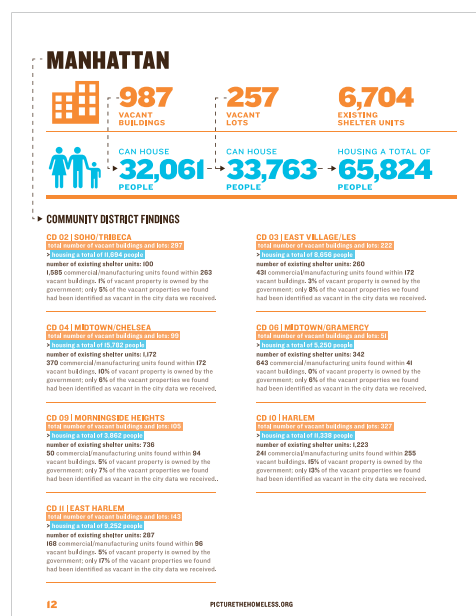
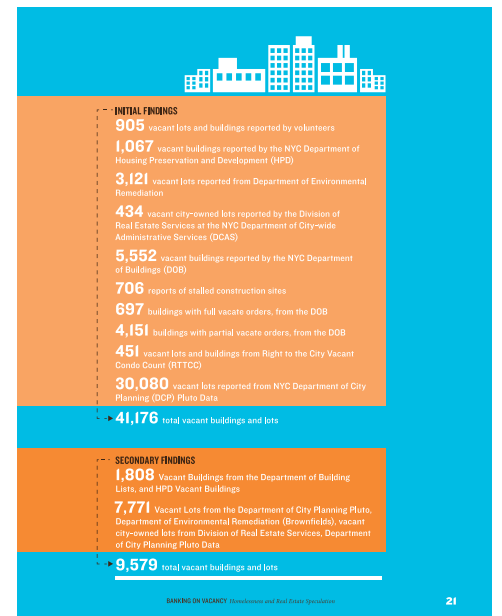
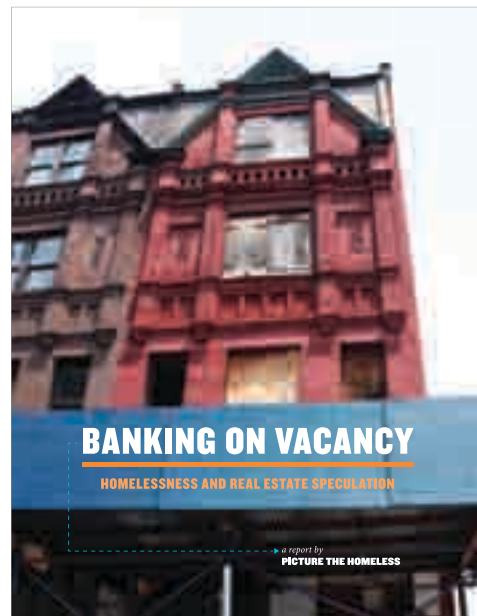
**Mapping**



**Communications Design and Popular Education**

### SUMMARY

Picture the Homeless and its partners at Hunter College developed a research plan, mobilized over 300 volunteers to count vacant properties block by block in 20 community boards, evaluated their findings, and published a report showing that there is enough space in vacant buildings and lots in New York City to house 200,000 people.



### GOALS

To count the number of vacant properties in New York City, and to show that warehoused vacant property can play a role in ending the city's housing crisis.

### PRODUCT

A report: "Banking on Vacancy: Homelessness and Real Estate Speculation"

### IMPACT

Over 130 people attended the release of the report. Since then, PTH has held over a dozen town hall meetings to share the results of its count. PTH's legislation to institute an annual count of vacant property (Intro 48) is one of the New York City Council's Progressive Caucus' "bold new ideas" for 2013.

# Next Stop: Justice

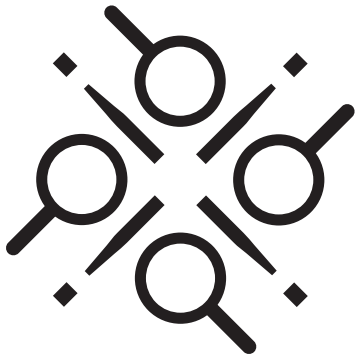
## PARTNERS

The DataCenter — **POWER** — Urban Habitat

## ISSUES

Transportation  
Land Use and Development

## METHODS



## Participatory Action Research

### SUMMARY

A comprehensive community research project documenting San Francisco's transit system policies and its effects on low-income people and people of color. The resulting report, based on 727 surveys, census analysis, and transit agency documents, is guiding POWER's organizing strategy and provides hard evidence that POWER and its partners can use to push for a more just transit system.



### GOALS

To document San Francisco's transit policies and their effects on low-income people and people of color in order to educate decision makers and the media about the need for policy changes and funding shifts.

### PRODUCT

A report, "Next Stop—Justice, Race and Environment at the Center of Transit Planning."

### IMPACT

This project strengthened POWER's organizing and policy efforts by providing key data and case studies to help shape policy recommendations and campaign demands for transit justice. The collaboration puts powerful data in the hands of community members who are organized and ready to stand up for their needs and rights.

# Telling It Like It Is:

## Miami Youth Speak Out on the School to Prison Pipeline

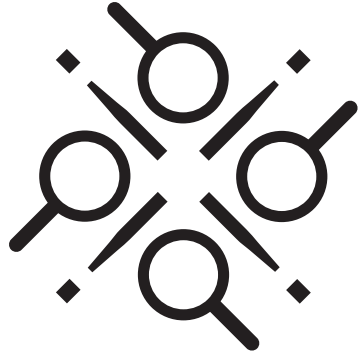
### PARTNERS

**Advancement Project — Power U Center for Social Change**

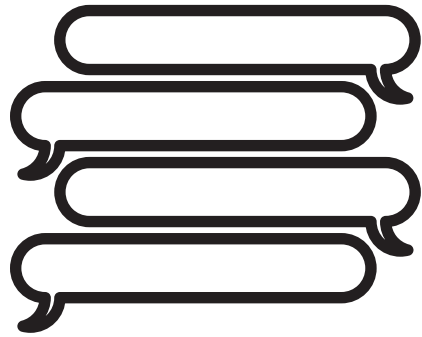
### ISSUES

Youth  
Education  
Criminal Justice

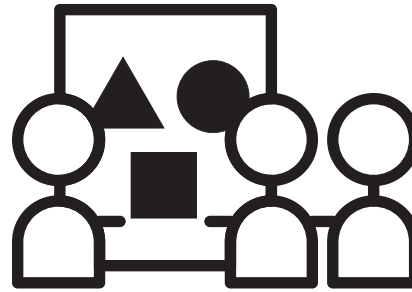
### METHODS



**Participatory  
Action Research**



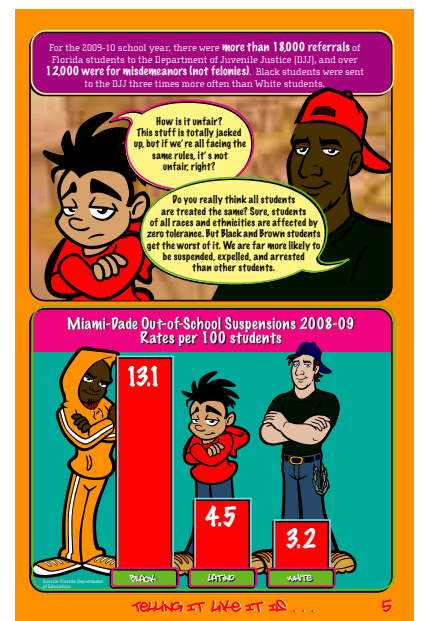
**Communications  
Design and  
Popular Education**



**Storytelling  
and Art**

### SUMMARY

In a youth-led effort, Power U and the Advancement Project worked together to develop and conduct a participatory survey of students' experiences with zero-tolerance school discipline policies. Based on the survey findings and quantitative data on suspensions, expulsions, and arrests, they produced a graphic report and a short video documenting their findings and students' stories.



### GOALS

To collect survey data from students in Miami schools to expose the School-to-Prison Pipeline and show the need for restorative justice programs as a much-needed alternative.

### PRODUCT

A local and national graphic report ("Telling It Like It Is! Miami Youth Speak Out on the School-to-Prison Pipeline") and a short video sharing students' stories.

### IMPACT

The data and knowledge generated by this research helped youth leaders to build relationships with other students in school and recruit new members to the organization. Power U has also used the report to increase their legitimacy with the School Board and to conduct workshops on restorative justice. The report was eventually made into a national version that has been distributed to thousands of people across the country to educate them on the School-to-Prison Pipeline from a young person's perspective.

# New Day New Standard (NDNS)

## PARTNERS

**REV- — Domestic Workers United — MIT Center for Civic Media — Community Development Project at the Urban Justice Center — Jews for Racial and Economic Justice — National Employment Law Project**

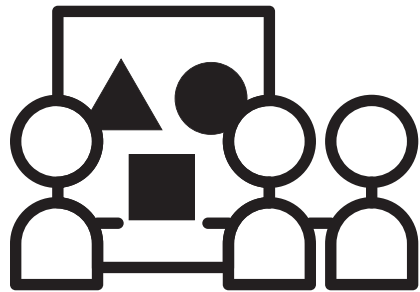
## ISSUES

Workers  
Immigration

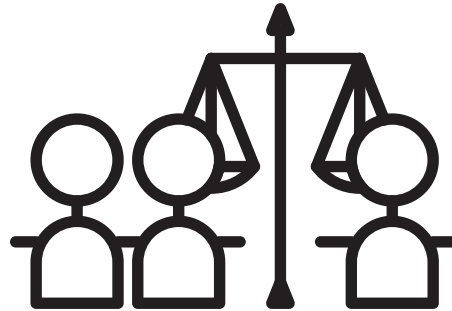
## METHODS



**Technology and Multimedia**



**Storytelling and Art**



**Community Lawering**

## SUMMARY

A public art project and interactive hotline that functions as a key outreach component of a New York City-wide campaign to inform domestic workers and their employers about New York's landmark 2010 Domestic Workers Bill of Rights.



**A public art project and hotline that informs nannies, housekeepers, elder caregivers, and their employers about the new Domestic Workers Bill of Rights.**

## GOALS

To educate the 200,000 nannies, housekeepers, and eldercare workers in the State of New York—as well as their employers—about domestic workers' rights; to create a higher employment standard for domestic workers; to inform the public about the grow-ing movement for domestic worker justice.

## PRODUCT

A humorous, informative hotline publicized through creative, eye-catching outreach materials.

## IMPACT

Since its launch in 2012, the hotline has received several hundred unique calls each month. The hotline supports DWU's outreach efforts and provides an added tool to educate both workers and employers. DWU's members continue to use the business card-sized flyers as a form of outreach in parks, community centers, religious institutions, and other places where domestic workers convene.

# Stuck in the System:

## Community-Driven Research about Drug Policy, Harm Reduction and Public Health

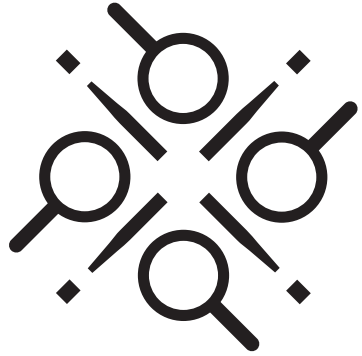
### PARTNERS

**Community Development Project at the Urban Justice Center — VOCAL-NY**

### ISSUES

Criminal Justice  
Health  
Housing

### METHODS



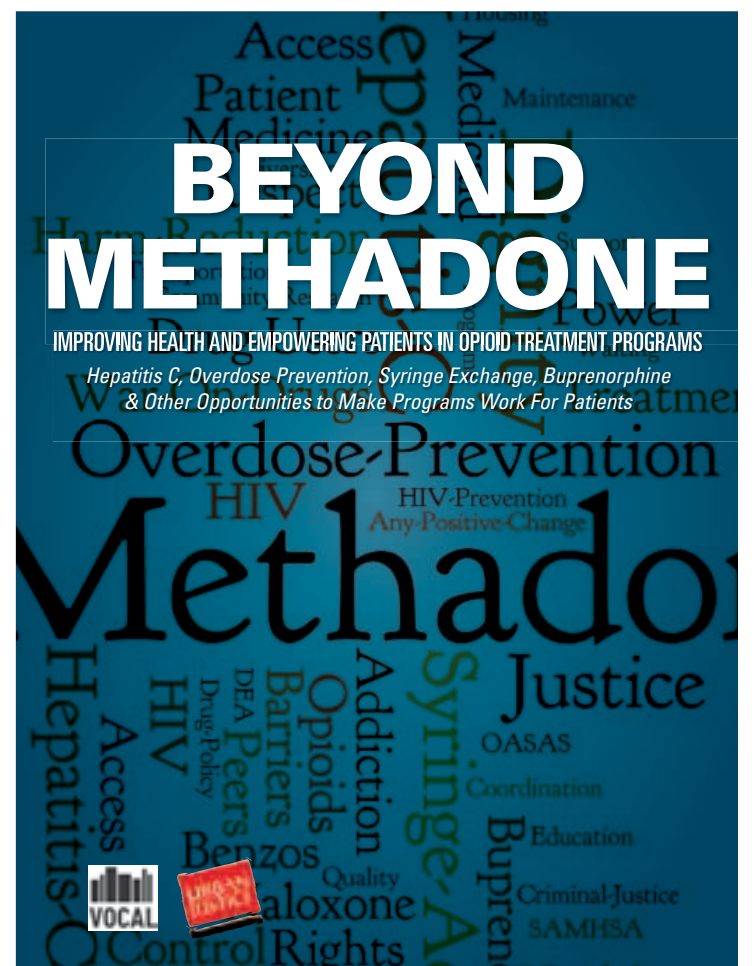
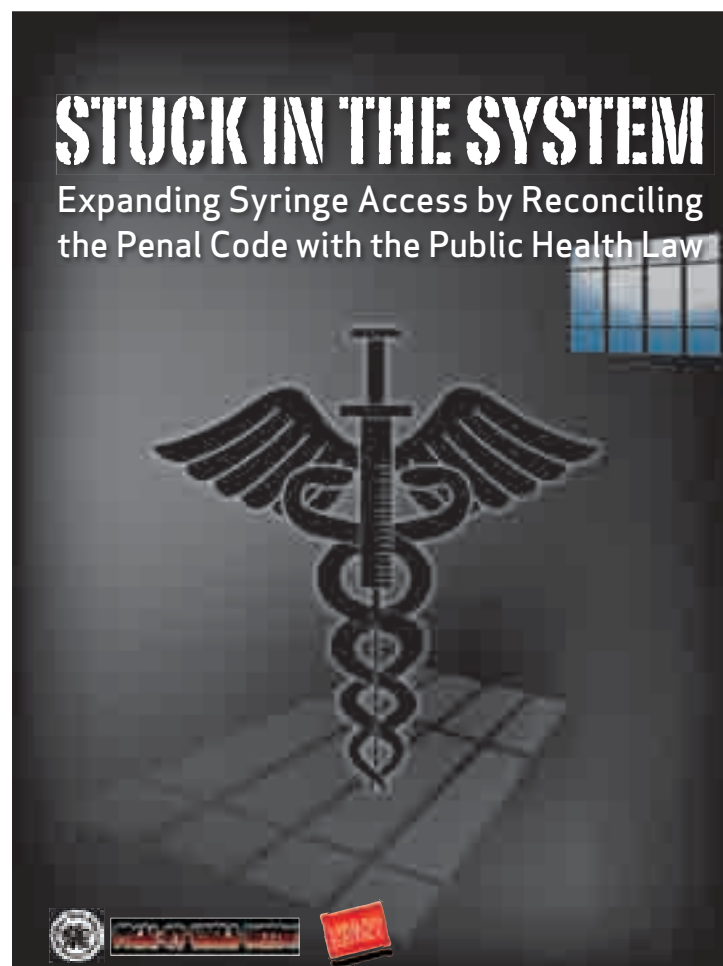
**Participatory Action Research**



**Storytelling and Art**

### SUMMARY

VOCAL-NY and CDP collaborated to produce two major reports focusing on drug policy, public health, and harm reduction. Former and active users helped define the research and were central to developing policy recommendations.



### GOALS

To document drug users' experience with drug treatment and syringe access programs in order to effect policy changes that reduce harm and promote public health.

### PRODUCT

Two reports, "Stuck in the System: Expanding Syringe Access by Reconciling the Penal Code with Public Health Law" and "Beyond Methadone: Improving Health and Empowering Patients in Opioid Treatment Programs".

### IMPACT

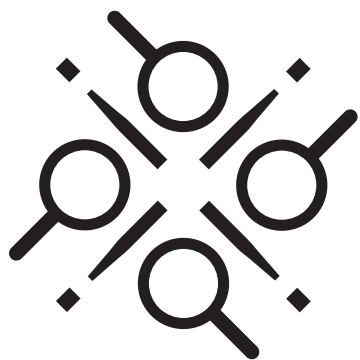
"Stuck in the System" helped VOCAL-NY pass major state legislation that legalized syringe exchange programs under the State Penal Code. "Beyond Methadone" led to sweeping changes within New York State Office of Alcohol and Substance Abuse and the programs it oversees, and helped establish VOCAL-NY's Users Union as a serious and informed partner for ongoing collaboration and patient input.

# Research for Organizing Toolkit

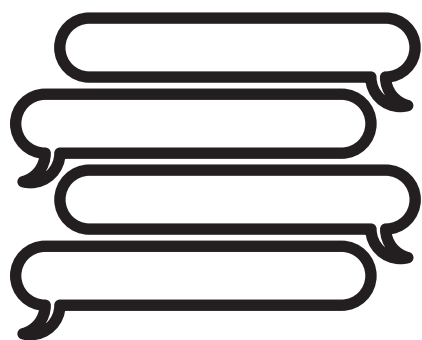
## PARTNERS

**Community Development Project at the Urban Justice Center — Rosten Woo (graphic designer) — various New York City grassroots community organizations**

## METHODS



**Participatory Action Research**



**Communications Design and Popular Education**



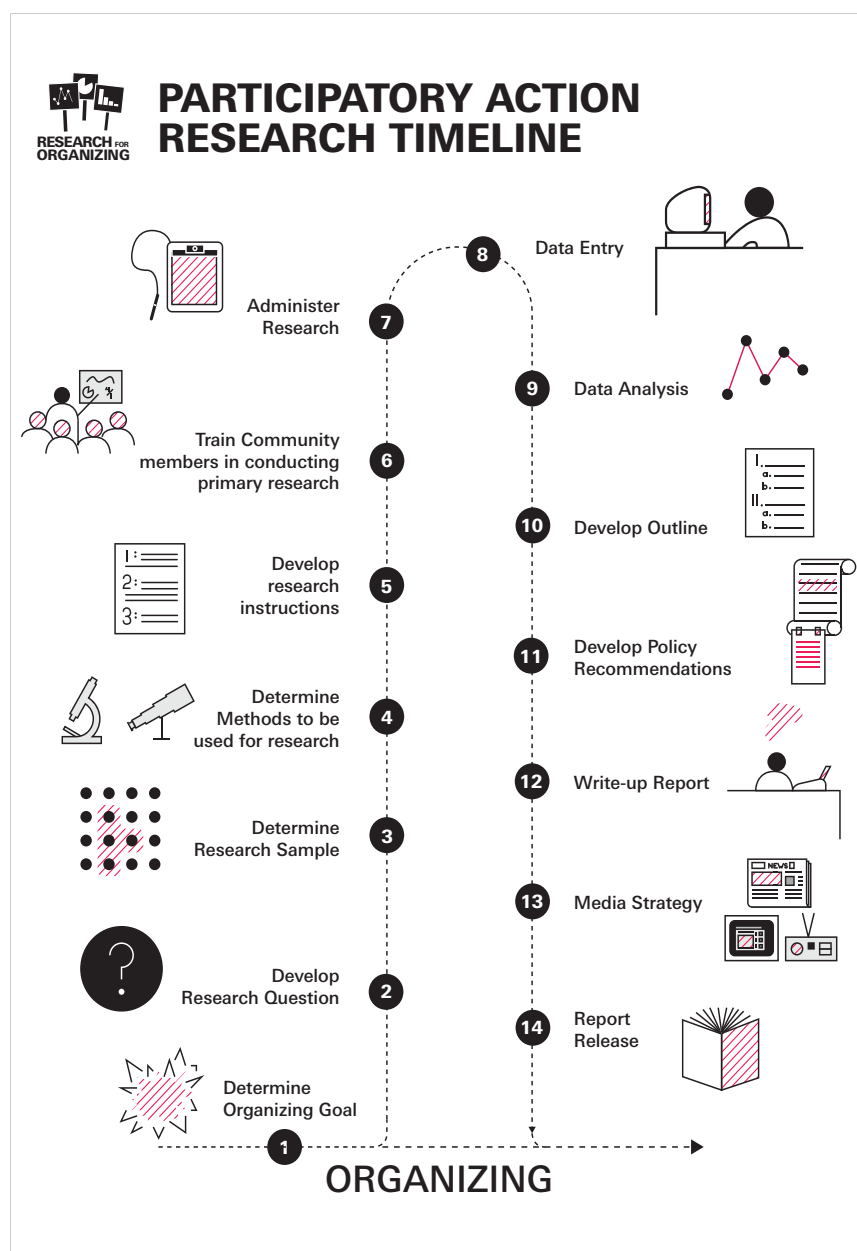
**Technology and Multimedia**

## SUMMARY

This toolkit synthesizes all of the resources the Community Development Project has developed in its ten years of conducting participatory action research in partnership with dozens of grassroots organizations. It is a comprehensive facilitator's guide and toolkit that leads grassroots organizations step-by-step through the process of conducting research in support of organizing.



Courtesy of New Immigrant Community Empowerment



[www.researchfororganizing.org](http://www.researchfororganizing.org)

## GOALS

To create a user-friendly website that includes easily accessible trainings and tools that community organizations can adapt and use to conduct participatory action research; to help grassroots organizations conduct more effective participatory action research and strengthen their organizing and campaign work; to actively engage as researchers more low-income people of color and others who are traditionally left out of the research process.

## PRODUCT

A website and toolkit including worksheets, facilitator's guides, and templates that users can download and adapt for every phase of the participatory action research process.

## IMPACT

Since its launch in April 2012, the site has gotten 10,849 visits and 17,757 page views. CDP has conducted trainings from the toolkit with over 200 community members. Several organizations have used the toolkit to design, implement, and launch participatory action research reports.

