

**The Cleveland Replication Study:  
Lessons for the Western New York Region**

**For the**

**Environment & Society Institute**

**By**

**Center for Urban Studies  
Department of Planning  
School of Architecture and Planning  
University at Buffalo**

**Principle Investigators:  
Professor Henry Louis Taylor, Jr. and David Hahn-Baker  
January 16, 2003**

**I. Executive Summary**

This project was developed by the Center for Urban Studies at the State University of New York at Buffalo (CENTER) to aid in the design, dissemination and implementation of a program to address basic problems that confront low-income and communities of color in our region. This program builds upon successful work carried out in Western New York and on new models that have been developed in other communities.

This CENTER program seeks to build partnerships with existing community institutions that are currently working to improve the environment and health of the community. We will achieve these goals while taking steps to bridge the 'digital divide' that sees residents of low-income and communities of color falling behind the general population in their use of modern communication technology.

The CENTER is confident that we can replicate and develop a successful model for improving community health impacts of environmental concerns by combining the rich intellectual power of the university with respected community institutions and civic organizations. Modern computer technology provides us with an opportunity to both provide useful information to low-income and communities of color while also building the capacity of residents of these communities to operate and compete in the modern technology marketplace.

In 1997, when Anthony Masiello, the Mayor of Buffalo, NY, began his second term in office, he stated that the keys to the future of our region were the four Es: Education, Economics, Empowerment, and the Environment. These 4 Es lie at the base of the activities described below.

Though the CENTER is the lead agency on this proposal, it is the product of a partnership between the CENTER, the Grassroots Education Initiative, a community-based not-for-profit entity based on the East side of Buffalo, and Environmental Defense, a national environmental organization. Over the past year, we have engaged in research and site visits to examine activities of the Sustainable Cleveland Partnership (SCP), a collaborative effort designed to foster activities that meet the environmental, economic, and social welfare needs of the community. Dr. Henry Taylor, Director of the Center for Urban Studies, David Hahn-Baker, project consultant, Maurice Garner, Chair of the GEI Board and three members of GEI traveled to Cleveland in the summer of 2000 for meetings with community representatives, academics and other stakeholders in SCP. Mr. Hahn-Baker has remained in continual contact with SCP and with our partners in Washington on development of this project.

Based upon the lessons learned in Cleveland, we propose to:

1. Meet with potential partners (list attached) in WNY analogous to members of SCP to present information about the Cleveland project and opportunities for replication in WNY
2. Initiate programs in WNY with partners to implement key facets of SCP in WNY.
3. Present the output and results of SCP to a public meeting in WNY co-sponsored by the CENTER, GEI, ED and interested local partners and seek additional partners.
4. Produce an Environmental Health Action Guide based upon the SCP model but geared to fulfill the needs of WNY residents.
5. Foster increased usage of electronic communications and technology by low-income and people of color residents of WNY.

An ambitious program is needed to take advantage of the opportunities offered by our changing economy, as well as to address environmental health threats that disproportionately attack low-income and communities of color. By basing our work upon a working model already operating in another large Great Lakes city and by working through a partnership that brings to bear the intellectual resources of the University and the community resources of GEI, we are confident that our goals can be achieved.

## **The Cleveland Replication Study: Lessons for the Western New York Region**

### **Building the Framework for an Environmental Movement in Buffalo and Western New York**

This program is made necessary by the legacy of environmental harms visited upon Western New York during the 20<sup>th</sup> century. People were first drawn to settle in this area because of the natural resources found here. In fact, the name Buffalo does not derive from the hearty bison of the west, but from early French settlers who are said to have called this area “Beau Fleuve” or “beautiful river” in reference to the lovely Niagara. The river ends at Niagara Falls, which is still considered a wonder of the world and a major tourist attraction. The confluence of rivers and lakes and the abundance of resources made the difficult winters a small price to pay for settlement, while at the same time these two resources fostered much industry and manufacturing, along with the development of a major transportation system.

Over time, while this legacy fostered incredible economic vibrancy, and took its toll on the natural resources that initially lured residents. Buffalo, during the industrial age, became the Queen City, and one of the nation’s greatest industrial cities. Today, Buffalo’s economy has changed dramatically, but the industrial legacy remains with us. A large percentage of the City’s vacant or underutilized lands are considered “Brownfields” and attract little private development compared to the large number of “Greenfield’s” located in the outlying areas. Though many people have moved from the City’s core to suburban areas, we still owe money for the long-term debt that built the region’s central city center. At the same time that public resources were spent on the central city, they went also to public subsidies for the building of new roads, sewers, schools and infrastructure in the suburban region. This developmental strategy has placed a double tax burden on central city residents.

Western New York is unsustainable in its current form of operation. The just released census shows a decline not only for the City of Buffalo but also for the entire region relative. In the past few decades, WNY has increased its amount of developed land by 33% while its population has dropped 13%. This provides a combination of a lower tax base with increased costs for basic public services that cannot be sustained. Even worse, much of the population in this area are baby-boomers. Because of economic woes, youth entering their prime income earning years often move to other parts of the country where there are greater opportunities. So, then, as WNY transitions to new economic activities, the outmigration continues and the population ages as traditional economic activities continue to erode.

Western New York will eventually make the transition to a new economy, and way of life built on it, but the recovery will take place in a new world of economic activity, where residents face a host of new and old problems, which have persisted over time.

Rising up to meet this challenge is the Buffalo environmental justice (EJ) community. The EJ has its foundation in the traditional civil rights and social justice movements. At its base are a large number of scientific studies and anecdotal experiences that have shown that people of color and low-income communities are disproportionately impacted by environmental degradation. **Not Just Prosperity**, a landmark survey developed by the National Wildlife Federation (NWF) for its Corporate Conservation Council (NWF's interface with fortune 500 companies) found that 62 out of 63 national or regional studies on disproportionate pollution impacts found that race or income were the best predictors of whether environmental degradation occurred in a geographic area, with race being the best predictor. The findings confirmed previous findings of researchers like Drs. Bunyan Bryant and Paul Mohai of the University of Michigan, Dr. Robert Bullard of UCLA and Clark University in Atlanta and Dr. Beverly Wright of Xavier University in New Orleans. It also confirmed the findings of activists such as the United Church of Christ Commission on Racial Justice, the National Religious Partnership on the Environment (consisting of the major Protestant, Catholic, Jewish and Evangelical religious organizations) and government agencies such as the U.S. Environmental Protection Agency and the National Institute of Environmental Health which authored a Presidential Executive Order in 1994.

Though its roots lie in the traditional civil rights movement, the environmental justice movement offers a different approach to injustice. While debates over racial prejudice or disproportionate treatment are quite difficult in a class society based on racial hierarchy and the uneven and unfair distribution of jobs, loans and academic admissions, the environmental justice movement offers a circumstance where relieving disproportionate impacts of pollution creates easily recognized benefits to all classes and racial groups. Once created, pollution impacts immediately the most disempowered people in society, and then it spreads *downwind* and *downstream* to impact everyone. This makes it possible to create more easily an alliance that cuts across class and race. At the same time, because the issues of housing and neighborhood development and jobs and opportunities loom so large in communities of color, it is often difficult to mobilize them around environmental issues. The EJ movement has the potential to galvanize not only people of color, who are incensed over racial disparities in the geographical distribution of pollutants, but also to reach out to more racially diverse communities that also are bearing the brunt of the pollution load. The trick, then, is to link environmental justice to the broader issues of uneven development in communities of color, while simultaneously connecting whites and higher income groups to the struggle for environmental justice. This type of approach will develop the united front needed to win this struggle.

Environmental justice remains a very difficult battle because efforts to prevent pollution means passing on the high cost of remediation to the most powerful and influential groups in society. Not surprising, these groups resist. Thus, the EJ movement has been only marginally successful in getting major corporations to spend more on the reduction of pollution. When such cases are successful, usually it is because the EJ movement demonstrates that the pollutants in question will be harmful to many people or that the public cost of remediation will be low, although the private cost will be high.

Buffalo and WNY hold the promise of being a natural proving ground for the maturation of the civil rights and environmental movements. WNY is a birthplace of the modern environmental activist movement with the success and notoriety that the battles over Love Canal in the 70s brought to this issue. The legacy of past and current environmental abuses connect the disparate sections of this movement in Buffalo and connects together both black and white environmental groups, be it a predominantly white group such as the Love Canal Homeowners Association or a predominantly African-American group such as the Kingsley Park Coalition. Also, there is a linkage between the problems faced by public housing residents working on lead and asbestos contamination in the Langfield and Kenfield public housing units or homeowners, such as the Hickory Woods Homeowners Association, battling City Hall. Both have been dueling with government entities that provided subsidized housing on contaminated sites. There are similarities between the struggles of predominantly white homeowners in the so-called 'Toxic-Triangle, which exists in the first ring suburbs of Buffalo, and the predominantly African-American activists working on the lupus cluster near 858 E. Ferry in Buffalo.

The EJ movement holds the promise of linking together the resource base of institutions in Buffalo that are committed to broader public benefit and community-based entities in those communities hit first and hardest by environmental problems. Replication of SCP in WNY and the efforts described in this grant proposal are important parts of taking advantage of that opportunity.

Currently, environmental issues are a concern among individuals and organizations in Buffalo's communities of color. Two of the seven members of the Executive Committee of the Buffalo Olmsted Park Conservancy (including its incoming chairman) are African-American men. The majority leader of the Erie County Legislature, and the single largest legislative donor to the county environmental management council, is an African-American woman. Heads of the UB Urban Studies program and the Buffalo State Resurgent City Center, which both emphasize environmental degradation and improvements, are people of color; an African-American male and Native American woman respectively. Yet, communities of color nevertheless tend to define environmental problems primarily as neighborhood development issues. For example, lead poisoning, Brownfields, and health issues generated by truck traffic are viewed as a housing and neighborhood problems rather than environmental issues.

In communities of color, environmental justice is a blindspot. But environmental issues cannot be adequately analyzed or solved within a purely housing and neighborhood framework. So, the focus on environmental justice will allow for an appropriate analysis, and the linkage of the multiple causes of these problems together. Moreover, the focus on environmental justice will help develop a common language for discussing and acting upon these issues between people of color and the traditional environmental community. Replication of successful efforts in Cleveland will provide working models for collaboration in Buffalo, which will add great value to positive efforts to build our community.

Buffalo and Western New York have a wide variety of problems that strike to the core of the quality of life in our community. These problems raise questions about how long we can sustain

a series of activities (both private and governmental) that residents see as central to life in our community. Lifelong residents of the region speak highly of the natural resources that first attracted settlement of this area. They speak highly of living in "The City of Good Neighbors" and the community spirit here.

Yet both these positive attributes are threatened by a series of activities, both past and present, which impact the environment and public health. WNY has high rates of lead poisoning and asthma that impact our children. It has high rates of toxic contamination and Brownfield abandonment that negatively impacts the regional economy. There is an attitude that neither values nor the natural environment or the historic structures may be the keys to our future.

### **Building the Sustainable Cleveland Partnership**

Cleveland, Ohio has suffered from problems similar to Buffalo, or perhaps even worse. The legacy of the Cuyahoga River catching fire is as big a symbol of environmental degradation in metro Cleveland as Love Canal is in Western New York. Yet, Cleveland has made progress in attacking environmental problems and their efforts may be worthy of replication in WNY. The Sustainable Cleveland Partnership (SCP) is a collaborative effort that has brought together a unique variety of stakeholders. The building of this collaboration has been key to the successes in the Cleveland metropolitan region. In WNY, however, these same stakeholders, who forged the foundation of the SCP, rarely even speak to each other, much less work together on initiatives.

The SCP was designed to build local capacity by training the impacted communities so they can better address pollution prevention and reduction issues. Partnership is the cornerstone of the Cleveland model. Seeing some of the specific outcomes of the partnership was especially beneficial to the WNY stakeholders who have visited Cleveland. Clear recognition existed among all participants that each had something of value to offer the partnership. Mutual respect existed, and there was not a monopoly on problem solving based on the race, income or education of the partner.

It is also too soon to chart the clean up of *Areas of Concern* on Lake Erie. It took decades to blight these *Areas*, and they will not be restored in a matter of years. Because the pattern of growth in *Rust Belt cities* are the same—growing concentrations of communities of color in the core combined with population growth and sprawling residential/commercial settlements in the suburban region—many similarities exist between the metropolitan Cleveland and Western New York. At the same time, differences exist. Cleveland is significantly larger than Buffalo. Its history is richer, and the region is home to a number of foundations with an interest in environmental issues. Metro Buffalo and Western New York does not possess these assets. Nevertheless, the similarities are sufficiently great that lessons learned from Sustainable Cleveland can be useful to metro Buffalo and Western New York. Moreover, the situation in this region is desperate enough that we must take seriously any early signs of success in communities with similar resources and demographics to ours. The context may be different, but fundamentally the problems are the same. Although the applications must be different, careful study of successful models will be helpful to Western New Yorkers.

At these early stages, we take interest in the pursuit of different paths than past efforts that only delivered benefits to a few without investing in decision-making and input from the broader community. We take interest in pursuit of collaborative approaches between 'strange bedfellows' that do not always work well together. We measure early success not in terms of microscopic data, which must be accumulated over a lifetime, but rather in terms of unique approaches that have only been in existence only a few years. We measure success in the production of tangible products that meet fundamental needs of the participants of these collaborations.

Though only in existence since 1993, the SCP has created a number of outcomes that appear worthy of replication:

1. Regular convening of key stakeholders who normally don't work together in regional environmental projects. These participants include: low-income and people of color, community representatives and institutions, environmental regulators on the state and federal levels, city officials, academics, environmental organizations, and other stakeholders. The stakeholders have expressed pride in their regular interactions and simple continued existence and testify that the collaboration adds value to their work.
2. Production of a joint environmental health information tool. The tool provides a tangible outcome designed to satisfy fundamental concerns of the participants.
3. Participation in an effort to bridge the "digital divide" of limited access to electronic communications on the part of low-income and minority communities that has made the health tool available on the worldwide web. The outcomes produced by the collaborative are designed to satisfy multiple concerns and both to provide service to and build the capacity of the target constituency.
4. Production of community designed environmental audits of Cleveland neighborhoods. In addition to larger efforts, the collaboration has produced focused products that benefit real people in real places.

The SCP is not perfect and many problems still remain in Cleveland. Nonetheless, even at this early stage of development, the SCP's is following a road that we believe can be taken by any community trying to create a better and more sustainable urban environment.

### **The Mission**

The Sustainable Cleveland Partnership envisions building clean, healthy and safe neighborhoods that benefit all of our residents. Their mission states:

The Sustainable Cleveland Partnership will 1) develop and implement a replicable model environmental information access system in several Cleveland neighborhoods that will help citizens create positive environmental change in their communities, and, 2) develop collaborations between community residents, organizations, universities and regulators.

Information about the activities of the SCP will be disseminated to other neighborhoods in the Cleveland and Great Lakes region to spawn replication, where appropriate.

SCP describes its organization as stemming from an initial concerns that low-income communities and communities of color are often the last to benefit from efforts to improve the environment. As of 1993, for example, people of color are twice as likely to live near a commercial hazardous waste handling facility than whites. Ohio ranks third in the nation with the highest number of commercial hazardous waste facilities located in communities with above national average percent people of color.

Two identified problems for neighborhood and community organizations are: 1) residents of these communities have little or no access to the environmental decision-making process, and, 2) local residents often do not have access to the information, tools and resources needed to make decisions. In order for residents of low-income and communities of color to become a part of the environmental decision making process, they must have the information, resources, and tools to participate meaningfully in the decisions that effect their health, safety, and neighborhood environment. By providing Cleveland residents with access to information, technical assistance, and pollution prevention tools, the SCP was designed to empower neighborhood residents and facilitate their efforts to work with other to create a safer and cleaner environment for all people, regardless of race or class.

SCP was started in 1993 as the Earth Day Coalition (EDC) by a local Cleveland environmental organization that was attempting to address a number of challenges on the local environmental scene. Two such challenges were disinvestment in the urban core and abandonment of a large number of former industrial sites with significant usage of toxic compounds. These challenges converged to form a *public health* and *economic* problem for the city.

Ohio had passed a brownfields redevelopment law, which had the potential of allowing many of these sites to remain health threats. EDC felt that many colored communities were disproportionately at risk to environmental health and economic problems. Mobilization of the population did occur, but only episodically on individual issues. Moreover, communities of color were confronted with a broad range of problems that seemed more pressing than traditional environmental issues. Conversations with local residents, however, revealed that traditional environmental health issues were problematic in these neighborhoods and from time to time even reached crisis proportions. Even more critical, after getting beyond definitional differences, it became increasingly clear that many neighborhood environmental issues were impacting housing, jobs, and the physical condition of neighborhoods.

Discussions with community leaders indicated that lack of access to information was a major problem and that existing neighborhood centers and community associations were hungry for information on environmental issues and wanted to learn how to use it to improve neighborhood conditions. Against this backdrop, EDC started to develop a program to improve Cleveland's environment. Two key organizing principles informed this effort. First, neighborhood residents needed to lead the environmental movement in their communities. Since people of color and low-income communities were disproportionately impacted, people of color and low-income community leaders *must* lead the collaborations, even those they were composed of a diverse

group of stakeholders. Second, because of the highly technical nature of environmental information, representatives of highly technically, skilled institutions needed to participate in the movement.

Solving the problem of building a movement led people of color and residents of low-income communities, while simultaneously involving professionals with highly sophisticated technical skills has been challenging. Academicians, lawyers, doctors and other professionals have often played a critical role in environmental justice struggles. At the same time, these professionals are culturally different from members of the most severely impacted communities. For the professionals, environmental issues of matters of moral and social injustice, while for the residents, they are matters of life or death. Moreover, often, the professionals are white suburbanites, while the residents are inner city residents. These cultural and socioeconomic issues create challenges, but not insurmountable obstacles.

In 1995, EDC reached out to the Environmental Defense (ED), a national environmental organization, to assist in the organizational effort. ED, which is headquartered in New York City, was founded during the aftermath of the first Earth Day in 1970. Nationally, ED has worked through the fields of science and law and has engaged in public advocacy. Over the years, it has become a national leader in the environmental movement. In addition, it has also developed an active grassroots program with community groups in the Great Lakes basin. For example, it's Pollution Prevention Alliance works with state groups on programs that impact national policy and also worked with local groups like EDC.

The legal models, ED often employed, involved lawyers with environmental technical skills, who worked along side ordinary people, who were affected by the issues. This partnership often made neighborhood organization and legal struggle its primary forms of work. ED represented an excellent model for joint work with EDC because they also had a growing interest and expertise in electronic and Internet communication. ED was in the process of developing a toxic scorecard which allowed individual U.S. residents to simply type in their zip code and access complex databases that would give them the best available information on emissions of toxics in their community. The alliance with ED provided a framework for EDC to not only connect their work within the context of similar efforts occurring in other communities, but also to link this environmental and technical expertise with communities.

EDC and ED also reached out to other mainstream stakeholders, such as the City of Cleveland, regulators at the state and federal level, and other not-for profit organizations working on housing and intersecting issues. Within a year, enough progress has been made to begin organized outreach to communities. At this stage, the critical task of building linkage with the neighborhoods started. Work at this level was based on an ongoing process of priority setting, information exchange, program development, and trust building.

### **Building the Organization**

Today the Sustainable Cleveland Project continues to meet and work on a regular basis. It has produced tangible products that have worked to serve Cleveland neighborhoods, and the goals of its participants. For example, it has produced the SUSTAINABLE CLEVELAND ENVIRONMENTAL HEALTH ACTION GUIDE, which can be accessed on the worldwide web

at <http://www.nhlink.net/enviro/scp/>. It has developed significant connections to other entities working on varied environmental and health issues. For example, the SCP website is partially funded in part by NeighborhoodLink, a Cleveland-based project which was funded by a court settlement with the Ameritech Co. NeighborhoodLink provides Internet access to low-income and people of color residents of Cleveland through neighborhood centers. The Guide provides NeighborhoodLink with information of key importance to SCP's target constituency. In addition, SCP provides much of this digitally based information to residents by delivering it in hard copy form in places where people live, work and play.

SCP has found the organization process to be both fast and slow. Our observations indicate that SCP has established a powerful working relationship among a diverse group of partners and individuals. We believe the partnership has produced tangible results and has built strong working relationships among the varied partners in a relatively short time. Yet, down on the ground, SCP stakeholders also report that the process of working directly with communities moves slowly and must be handled with care.

Initial efforts to distribute information through the web ran into the barriers that make the digital divide a major issue in society. Training sessions on using the computer and searching the web have been necessary. Topics such as 'Internet 101', 'EJ 101', and 'Sustainable Development 101' were needed to help people learn how to access the wealth of information found on the web. Moreover, the lack of computer ownership by many people is a further limiting force. Many key SCP stakeholders are clear that their work in distributing the Guide was key to overcoming the barriers imposed by the digital divide.

Community members have expressed basic concerns about a need to understand the nature of risks from exposures to a wide variety of pollutants. The point is that there are many things community residents do not know about environmental dangers confronting them and their families. They are desirous of this information and they are equally desirous about learning how to use the knowledge to improve neighborhood conditions. It is against this backdrop that education and teaching residents how to access information becomes so important.

Capacity building is also an issue, especially when it comes to training participants how to communicate with each other. Capacity building between environmental professionals and community members has been critical for making the connection between environmental issues and community health and well being and for enabling residents to turn knowledge into action programs. The development of real world projects and collaborations between professionals and communities has served to increase the number of people addressing these issues. Thus, volunteerism combats low-staff numbers and has led to more victories, which can be shared and used to build trust.

Efforts are underway to study the activities of SCP and to replicate its successes to date in cities such as Washington, D.C., as well as our activities in Western New York. The successes of SCP are based on the idea of building a broad united front in the struggle against environmental pollution. This means the development of a strategic plan that brings policy-makers, communities of color, working class neighborhoods, and higher income neighborhoods and

groups into a united front, which is based on the idea that environmental pollution in one community threatens all communities.

### **The Key Elements**

SCP represents a unique step in building this type of united front. The tangible and measurable accomplishments of SCP are:

1. The production of the Guide
2. Community capacity building through trainings on environmental justice and problem solving; participants from four neighborhoods constitute the sustainable Cleveland leadership team (SCLT); The SCLT includes community leaders and concerned residents from target low income and minority neighborhoods of Cleveland This distribution network is used to address other issues such as the digital divide.
3. One outcome of this effort has been the development of an environmental audit of communities of color that was led by a neighborhood group.
4. The obtaining of a grant from a local foundation by a predominantly low-income white community group for environmental work.

These achievements suggest that the Cleveland Model is worth replicating in other communities where similar conditions exist. We should examine the SCP model and apply the lessons learned to our own situation in Western New York. Within this framework, the idea is construct a program that will help this region grapple successfully with the environmental issues it faces.

### **Types of Groups in the Sustainable Cleveland Partnership**

City of Cleveland  
Levin College of Urban Affairs- Cleveland State University  
Cuyahoga County Planning Commission  
Earth Day Coalition  
Environmental Health Watch  
Environmental Defense  
Greater Cleveland Coalition for a Clean Environment  
Greater Cleveland Neighborhood Forum  
Lee-Seville-Miles Citizens Council  
Neighborhood Centers Association  
Ohio Environmental Protection Agency  
St. Clair-Superior Coalition  
U.S. Environmental Protection Agency

In Western New York we should try to develop the same type of broad based partnership, which includes neighborhood organizations, governmental entities, environmental agencies, and the university.

#### Potential Steps Toward Developing a Sustainable Buffalo Partnership

- Identify potential Western New York Partners and establish a relationship with Environmental Defense to develop a replication of the SCP model in this region.
  - Develop a working relationship with Sustainable Cleveland.
  - Convene a meeting of potential partners to determine their level of interest in developing a partnership that Mirrors the Sustainable Cleveland Partnership. the next step will be to begin and develop relationships with specific Western New York stakeholders. Stakeholders will be convened for presentation of the work of SCP, and will eventually be asked to produce a letter of support if they wish to be included in the project and for fundraising to be done on their behalf. ED is familiar (?) with various forms of presentation of the work of SCP. Initial meetings should occur in November (year) .
5. Proposal development (Appendix A)- A proposal will be developed to seek funding for the development of a replication of the Sustainable Cleveland Model in Western New York and for individual projects needed to jump start the process (ex. neighborhood work to implement the Lee-Seville-Miles environmental audit in a WNY community, university-based research work, facilitation of meetings, efforts to bridge the digital divide).

## **Appendix A**

### **Proposal for the Sustainable Buffalo Partnership**

The Center for Urban Studies proposes the development of a three-year program for implementing the Sustainable Cleveland Project. Our timeline calls for a first year of organizing activities to develop the Sustainable Buffalo Partnership (SBP). In the second year, we will begin implementation of specific projects. In the third year, we will continue implementation of specific projects and make connections with similar groups in other cities and pursue joint activities on the national level.

#### **Deliverables:**

- **Year One:**

We will produce an environmental sustainability and environmental justice assessment of Western New York. This effort will involve engaging potential partners in SBP and carrying out discussions on the state of the regional environment and the nature of environmental justice issues in WNY. Working with local and national partners, we will develop a snapshot environmental sustainability in the region and augment the existing environmental sections of the WNY State of the Region report.

This initial data set will be shared with potential partners, and they will be asked to assist the SBP in the production of a WNY Environmental Health Assessment Tool. Growth of the Partnerships will be measured by letters of support from local entities expressing their support for the tool and willingness to join SBP. As a critical mass of members are reached, community meetings will be held to introduce the broader public to the concepts of environmental justice and sustainability.

#### **Outcomes of the Year One Program:**

1. Development of a presentation on environmental problems confronting Buffalo and WNY.
2. Development of a presentation on SCP and how it might address these problems.
3. Six to twelve meetings with potential SBP partner organizations and production of letters of support for its efforts from most of these organizations.
4. Two or more public meetings on these same issues.
5. Development of the SBP Environmental Health Assessment Tool.

- **Year Two:**

The Sustainable Buffalo Partnership will be formally established during the second year. SBP will begin activities that both work in more detail and that broaden its range of activities. The goal of these activities will be to produce real victories and tangible examples of SBP can improve environmental conditions in the region. The broader activities will lay the groundwork for SBP to influence regional and national activities that are central to the health and well-being of the urban core.

**Year Two Outcomes:**

1. Establishment of SBP as a formal independent group.
2. Development of one or more detailed neighborhood assessments.
3. Development of a draft of a regional sustainability plan.
4. One or two additional community-based projects as determined by the members of SBP.

- **Year Three:**

In the program's third year emphasis will be placed on developing state and national connections and to disseminate case studies of SBP activities to other organizations around the country.

**Third Year Outcomes:**

1. Continued work and development on the projects begun in the first two years and third party validation of our efforts through articles and awards.
2. Membership and active participation in regional and national collaborative on sustainability and environmental justice issues.

3. Hosting of a regional gathering on like-minded institutions from other municipalities.
4. Development, publication and dissemination of articles and documents chronicling our work and learning from our successes and challenges.

- **Budget**

- A. First Year: Personnel

1. 2-1/2 staff

- a. Executive Director
    - b. Program Associate
    - c. Administrative Support

2. **Operations**

- a. Education on SCP activities and Buffalo Issues
    - b. Production and Printing of Community Health Tool

- B. Second Year

1. 3 staff

- a. Executive Director
    - b. Program Associate
    - c. Administrative Assistant

2. Program Needs

- a. Production of Detailed Neighborhood Assessment
    - b. Development of Draft Regional Plan
    - c. Local Projects as Determined by the Community

- C. Third Year

1. 5 staff

- a. Executive Director
    - b. Assistant Director
    - c. Administrative Support
    - d. 2 Program Associates

2. Program Needs

- a. Rollout and Continuation of Local Projects
    - b. Representation in Regional and National Collaborative
    - c. Meeting Planning and Conference Design
    - d. Writing, Publication and Dissemination