

# BRIDGING THE ECONOMIC DIVIDE

A TIDES FOUNDATION INITIATIVE AND DONOR COLLABORATIVE

## ...And Economic Justice For All



### THE BAD NEWS

Since the late 1980s, the U.S. economy has produced the highest levels of economic inequality and overall poverty among the world's sixteen most advanced economies.

The reasons behind this deeply troubling trend are many and complex. A few of these are:

- the decline in labor institutions
- the falling real value of the minimum wage
- the vast expansion of a low-wage, non-union service sector
- increased globalization

These factors have conspired to weaken the position of workers at the bottom rungs of the economy. Without a fundamental shift in our economic priorities and policies, future prospects do not look much better for low-wage workers.

### THE GOOD NEWS

In response to this stark economic landscape faced by low and moderate-wage workers, people across the U.S. are coming together to demand economic justice.

A key example of the growing strength this movement for economic justice is *living wage organizing*, which has emerged as an effective strategy to empower low-wage workers and build momentum for a broader economic justice agenda. Starting with the passage of the first living wage ordinance in Baltimore in 1994, the living wage

movement has grown into a national phenomenon: over 65 cities and counties around the country have passed living wage ordinances, and at least 75 more campaigns are currently underway.

And Tides Foundation's **BRIDGING THE ECONOMIC DIVIDE** initiative is playing a key role in ensuring that this movement has the resources necessary to work and grow. Established in 2000, Bridging the Economic Divide is a donor collaborative dedicated to supporting the community organizations leading this movement – a movement which to date has received only limited funding from foundations. Using the key strategy of winning passage of living wage ordinances across the country, this movement is building a powerful movement for workers' rights and economic justice.

## GRANTEE PROFILE: DARE *Direct Action for Rights and Equality*

**P**rovidence, Rhode Island's Direct Action for Rights and Equality (DARE) holds a well-earned place at the forefront of the national movement for economic justice. With a membership of over 700 families, predominately from low-income communities of color, DARE has an impressive track record of local organizing victories under its belt.

Since its founding in 1986, DARE has led successful campaigns to make Rhode Island the first state to provide health insurance to family home daycare providers, implement a multicultural curriculum in Providence high schools, and enact a groundbreaking land reform policy. Now, DARE is preparing for their next victory, as they work for passage of the Providence Jobs and Living Wages ordinance.

DARE launched its Jobs with Dignity living wage campaign with the broad goal of improving wages and working conditions in city-supported jobs and ensuring community access to these jobs. Armed with lessons gleaned from living wage campaigns in other cities and

*continued on page 7*



# About the Bridging the Economic Divide Initiative

The Bridging the Economic Divide initiative, a donor collaborative at Tides Foundation, supports and strengthens economic justice coalitions and the living wage movement. Through sustained donor investment, this national initiative provides grants allowing community organizations to engage in effective campaigns and other efforts that reinvigorate the broader movement for economic justice. The Bridging the Economic Divide (BED) initiative supports the living wage movement by working to:

- Build the capacity of local, state, regional or national living wage/economic justice coalitions;
- Support organizing campaigns that address living wage or related economic justice issues;
- Strengthen work that increases the involvement and develops the leadership of those most affected by poverty; and
- Build long-term strategic alliances among community, labor, and faith-based groups.

Tides' long-term vision in supporting this work is to help shape public debate and policy making on economic issues and to incorporate anti-racist and worker-centered perspectives and alternatives.

## COLLABORATIVE INFORMATION

The Bridging the Economic Divide donor collaborative provides overall direction for the work of BED. The collaborative makes decisions on its structure and develops grantmaking strategies for the initiative. Collaborative members have the opportunity to:

- Meet with other collaborative members to study the issue, develop grant guidelines, and make funding decisions;
- Learn about collaborative grantmaking, including models and best practices;
- Consult with Tides staff working on BED;
- Receive regular updates on the collaborative and living wage work around the country;
- Access a donor-only living wage web site that provides updates on the donor collaborative, information on BED grantees, and other living wage resources;
- Attend site visits and meet with living wage groups in the field; and
- Attend living wage gatherings/briefings.

## HOW TO GET INVOLVED

We invite individual donors, foundations, and other philanthropic institutions to partner with us in this important work. If you are interested in being part of the Bridging the Economic Divide collaborative, or would like more information about our work, please contact:

**Sandra Davis**, Community Fellow 415.561.7818;  
[sdavis@tides.org](mailto:sdavis@tides.org)

**Donna Bransford**, Outreach Director 415.561.7842;  
[dbransford@tides.org](mailto:dbransford@tides.org)

## BED'S FIRST YEAR

Total number of donors who contributed to the initiative	. . .30
Number of donors who gave over \$20,000	.....20
Active collaborative members	.....11
Donor contributions to the fund	.....\$611,600
Tides Foundation contribution	.....\$145,000

## GRANTEE LIST

ACORN Living Wage Resource Center	.....\$30,000
Baltimoreans United in Leadership Development	.....\$30,000
Brennan Center for Justice	.....\$30,000
Clergy and Laity United for Economic Justice	.....\$25,000
Connecticut Center for a New Economy	.....\$25,000
Dallas ACORN	.....\$20,000
Direct Action for Rights & Equality	.....\$30,000
East Bay Alliance for a Sustainable Economy	.....\$30,000
Helping Empower Local People	.....\$25,000
Idaho Community Action Network	.....\$25,000
Los Angeles Alliance for a New Economy	.....\$30,000
Louisiana ACORN	.....\$25,000
Miami Worker's Center	.....\$25,000
Michigan Organizing Project	.....\$25,000
National Interfaith Committee for Worker Justice	.....\$20,000
New York ACORN	.....\$30,000
North Carolina Justice and Community Development Center	.....\$25,000
People Organized to Win Employment Rights	.....\$25,000
Pulaski County ACORN	.....\$20,000
Sacramento Living Wage Campaign	.....\$25,000
Sacramento Valley Organizing Community	.....\$25,000
Santa Cruz County Coalition for a Living Wage	.....\$20,000
Tenants' and Workers' Support Committee	.....\$25,000
Tennessee Industrial Renewal Network	.....\$25,000
Washington Association of Churches	.....\$25,000
<b>Total</b>	<b>.....\$640,000</b>



Ashley Snowdon

## Making an Impact: How a small family foundation can take on big issues

by Ashley Snowdon

**M**y family foundation, the Snowdon Fund, decided to join the Tides Bridging the Economic Divide collaborative based on our shared concern about the growing gap between rich and poor. The primary focus of our grantmaking is youth organizing. While we provided grants to innovative youth groups, their work was being deeply impacted by immense challenges such as school budget cuts, an alarming rate of youth incarceration, and massive social service cuts. We recognized that poverty was at the root of these problems, but we felt overwhelmed and uncertain about what we could do to make a change. How could our small family foundation impact such an immense issue?

Then Tides Foundation staff suggested that we join the upcoming Bridging the Economic Divide (BED) collaborative. We have had a long standing relationship with the foundation as Tides has managed our grantmaking program for years. No one on our foundation's board had much understanding of living wage campaigns, but we had faith in Tides and were interested in learning more about the movement. We decided to try it out for a year and keep an eye on the effectiveness of the project.

I became the Snowdon Fund 'representative' to the BED collaborative, which entails providing our board with some context

on the living wage movement, keeping them up-to-date on the progress of the collaborative, and sharing my opinions on the effectiveness of the project.

On a foundation level, our participation in BED has given us the means to tackle poverty – and its impact on youth – head on. The collaborative supports the living wage movement as a strategy to bridge the economic divide, leading my family to explore new strategies to bridge the gap that make sense for our youth focus. The synergy has been very exciting to watch develop. In a very tangible way, our involvement has also helped our foundation to develop and strengthen its grantmaking.

On a personal level, my participation in BED has been wonderful. My only previous experience with grantmaking had been on the board of my family's foundation, and I was unsure what to expect from a collaborative process with non-family members. On our family's board, we have established board roles and committee heads, but inevitably, when we get in a room to discuss and make decisions, we become father/daughter/aunt/sibling/etc. I find the diversity of perspectives and backgrounds of the BED collaborative members invigorating, and while we all come with different levels of knowledge on the subject of economic justice, the collaborative setting is a very comfortable forum for the sharing of ideas, concerns, and instincts.

## Continuing the Work: Economic Justice After 9/11

by C.J. Callen

**A** colleague of mine attended the World Conference on Racism in Durban, South Africa in August, 2001. She sent me a postcard stamped with the conference's tagline "Tolerance and Diversity," and she described how thrilled she was to be in a place "where people are talking about real issues." I didn't receive the postcard until mid-September.

### A WORKER SNAPSHOT: AFTER SEPTEMBER 11:

- Airlines have laid off more than 100,000 workers across the country since 9/11/01.
- Of the government's \$15 billion bailout of the airline industry, exactly \$0 went to laid-off workers. Only 2.3% of the House of Representatives \$100 billion stimulus package went to extending unemployment and health insurance to more than half a million new unemployed.
- In New York, the most immediately affected workers have been undocumented workers. Federal law prohibits unemployment insurance for undocumented workers and many are afraid to apply for aid from relief organizations for fear of being turned over to the INS.



C.J. Callen  
Senior Program Officer  
Tides Foundation

My colleague's simple message – her desire for a fundamental change in public discourse and political priorities – took the edge off my anger and outrage that came with September 11. It reminded me of how important our work continues to be here at Tides Foundation. As social change funders and activists, we are compelled to respond to this horrific tragedy.

How? By continuing the work we have been doing all along: working for tolerance, embracing diversity, addressing root causes of economic and social injustice.

Of particular note is the living wage movement – a vibrant movement that is currently challenging the existing paradigm of free trade and unfettered markets by placing the interests of workers front and center in debates about wages and economic stability.

*continued on page 7*

# ECONOMIC JUSTICE IN THE SOUTH

## REGIONAL FOCUS

A key funding priority for the Bridging the Economic Divide (BED) initiative is supporting organizing efforts that expand workers' rights in states with "Right to Work" laws – legislation that severely restricts union organizing efforts. Over half of the 21 states with "Right to Work" laws are located in the Southeast, a region that also receives less than 15% of the nation's philanthropic dollars. One third of the organizations in the first round of BED grantees operate in this region.

In addition to the anti-labor environment, communities in this region struggle with age-old systems of racial domination and control. In large part, economic and political power is concentrated in the hands of white elites who control institutions that impact the lives of workers and their communities.

Many manufacturing plants, who relocated to this region from Northern urban centers 30 years ago to take advantage of a low wage workforce, have been pulling out over the past decade in search of even lower wage workers south of the border and overseas. Over half of the remaining jobs are in the low paying service and retail sectors. In 1997, average worker earnings for retail employment was \$13,764, compared to \$32,207 for manufacturing.

Economic justice groups in the South have been building worker-led campaigns and employing a range of strategies to address the difficult economic realities that communities are facing.

### NORTH CAROLINA

In North Carolina – a state that lost 32,000 manufacturing jobs in 1999 alone and has one of the lowest rates of unionized workers in the country – Helping Empower Local People (HELP) in Charlotte is organizing a campaign to win passage of a living wage ordinance that would cover city, county, school, public housing, airport, hospital and coliseum workers. Primarily a faith-based organization, HELP is reaching out to corporate and public sector leaders as well as the city's Central Labor Council to strengthen its base of support. A key goal in its campaign is to strengthen the capacity of workers to take a lead in this effort by building a worker's leadership school.

### VIRGINIA

In Alexandria, Virginia, the Tenants and Worker Support Committee and a coalition of over 30 labor, religious and community groups are working to expand the scope of an existing living wage ordinance to include city-contracted childcare workers – a population that is 99% women of color and the lowest paid city-subsidized jobs. Such campaigns aimed at expanding living wage ordinance coverage are a critical step in securing improved wages for the lowest paid workers.

### FLORIDA

Liberty City, a section of Dade County, Florida, has one of the highest rates of families on public assistance in the country. The Miami Workers' Center is building an organizing project called Low Income Families Fighting Together (LIFFT) in order to win benefits and access to public jobs with living wages for low-and-no-wage workers, as well as people making the transition from welfare to work.

### LOUISIANA

Louisiana ACORN, based in New Orleans, is working with a membership base of 9,000 families. In a city where many African Americans and immigrant workers earn poverty wages in the hotels and

restaurants, ACORN is organizing a grass-roots effort to raise the minimum wage for all employees in New Orleans. The strategy is to register 8,000 new voters in preparation for a 2002 general election in which voters will consider the wage referendum. The majority of voting age citizens in New Orleans are the working poor, and ACORN organizers are confident that,



with increased voter participation by this population, the referendum will pass. Forty-seven thousand low-income families' lives would be improved if the campaign is successful.



**S**ince 1993, Los Angeles Alliance for a New Economy (LAANE) has been finding innovative ways to reduce working poverty through advocating for living wage laws, demanding responsible economic development, and supporting union organizing.

*In 2000, LAANE mobilized hundreds of volunteer voter educators to defeat an anti-living wage ballot initiative in Santa Monica. Voters resoundingly rejected the initiative and re-elected three pro-living wage council members.*

*Following this important victory, LAANE intensified its efforts to win passage of living wage legislation in Santa Monica, and, in May, 2001, the City Council voted 5-1 in favor of a groundbreaking living wage ordinance covering coastal zone workers and employees of city contractors.*

#### *How did you start working with LAANE?*

I had been organizing for about 20 years, mostly in Latino communities in Los Angeles, when (now LAANE board chair) Maria Elena Dorazo approached me about creating an organization that could bridge the divide between community and union, one with a broader and more comprehensive approach to supporting workers than any one union can do. And LAANE was born!

#### *How would you characterize what has been happening in Santa Monica after the successful passage of a living wage ordinance?*

The work has been amazing. We have enjoyed so much support from the people of Santa Monica. During the campaign, we witnessed people on the street talking to our opponents and arguing for our cause! Our campaign really transformed Santa Monica – white middle class people were thinking about inequity, corporate responsibility, and the type of community they really want to have.

Our opponents, dominated by hotel corporations, finance companies, and other big representatives of corporate America, spent \$500,000 in 30 days trying to gather enough signatures to recall our initiative.

Young people were really excited about the campaign and are helping us in our efforts to protect our win. We started an internship program for high school students, providing them with stipends. We found another great tool for reaching people: we got Martin Sheen and Ed Asner to leave those mass messages for all registered voters. People would call saying “Martin Sheen called me!” It was great!

#### *What have you learned about how to be effective social change agents?*

We’ve learned that patience is the key: having a long-term plan, building a foundation block by block. The big lesson is that if you have a good strategy, are about movement building, focus on building the organization, and emphasize leadership development, then it will work.

We learned that in terms of media strategy, it’s best to let those most affected speak for themselves. People often ask, “Why don’t you hire mercenaries like the hotels do?” Our response is, “Because that is not what it is about – it’s about building the leadership of people.” That has paid off. People – workers, politicians, and the media – believe in LAANE.

#### *How would you describe your approach to collaborating with other organizations?*

We really believe that the only way to create a sustainable movement is to build across communities and across sectors. No one organization can do it all for the movement. Part of our mission is to be in collaboration and in solidarity with other groups. We view their successes as part of LAANE’s mission, and this takes away some of the competition. We have deep partnerships with some unions and are building relationships with others. We work with many community organizations. And we never underestimate the value of unlikely allies such as Ariana Huffington, who has supported our efforts.

#### *Where would you like to see LAANE in five years?*

We would like to redefine economic development in the city. We want to push for more living wage jobs and ensure workers’ right to organize so they can raise their standard of living. We want enough strength and solidarity at the state level to pass legislation that impacts land use and economic development statewide and want to see other regional efforts that signal the beginning of a national movement. Through cross-training and other activities we hope to build capacity to support each other and create synergy.

We want to build people’s capacity to win, but first we need to restore people’s faith that they can win. Many poor people, people of color, women and progressives have ingrained in us that we cannot win. But, little by little, through building a sense of collective strength and our ability to win, we realize that we are powerful – perhaps not in the traditional sense, but on our own terms. The living wage win in Santa Monica proved that we – low-wage workers, people of color, progressives – could win even in the face of seemingly insurmountable odds.

# HOW A LIVING WAGE ORDINANCE WORKS

**A** living wage ordinance requires that private sector firms that have particular financial relationships with a city or county government meet certain standards regarding wages and benefits. The ordinance makes explicit reference to the wage level needed to support a family above the poverty level in a given jurisdiction. This premise that working people should not live in poverty is central to living wage campaigns, placing this movement at the heart of the fight for economic justice.

*Living wage campaigns are effective ways to:*

- Raise wages and narrow the wage gap
- Make benefits available to working people
- Translate public investments into good jobs
- Create a climate for fair employment conditions
- Enact corporate accountability
- Enhance the public's participation in shaping the conditions of regional economies
- Build coalitions for a broader social and economic justice agenda
- Raise the general public's awareness of social and economic justice issues

The impact and effectiveness of a living wage campaign depends on:

## The scope of coverage:

A living wage ordinance should benefit as many workers as possible. Expanding the number of participating government agencies and the types of government contractors will significantly increase the number of workers benefited by the ordinance.

## Implementation:

Drafting a policy that puts enforcement of the ordinance in the hands of workers and the general public can strengthen implementation. Also critical is that the group or coalition promoting the ordinance has the capacity to ensure public follow-through and accountability.

## Support of union organizing:

Perhaps most importantly, the impact of a living wage campaign can be significantly enhanced if it is combined with a collective bargaining approach. An ordinance may be targeted to cover groups of workers which unions plan to organize, or who are recently unionized and earn wages below the poverty level.

## LIVING WAGE VS. MINIMUM WAGE

Living wage ordinances are both similar to and different from minimum wage laws.

Their distinguishing feature is that they generally only apply to *private sector firms that have particular financial relationships to government*, either as contractors, recipients of subsidies or tax breaks, concessionaires, or tenants on publicly-owned property.

In contrast, minimum wage laws cover all private and public sector workers at either the state or federal level. So far, living wage ordinances have been passed only at the local level, covering cities, counties or smaller public entities.

Living wage campaigns *explicitly seek to increase wages and benefits above the poverty level*. In contrast, state and federal minimum wages have become poverty wages. While they did represent a livable wage when they were established in the 1960s, they have steadily lost value since then.

## FROM LIVING WAGE TO ECONOMIC JUSTICE

Preliminary evaluations of living wage ordinances indicate that workers and their families have benefited without causing the layoffs or financial burdens that critics predicted. In fact, living wage ordinances can lead to positive “spillover” effects such as increased spending at local businesses, higher rates of home ownership, and personal investment in education.

Some community groups that have succeeded in getting living wage ordinances passed are building on this success in various ways. Some are trying to broaden coverage to more groups of workers. Others are broadening the agenda beyond living wage work to deal with job issues facing hard to reach groups such as ex-offenders, and high school youth.

Perhaps the greatest impact of living wage organizing lies in its ability to bring together different constituencies to build a broad movement for social and economic justice. The strongest campaigns are those that build structures that allow them to go beyond passage of living wage ordinances into building a power base capable of demanding corporate and public accountability and fighting for equitable economic policies.

The living wage movement has been particularly successful at building bridges between labor and low-income community organizations. And living wage organizing, often led by women and people of color, has created a space for workers, both union and non-union, to discuss the role of race, gender and class in labor organizing.

## GRANTEE PROFILE: BALTIMOREANS UNITED IN LEADERSHIP DEVELOPMENT (BUILD)

In the early 1990s Baltimore was suffering as industry pulled out, followed by white flight and middle class African American flight. The city's tax base quickly eroded, wages sharply declined, and urban poverty increased. The city government's solution to the economic crisis was to pump billions of dollars in subsidies to corporations for downtown revitalization. For the working poor, this meant that job creation was almost exclusively in the low-wage service sector.

Baltimoreans United In Leadership Development (BUILD), an ecumenical organization representing over 50 congregations and other associations, was intent on finding a better solution. Why should corporations receive subsidies while their workers remained in poverty? From this question was born the first living wage campaign in the U.S.

BUILD was no stranger to working on, and winning, tough campaigns. Since 1978, BUILD has been transforming neighborhoods and building power for poor families by training and developing leaders to address community issues and confront public institutions. Starting with the simple notion that the subsidies received by Baltimore corporations developing downtown be tied to good wages and working conditions BUILD developed a campaign, coining the phrase "Living Wage", and worked for passage of a city ordinance that required that companies receiving city subsidies or contracts pay a living wage to their workers. The Living Wage bill passed in 1994, sparking a national movement and a inspiring a new vision for low-wage worker organizing.

**Why should corporations receive subsidies while their workers remained in poverty?**

To sustain and build upon the victory of the Living Wage ordinance, BUILD began working to increase worker power through organizing a new kind of union that follows mobile workers from job to job. They formed the Solidarity Sponsoring Committee (SSC) as an association of employees with a common vision of seeking more respect and recognition on their jobs and in their communities.

To ensure the success of SSC, members realized that they needed a permanent place to meet and develop relationships and community – a worker center. In part thanks to a grant from Tides' Bridging the Economic Divide Initiative, construction is underway. The center will house BUILD's worker-owned temp agency, and will offer services including banking, financial education and counseling, homeowner assistance, and low rate check cashing services. A communications center will provide access to voice mail, mail boxes, email, and Internet. And the center will have space available for meetings, workshops, recreation, and fellowship.

## PROFILE: DARE

*continued from page 1*

counties and with clear legislative goals, the Jobs with Dignity campaign developed the proposed ordinance so that it would require not only that jobs created with city money provide living wages with benefits, but also that the city use community-based hiring halls, follow an affirmative action policy, not discriminate against people with prison records, and protect workers' right to organize. The ordinance would apply to all employers receiving city contracts over \$25,000, employers receiving city subsidies over \$100,000, and nonprofits who contract with Providence whose CEO pay is over five times the lowest paid worker.



The Jobs with Dignity campaign is doing more than working to win passage of this historic legislation. In forging coalitions with unions, DARE's leaders are challenging

the broader labor movement to recognize the importance of leadership by women and people of color, to see the need for organizing outside of unions, and to confront the racism and sexism that they see in labor institutions.

With a growing volunteer corps, the support of a diverse coalition of community organizations, faith-based groups, and labor unions, and strong public support, DARE is a formidable force, even against the anti-living wage tactics of the opposition. Understanding that the fruits of their hard work may not be immediate, and always keeping a focus on organizing workers who will benefit from a living wage, DARE is ready to face challenges, and is prepared for victory.

## Continuing the Work: Economic Justice After 9/11

*continued from page 3*

I believe that we at Tides, and the social and economic justice movements with whom we work, are well positioned to respond to this current sea change in the political climate—a change that threatens to undermine progress that we have made in recent years toward economic and social justice.

Through solid coalition building and effective campaign strategies, community organizations have been laying the foundation needed to shift the terms of the debate on key social and economic issues.

Yes, the world has changed since September 11. People in the U.S. have had to realize that we are global citizens. But while the future is uncertain, the challenge remains the same: to talk about the real issues in order to move toward creating a society where tolerance, diversity and peace are explicitly shared values that shape public discourse and drive policy-making.

## TIDES FOUNDATION

Since 1976, Tides Foundation has partnered with donors to increase and organize resources for social change.

We facilitate effective grantmaking programs, create opportunities for learning, and build community among donors and grantees.

Through innovative grantmaking, we strengthen community-based nonprofit organizations and the progressive movement as a whole – creating a positive impact on people's lives in ways that honor and promote human rights, justice, and a healthy, sustainable environment.

## TIDES FUNDING COLLABORATIVES AND INITIATIVES

Bringing grantmakers together for social change efforts has been a hallmark of Tides Foundation. Our funding collaboratives and Tides Initiatives have provided the opportunity for individual and institutional donors to come together around issues such as economic justice and the living wage, native communities restoration and preservation, and the abolition of the death penalty, to name just a few.

Defined and driven by donor participation, Tides Initiatives fund critical and cutting-edge issues that traditionally receive little foundation support. By bringing donors together to make strategic funding decisions, we can:

- Connect like-minded donors;
- Increase the philanthropic impact on key progressive issues;
- Build bridges between donors and activists;
- Create opportunities to share the expertise of practitioners, foundation staff and donors;
- Provide hands-on opportunities for learning and practicing strategic grantmaking;

Through all of our efforts, Tides hopes to provide the building blocks for a stronger and more effective progressive philanthropic community and more peaceful, just and sustainable world.

## TIDES FAMILY OF ORGANIZATIONS

Tides is a network of independent nonprofit organizations linked by a commitment to positive social change, innovation, and a responsible stewardship of resources.

For 25 years, we have been partnering with philanthropists, institutions, and grassroots activists who share our commitment to making the world a better place.

### *Tides organizations include:*

#### **Tides Foundation**

Bringing together donors and grantees who are interested in putting resources to work in effective, creative ways.

#### **Tides Center**

Bringing core management and financial services to innovative nonprofit program initiatives.

#### **eGrants.org**

Expanding the role of the Internet in bringing resources to social change nonprofits.

#### **Tsunami Fund**

Providing the infrastructure for advocacy to social change nonprofits.

#### **Thoreau Center for Sustainability**

Home to Tides Organizations and more than fifty other organizations working for social and environmental sustainability.

#### **Tides Canada Foundation**

Working with donors committed to environmental and social justice philanthropy in Canada.



TIDES

FOUNDATION

The Presidio P.O. Box 29903  
San Francisco, CA 94129  
415.561.6400

40 Exchange Place, Suite 1111  
New York, NY 10005  
212.509.1049

info@tides.org  
www.tidesfoundation.org