

75 Years of Greater New Haven's Tomorrow

A replica of the ad  
appearing on Sunday,  
February 19, 1928, in  
the *New Haven Register*  
that announced the  
founding of The New  
Haven Foundation  
(top half of the ad).

# NEW HAVEN'S *tomorrow!*

## THE NEW HAVEN FOUNDATION

*a Charitable Trust fund consisting of gifts of money or property, large and small from public spirited citizens, to be used for such charitable, educational and benevolent purposes as may contribute to the general welfare, health and happiness of the people of New Haven*

NOT long ago one of New Haven's public spirited citizens wanted to leave a part of his wealth to a charitable institution. He thought, "How do I know that the place this institution now fills will be of the same importance in the years to come?"

Perhaps, he recalled the story of Snug Harbor—the outstanding example of how changing conditions made the terms of a charitable bequest obsolete.

### *Conditions and Needs Change*

Captain Randall, a veteran sailor, upon the advice of Alexander Hamilton, drew a will leaving a "good farm" outside of New York City for a sailors' home. That was in 1801, just after the Revolution. Today the land is on Fifth Avenue near Tenth Street, and no one but the trustees of the fund know its actual value. Estimates have placed it somewhere around 75 million dollars, with an annual income of over a million. No clause in this 18th century will provides for the use of the surplus income, though the maintaining of the sailors' rest is less than half of the income. Obviously, although the wishes of the donor have been and are being carried out to the letter, changing conditions make it impossible to dispose of this immense income for the original purpose. Thus, the will failed in its purpose.

### *How the Distribution Committee is to be Appointed*

Distribution of the funds will be through a committee of seven citizens of the United States and residents of the City of New Haven, Connecticut, or vicinity, selected for their knowledge of the charitable or educational needs of the community. This committee shall be selected, appointed and classified as follows:

Class 1. One member shall be appointed by the Chief Executive of the City of New Haven, Connecticut.

Class 2. One member shall be appointed by the President or other Chief Executive Officer of the New Haven Chamber of Commerce.

Class 3. One member shall be appointed by the Chief Judge of the Probate Court for the District of New Haven, Connecticut.

Class 4. One member shall be appointed by the Trustees' Committee.

Class 5. One member shall be appointed by the President or other Chief Executive Officer of Yale University.

Class 6. One member shall be appointed by the President of the New Haven County Bar Association.

Class 7. One member shall be appointed by the Trustees' Committee.

ber of the Distribution Committee shall be appointed or elected to any salaried public office, such member shall thereupon and without any action or proceedings whatsoever cease to be a member of the Distribution Committee. No executive member officer of a Trustee shall be a member of the Distribution Committee.

### *Methods of Distribution*

The funds will be distributed, unless otherwise specifically stated, as follows:

- (a) For assisting public, charitable, and/or educational institutions, whether supported wholly or in part by private donations, or by public taxation, and investigating the conduct, scope and operation of the same;
- (b) For assisting the New Haven Community Chest, Inc.;
- (c) For promoting scientific research for the advancement of human knowledge and the alleviation of human suffering or of the suffering of animals;
- (d) For the care of the sick, and/or aged, and/or helpless;
- (e) For the care of the needy men, and/or women, and/or children;
- (f) For aiding in the reformation of (1) victims of narcotics, and/or drugs, and/or intoxicating liquors,

75 Years

1928–2003: The Community Foundation for Greater New Haven

of Greater  
New Haven's  
Tomorrow

*Who we are*

The Community Foundation for Greater New Haven was established in 1928 and is the largest philanthropic institution in our region of twenty towns and over 600,000 people. We are among the oldest and largest of the more than 650 community foundations in the United States. Our seventy-five year record of grantmaking, financial stewardship and service to donors is at the heart of philanthropic efforts to improve the quality of life for residents in our region.

*Who we serve*

Ansonia	East Haven	New Haven	Seymour
Bethany	Guilford	North Branford	Shelton
Branford	Hamden	North Haven	Wallingford
Cheshire	Madison	Orange	West Haven
Derby	Milford	Oxford	Woodbridge

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It simply would not have been possible to produce this seventy-fifth anniversary history of The Foundation without the input and wisdom of the following members of our anniversary planning committee:

Norman Harrower, Jr. and Helmer Ekstrom, The Foundation's first two staff directors, who together led The Foundation for a quarter of a century, 1967-1992;

Peter Cooper, lawyer and community leader, with a unique perspective on the contributions of his late father, James Cooper, The Foundation's volunteer secretary for twenty-one years, 1946-1967;

Ed Miller, Richard Grave, Richard Bowerman, Charles Twyman, and Barbara Wareck, former board members whose combined tenure covered much of the last quarter-century;

Community Foundation volunteer extraordinaire, Mary Arnstein;

and former Foundation staff member and outstanding civic leader Frances Padilla.

No group could know more, care more or give more of themselves, and we are very grateful.

And with special thanks to Robert J. Leeney, whose knowledge of and insight into the New Haven of the 1920s did much to explain the spirit of the age that created The Community Foundation.

I have had a unique opportunity to directly witness the impact of philanthropy on more than 600,000 individuals residing in our twenty town region. I am still amazed by all of the good work that has been done through the charitable contributions of hundreds of donors from all walks of life.

Foreword

*Richard M. Grave*  
*Former Board Chair*

My journey with The Foundation began in 1980 when I was appointed to the Board of Directors for a seven year term; now 24 years later, I'm as committed as ever to advancing the work of The Foundation as a volunteer and member of its development committee. The Foundation has used its 75-year history to cultivate a breadth of knowledge about the community. It understands the issues impacting the region and brings people together to work on implementing solutions for those issues.

In this publication, you will read about my immigrant grandfather — both his gratitude for the opportunities afforded him in 19th century New Haven and his commitment to the improvement of his adopted community. As a way of honoring him and of memorializing departed family members, my family established our fund in 1987 to address health issues in the community. This is one way we have chosen to give back through The Community Foundation for Greater New Haven. In a different sense, in terms of my family's connections to the community, my journey with The Foundation began much earlier. I encourage you to think about the many ways you too can make a difference by taking philanthropy to the next generation.

From the very moment of its creation — as heralded in a full page newspaper advertisement proclaiming “New Haven’s tomorrow!” — The Community Foundation has always been about building a better future for our community. Sharing in the long-term vision of working together, three generations of donors have written the proud history of this institution.

In The Foundation’s 2003 Annual Report that accompanies this history, there is a list of more than 550 separate funds. Donors established these funds to address particular issues or to honor or memorialize individuals; taken together, they tell us so much of what this community has cared about over the last seventy-five years. From the first fund established with a gift from Nettie J. Dayton in 1928, the story of The Foundation has been about the personal visions of our donors. The pages that follow highlight a number of their stories.

These visions — and the financial assets to carry them out — have been entrusted to The Foundation’s volunteer directors, listed on pages 52–53. Comprising virtually an honor roll of commitment to the community, these directors have been guided by their “knowledge of charitable and educational needs of the community,” as originally envisioned. They have guided the evolution of The Foundation, hiring a professional staff for the first time at the mid-point of our history and building the leadership role of the institution. The story of The Foundation is a reflection of their leadership and their commitment as well.

Throughout our seventy-five years, the work of The Foundation has reflected its community. From the heady and optimistic New Haven of the 1920s, to the legacies of the community’s industrial and transportation fortunes that built The Foundation, our history reflects our community’s times of growth. In both the tumultuous years of the 1950s and 1960s and in the last twenty years of civic progress, The Foundation has supported non-profit organizations addressing the pressing issues of the day, and our history reflects the community’s times of ferment and renewal as well.

For three generations, committed donors have worked with The Community Foundation to carry out their visions of a stronger community. Individuals and institutions who are working to make life better have come to The Foundation for support. The Foundation is deeply proud of its history. We are very pleased to share it with you in celebration of those who have come before. It is our hope that it will inspire the next generation of commitment to the future of Greater New Haven.

## Introduction

*William W. Ginsberg*  
*President and CEO*



REFLECTING THE COMMUNITY'S  
FOUNDING VISION

1914:  
Frederick Goff defines the  
community trust and  
establishes the Cleveland  
Foundation.

1924:  
Two Hartford bankers draw up  
a Resolution and Declaration  
of Trust document to start the  
Hartford Foundation.

Henry Galpin, Osborne A.  
Day, Charles G. Morris, Louis  
Hemingway, and Thomas M.  
Steele begin planning for a  
New Haven Community Trust.

On a Monday evening in February, 1946, a distinguished group met at the New Haven Lawn Club on Whitney Avenue to honor Osborne A. Day, a lawyer and bank executive who had recently retired as Secretary of The New Haven Foundation. Members of The Foundation's Distribution Committee, the Board of Trustees and the Corporate Fiduciaries Association, an informal bankers' network, attended the celebration to honor the "father" of The Foundation. For 18 years, Day had administered The Foundation's programs as liaison between the trustees, the distribution committee, donors and beneficiaries. In his remarks, Day offered the assembled body a few words of wisdom, a "legacy" from his nearly two decades of service to The Foundation. Years later, his listeners recalled his remarks:

"Progress is advanced by new ideas, which don't necessarily develop according to a preconceived pattern," he said.

"People don't give money for an idea but to an organization that has an idea, and the proper skills to bring it to conclusion."

The Day family had been present at many New Haven milestones. Osborne Day's father Wilbur, an early member of Christ Church, is memorialized in one of the church's stained glass windows. Day graduated from Hopkins School and — like many of his male relatives — attended Yale College and Yale Law School. He practiced law with the firm White and Daggett and then with Mansfield and Day. In 1929 he joined the Union and New Haven Trust Company as vice president and remained for the next 30 years.

Osborne Day was one of a small group that had publicly launched The New Haven Foundation at a dinner in February 1928. That night, New Haven banker Henry L. Galpin welcomed 53 of the city's most prominent citizens to the President's Room at Woolsey Hall. Galpin was a trust officer for the Union and New Haven Trust Company and was also a member of the Corporate Fiduciaries Association, whose members that night were eager to announce a new project: a community trust.

The evening's guest speaker, New York Community Trust director Ralph Hays, explained the benefits of the community trust model to the audience of lawyers, bankers and educators. By the time the gentlemen finished their cigars, they understood how an idea conceived in Cleveland 14 years before by Judge Frederick Goff



The corner of Church and Elm  
streets, New Haven, 1929

could ensure a brighter future for New Haven's residents.

A *New Haven Register* reporter present that night wrote that Hays emphasized, "the wisdom of having bequests administered at the discretion of a group of competent and far-seeing men, able to take into account such exigency created by the passing of time, so that no bequest might become moribund and useless due to the short-sighted discretion of a man long since in his grave." The "dead hand" — funds serving a legacy that no longer mattered — was the problem Judge Goff hoped to avoid when he designed the community trust model in 1914.

Goff imagined an "immortal being," a permanently enduring organization that would act as fiscal custodian and have the responsibility of wisely distributing bequest funds for future generations. Initially, a bank seemed the best agent to administer the trust. It would act as trustee for a large fund made up of many smaller contributions. Income drawn from the bequests would benefit city residents, who would help to determine its allocation.

Goff's "committee to distribute" was a group of Cleveland residents. It was a diverse group for the period, with no more than two members from the same religious congregation. And it was free from political entanglements: no member could hold or seek elected office. The mayor, the trustee bank, and several civic groups had the responsibility of appointing the Distribution Committee members. Judge Goff's plan proved to be a popular favorite. It became the model for the community trusts that were later chartered in Chicago, New York, Detroit, Boston and New Haven.

Following Goff's example, New Haven's Distribution Committee members — Osborne Day, Charles Morris, Louis L. Hemingway and Thomas Steele — created the necessary infrastructure to support The New Haven Foundation. In 1926 they began discussing an early draft of the Resolution and Declaration of Trust, and in May of 1927 they adopted the final draft. Eleven local banks accepted the Resolution of Trust and agreed to manage the new funds. J. Dwight Dana agreed to continue formally in his previously informal role as The Foundation's legal counsel.

The New Haven Distribution Committee maintained many of the principles followed by the Cleveland Foundation. A cardinal principle of the Foundation is that it shall be conducted in the interests of the whole community without regard to race or religion, and that to the greatest possible extent all interests, classes and creeds

shall be represented in its management.

Foundation leaders altered Cleveland's pattern in their choice of organizations authorized to nominate Distribution Committee members. Trustees appointed two members, while the Judge of the New Haven Probate Court for the District of New Haven, the Mayor of New Haven, and the Presidents of Yale, the New Haven County Bar Association and the Greater New Haven Chamber of Commerce each appointed one member. The New Haven Foundation promised to become an asset that could grow and meet the city's needs.

On May 21, 1928, Day completed the Distribution Committee appointments and announced to his colleagues, "Your committee now feels that The New Haven Foundation has been definitely launched." That September, The Foundation received its first funds of nearly \$135,000 from Nettie J. Dayton's estate.

#### REFLECTING THE COMMUNITY'S TIMES OF GROWTH

New Haven, in the early years of the 20th century, had grown to become an industrial powerhouse. New industries needed new workers, and the new workers often had their pick of jobs. Winchester, Sargent, Ives, and other large factories competed with smaller metal shops, beverage companies, and cigar makers. In the early years of the 20th century, Cornelius T. Driscoll, a Yale-educated Irish immigrant, presided as Mayor over a city of 100,000 that included 30,000 foreign-born residents. Irish, Italian, German, Russian, and African Americans brought new skills, traditions, and organizations to New Haven. As immigrants and migrants created new communities, culturally specific businesses, mutual aid societies, churches and clubs began to define the neighborhoods, which became monuments to the city's new populations. The funds chosen and created by the leaders of industrial New Haven reflected their family histories and their perspectives on building a new America. Even when the format was familiar, new agencies, causes, and projects drew The Foundation out into new aspects of city life and history.

1928:

Founders file the Resolution and Declaration of Trust to begin the New Haven Foundation.

Eleven banks accept the resolution and become trustees for the Foundation.

Nettie J. Dayton makes the first contribution (\$135,000) to the Foundation as a bequest.

The New Haven Foundation's Trustees Committee holds its first meeting.

1929:

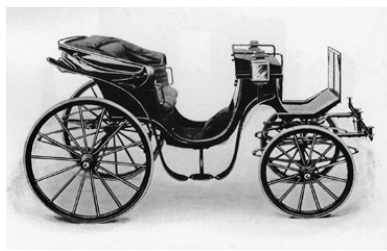
At the January 16th inaugural annual meeting of New Haven Foundation's Distribution Committee, the members learn of the Dayton bequest.

1930:

The Distribution Committee awards the first Foundation grants.

The Nettie J. Dayton Fund  
*Established in 1928 by bequest for general purposes.*

Nettie J. Dayton is the archetypal Foundation donor of the institution's early years. Because of her bequest, her name and family live on. As The Foundation's first donor, she is a leading figure in the development of the institution. But as an unmarried woman born in the 19th century who lived most of her life without the privilege of voting, Dayton is a mystery whose most lasting act was her gift to The Foundation. She was only 53 when she died. If it were not for her relationship to The New Haven Foundation, she would be truly lost to history.



Carriage No. 1148 manufactured by the Henry Hooker Co.



Nettie J. Dayton home at 169 Dwight Street, 1936

Genealogies suggest that the Daytons (also spelled Deighton) were present in New Haven by the early 18th century. Nettie was the third of George H. Dayton and Sarah L. Hull Dayton's four children. Her father and her uncle Fred, distinguished for service during the Civil War, were both officers with the carriage manufacturer Henry Hooker Co. As the surviving member of her immediate family, Nettie J. Dayton must have lived comfortably amid the lawyers, bankers, and other professionals who managed the family assets.

Dayton's life spanned generations of women's activism. She may not have been a campaigner for women's right to vote, but she lived through the activism that generated the modern equal rights movement and extended women's public role through service work and settlement houses. Though not a millionaire, she did have the money to live fashionably in a comfortable house on Dwight Street. Her friend and banker, G. Harold Welch, managed her annuity, advised her on drawing up a will, and encouraged her to consider The Foundation as the permanent home for the family assets. Welch was especially interested in the success of The Foundation and met regularly with James Cooper, Harrison Hewitt, and Osborne Day as they planned for the organization's future.

Nettie J. Dayton's participation adds balance to the portrait of the male founders. Other funds are larger than hers, but her faith in the community trust idea and her belief in this community's promise capture the spirit of early 20th century women's activism. Her unrestricted gift was a perfect illustration of women's advancement, and it has been drawn upon for a broad range of activities and causes over the last 75 years.

### The Caroline Silverthau Fund

*Established in 1942 by bequest for the purpose of providing milk and coal for the poor of New Haven.*

Simon and Emily Silverthau arrived in New Haven in the early 1850s and had eight children by 1870. Caroline, born in 1854, was one of three girls in the family. By 1878 the family had established a small jewelry shop on Orange Street, and over the next decade the Silverthau men built up the business by adding new functions, improving the retail location, and revising the name. Brothers Philip and Abraham, the salesmen, sold jewelry and silver in the region, traveling as far as Derby. The family prospered and, like the business, moved successively from Oak Street to more comfortable New Haven neighborhoods, and finally to East Rock. Caroline was the “female head of household” for her siblings and performed the domestic duties that made it possible for the others to be in business. When she died in 1941, Caroline Silverthau became the seventh donor to The Foundation. Her bequest, which identified New Haven Bank NBA as trustee, designated the Silverthau Fund as a source of milk and coal for the poor. This bequest later became a good illustration of The Foundation’s legal flexibility, once coal came to be replaced by gas or oil for heat and milk came to be distributed through schools. The Silverthau Fund is currently broadly interpreted to support, “material needs of the poor in New Haven.” Today it is used for such things as food and shelter.



Unemployment relief

### The Anne Hope Bennett Fund

*Established in 1943 by bequest in part for the Society of Christ Church Parish (New Haven), Visiting Nurse Association, Regional Visiting Nurse Association (Hamden), Gaylord Hospital, Yale New-Haven Hospital, United Way of Greater New Haven and other organizations addressing the prevention and care of sickness.*

Anne Hope Bennett, Caroline Silverthau and Nettie J. Dayton were contemporaries, but Bennett lived a much more “modern” life. Her grandfather, Oliver Winchester, was the gun manufacturer whose factories employed many people in New Haven. Born in 1810, Winchester was a carpenter, builder, and haberdasher before coming to New Haven in 1848. His first local business was a shirt factory. In 1855, pursuing his interest in guns, he bought the rights to



Care of infants as taught by the Visiting Nurse Association



manufacture a rifle. With some tinkering, Winchester perfected that rifle and soon added other guns. Winchester made rifles used in the Civil War and other conflicts of the late 19th and early 20th centuries. As a prominent factory owner, Winchester felt responsible for the welfare of his employees, and even for those in the city not in his employ. When New Haven Mayor Henry G. Lewis created the Board of Associated Charities in 1878, there was a place on that board for Oliver Winchester.

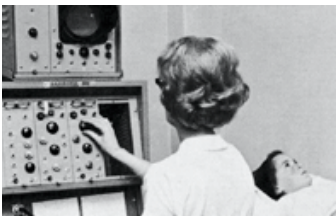
The Winchesters had three children, Ann Rebecca, William Wirt, and Hannah Jane. Hannah Jane married Yale graduate Thomas Grey Bennett and they had three children, Anne Hope — who was born in 1874 — Winchester, and Eugene.

Anne Hope Bennett attended Miss Porter's School in Farmington. She lived graciously in an architecturally distinguished home on Prospect Street, where she organized dinners, brunches, and receptions for musicians, artists, and friends in the clergy. An advocate of sacred music and art, Bennett attended and supported Christ Church, Center Church, the Church of the Redeemer, St. John's Episcopal Church, and the Berkeley Divinity School. At her home, always generous in the tradition of her grandfather Winchester, Anne Hope Bennett was not above making the ostentatiously dramatic gift if it could inspire donors to give as well.

After her death in 1942, \$306,000 from Bennett's estate went to the Union and New Haven Trust Company as trustee for the New Haven Foundation. Though some of her chosen organizations have consolidated since then, The Foundation has always found causes that conform to the spirit of her intentions: preventing or curing sickness in New Haven. For example, the Bennett Fund has helped The Foundation to shape its long partnership with the local and Regional Visiting Nurse Association. In 1986 the Board approved a contribution from the Bennett Fund to support a new Foundation initiative, the Commission on Child and Infant Health, a partnership between The Foundation and New Haven's Health Department, to promote infant health and healthy child development, and to reduce infant death and disability. A "grandchild" of this Commission is today's New Haven Healthy Start program (page 40).



Groundbreaking ceremony at Gaylord Farm Sanitarium



Pediatric electrocardiograph at Grace-New Haven Community Hospital

1946:

James Cooper becomes secretary of the Distribution Committee and Osborne Day retires.

1948:

Frederick F. Brewster of the W & ET Fitch Co. anonymously endows the General Fund to encourage smaller memorial gifts.

1950:

The Foundation's first Development Committee is organized.



Anne Hope  
Bennett



## The Gates Fund

*Established in 1952 by bequest of Ross Fletcher Gates, and in 1954 by bequest of his brother, Frank Hegeman Gates, to benefit broad charitable purposes with due consideration that a portion of the income benefits residents of Derby and vicinity.*

The Gates family, like many other early settlers to the Naugatuck Valley, arrived in Derby by way of other Connecticut towns. The first family members were English settlers who made their way from Hartford via East Haddam in the 1780s. Derby, an agricultural community at the intersection of the Housatonic and Naugatuck Rivers, was a port where ships could be stocked with provisions for the voyage south. As commercial activity in the town increased, residents built mills to make use of the rivers. The Gates family opened a dry goods store and soon added several ships to bring their goods to nearby ports.

By the 1870s when Letitia Fletcher Hegeman Gates had given birth to her sons Frank and Ross, the family was a member of Derby's well-established gentry. Her husband, Robert Owen Gates, was a Derby native who had been a Derby selectman and county High Sheriff, and was active in promoting business-friendly programs in the Derby-Shelton area. They had two sons and two daughters. The boys attended a local private school and then New Haven's Hillhouse, the region's leading academic high school. As students at a New Haven high school, the brothers had the opportunity to see the region in new ways and to share New Haven's connections to the Valley.

After graduation Frank spent a year out West and then returned to Derby to join the Ansonia Brass and Copper Company, while Ross joined a New York brokerage firm. Frank, the local brother, championed Derby and because of his generosity Derby citizens affectionately called him the Earl of Derby. When he decided the Housatonic was the perfect spot for boat races, Frank Gates pursued Yale University athletics officials until they agreed to build the first boathouse there in 1918. In addition to the support he gave to his hometown, he also began his own sister city relationship with Derby, England. When he learned that Derby had no ambulances during World War II, he gave the city a vehicle, and then another when a bomb destroyed the first.

In 1938 the brothers created trusts in the family name at The

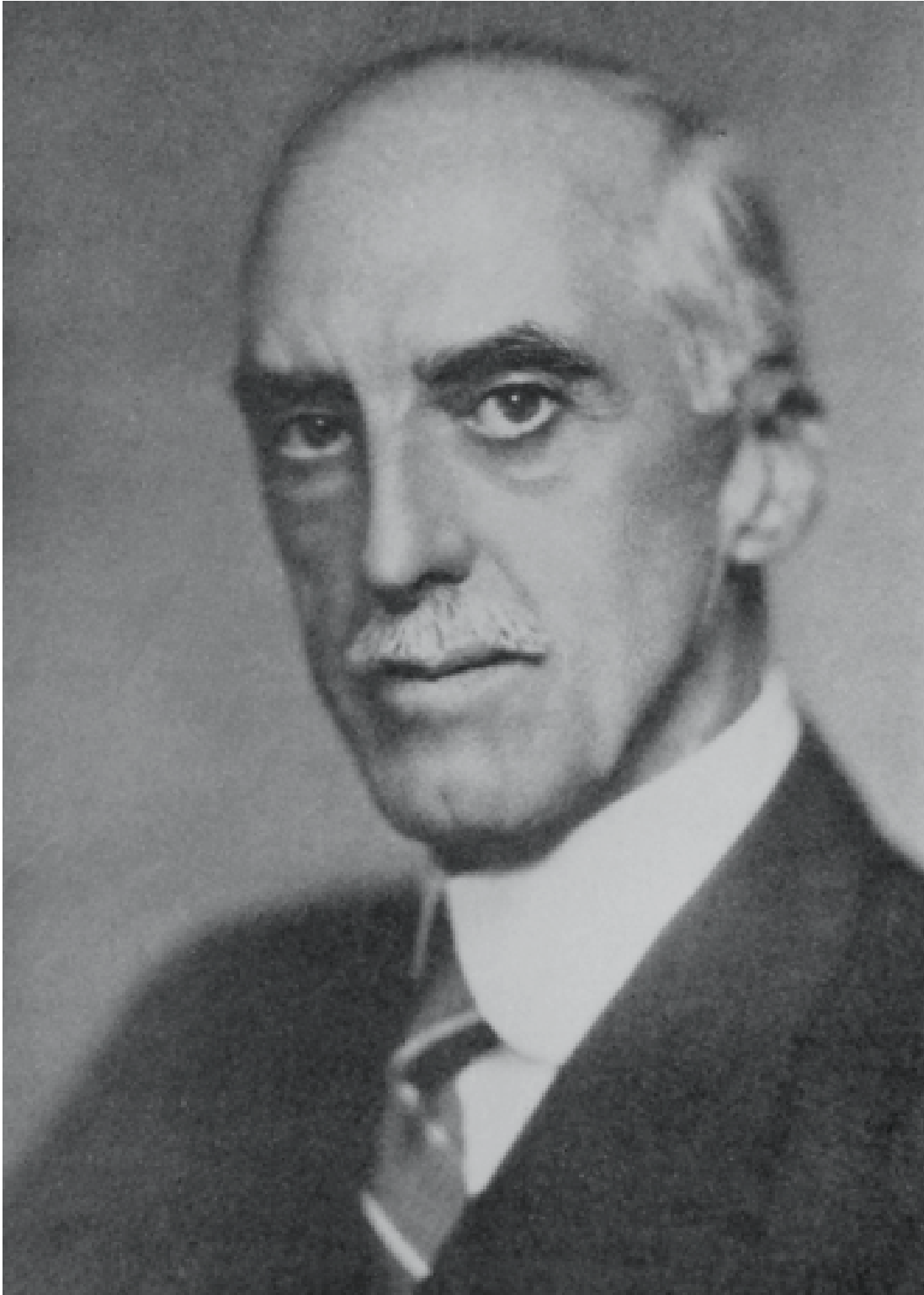
1953:

By its 25th year, The Foundation has \$5 million in assets.

1954:

Mrs. Edward Bliss Reed, becomes the first female member of the Distribution Committee.

A bequest from Frank Hegeman Gates is added to his brother's to complete the Gates Fund.



Frank H.  
Gates



The Ansonia Nature Center's Red Wing Pond House serves as a children's learning center.

1955:

The Foundation provides \$30,000 in emergency relief to assist flood victims in Seymour, Derby, and Ansonia.

1957:

A grant is made to the New Haven service agency Centro San Jose.

New Haven Foundation. Their stipulation required that, "due consideration be given to programs that benefit the inhabitants of the Derby area."

Ross died in 1952 and Frank in 1954; their gifts have made it possible for The Foundation to become the largest grantmaking funder in the Naugatuck Valley. Gates funds have been awarded to health, economic development, and humanitarian organizations and projects that include the Seymour Ambulance Association, the Valley Chapter of the American Red Cross, Healthy Valley 2000, the Shelton Historical Society, Shelton Economic Development, and the Naugatuck Valley Project. In 2003, The Foundation awarded \$1.2 million in grants to Valley non-profits.

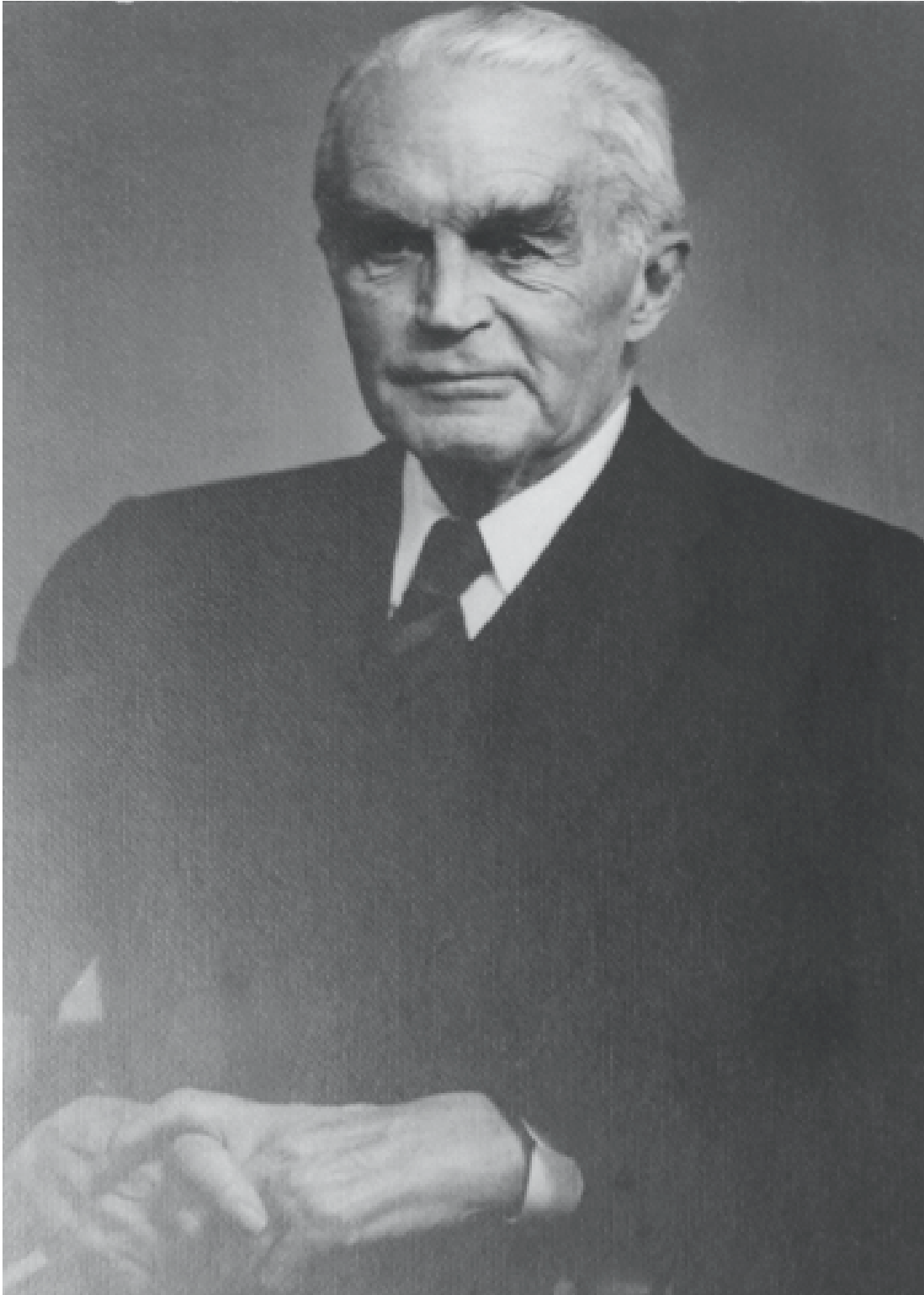
One aspect of The Foundation's evolving relationship with community leaders in the Naugatuck Valley was the establishment in 1993 of the Valley Advisory Committee. This collaboration helped produce the first comprehensive study of the Valley's social needs and opportunities, which in turn highlighted the need for additional resources to meet the needs of the Valley's population. Valley leaders believe they can raise that money by working with The Community Foundation for Greater New Haven and its Gates Fund.

Looking to build on the Gates' charity and strengthen philanthropy in the Valley for future generations, leaders in the Valley created a new Valley Community Foundation that opened its doors in 2004. This is an autonomous foundation affiliated with The Community Foundation for Greater New Haven. The Valley Community Foundation will become its community's permanent charitable endowment, and will receive Gates Fund matching grants as it raises its own funds locally. In this way, the Gates brother's vision of a half-century ago is being transformed. The Gates Fund will continue to both support important social services work while it also helps Valley leaders mobilize more local philanthropy.

#### The Olga and Hayes Q. Trowbridge Fund

*Established in 1969 by bequest of Hayes Q. Trowbridge and in 1989 by bequest of Olga Trowbridge for unrestricted purposes after defraying in whole or in part, the costs of improvements in East Rock Park of New Haven as a memorial to her husband Hayes Q. Trowbridge.*

The Trowbridge family has a long history in New Haven. Family members came to New Haven in the colony's earliest years and the



Hayes Q.  
Trowbridge

city and family developed a strong bond as mutual benefactors and protectors. The colony's farms, rivers, and woods produced the goods that Trowbridge vessels shipped, while Trowbridge ships added to the commercial life of New Haven's port. By the Revolution there were already several Trowbridge men in the New Haven area, and Trowbridge vessels served as privateers capturing hostile British schooners.

Hayes Quincy Trowbridge was born in New Haven in 1875, into the family some of whose members had been either memorialized in the windows of Center Church or buried in its crypt. His parents, Ezekiel Hayes Trowbridge, Jr. and Katherine L. Quincy Trowbridge, sent him to Hopkins and after graduating from Yale he joined his cousin Winston in managing the family finances. An avid naturalist and horseman, Trowbridge's New Haven home at 100 Edgehill Road and his Madison country house both had stables for horses.

Hayes Trowbridge served the city as Parks Commissioner from 1919 to 1957. When he resigned from the Parks Commission, Mayor Richard C. Lee saluted his service saying, "His contributions to this community have been such that his name is synonymous with the Parks Commission." During his years as Commissioner Trowbridge sponsored public projects that included park tours, holiday carol parties, and special lunches. He also served as a Proprietor of the New Haven Green, but East Rock seems to have been Hayes Trowbridge's favorite park.

When Trowbridge died in 1965, a *New Haven Register* editorialist wrote of him, "New Haven, for a city its geographical size and population, has one of the finest park systems in the nation. The man largely responsible for the number and quality of our parks, Hayes Q. Trowbridge, is dead...Many monuments built by man have been destroyed by time. The park system Mr. Trowbridge was so instrumental in developing will not topple if the men who follow him show the same dedication of purpose." His wife Olga M. Trowbridge died four years later. Her will provides for the Hayes Q. Trowbridge Trust with the expectation that it would be used for permanent improvements to East Rock Park in honor of her husband.

In 1996, The Foundation awarded \$258,000 to the city's Parks Commission for the construction of the Hayes Q. Trowbridge Environmental Center at College Woods in East Rock Park. The environmental center opened three years later and offers a thorough



Trowbridge Road in East Rock Park

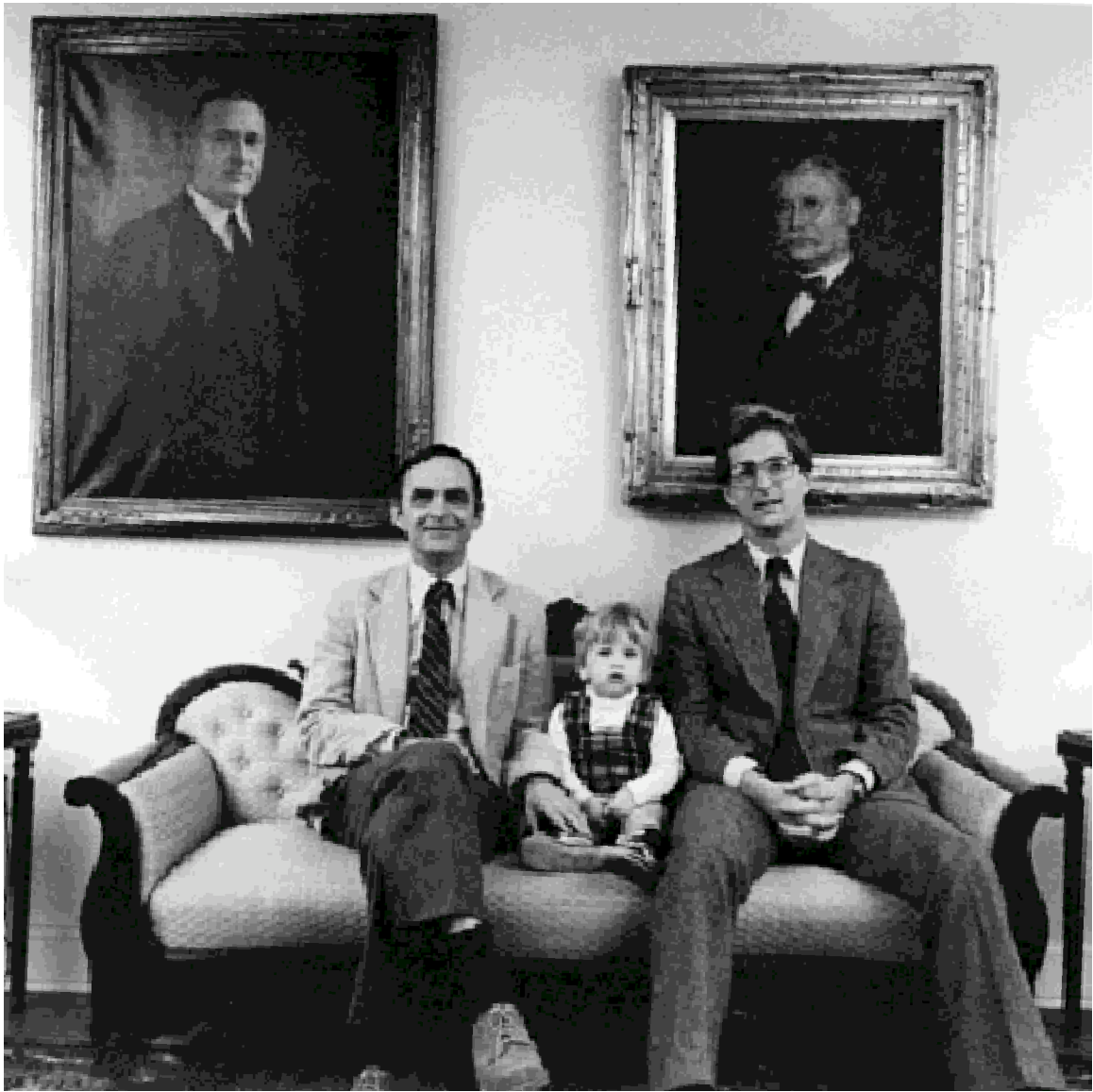
orientation to East Rock's wildlife, geology, and history. The Trowbridge Environmental Center introduces New Haven's kayakers, Cub Scout troops, bird watchers, dog walkers, and families with young children to a park that Hayes Q. Trowbridge helped preserve for their enjoyment and for generations to come.

#### The Grave Family Fund

*Established in 1987 by gifts of family and friends for the health needs of the people who live and work in New Haven County.*

Frederick D. Grave was born in Osnabruck, Germany, in 1849. His family came to America in 1861, and he became an apprentice to a Cincinnati cigar maker. He joined New Haven's Osterweis Cigar manufacturer as a foreman in 1873, and 12 years later he started his own shop. Frederick D. Grave and Sons employed 150 workers and produced 100,000 cigars a week during the first years of the 20th century. Frederick Grave appreciated all that his adopted hometown helped him to achieve, and in recognition called his State Street offices the Judges' Cave Cigar Factory after the West Rock hideout of the judges who signed the death warrant of King Charles I in 1649. But his community support went beyond a salute to West Rock. He contributed to German immigrant community activities as well as to civic causes that aided the entire city. He was president of the German Aid Society of New Haven, a director of the Grace Hospital Society, and the Merchants National Bank, and a member of the New Haven Colony Historical Society.

Grave and his wife, New Haven born Catherine Elizabeth Stofell, had three children. Their son, Frederick Grave, Jr. attended Yale, joined the family business, and served as Reunion Chair and a board member of Farnam Neighborhood House. His sons, Frederick III and Richard, attended Yale and joined him in the family business. Richard Grave accepted a position on The Foundation's board in 1980 and has been actively involved since. In 1987, the family established the Grave Family Fund with a preference for the health needs of people who live and work in New Haven County. The Fund, a memorial to departed Grave family members, recognizes the continuing journey that Frederick D. Grave began at Osterweis in 1873. His grandson, Frederick III, whose daughter is memorialized by the fund, calls it, "a headstone, but better, since it goes on in perpetuity and can change the community."



Five Grave family generations –  
Frederick D. Grave I–V



REFLECTING THE COMMUNITY'S  
TIMES OF FERMENT

As the demographic makeup of New Haven has changed over the last 75 years, The Foundation has changed with it. New services have addressed the needs of our diverse community, starting with social services in the 1940s for working-class boys from Irish and Italian neighborhoods. During the 1950s, the first woman was asked to serve on The Foundation's Distribution Committee. And in the 1960s, civil unrest drew attention to the need for better housing and programs to support human rights and economic justice.

By mid-century, New Haven — with its working-class Italian, Irish, African-American, Polish, and Jewish neighborhoods — had especially urgent housing and social needs that were exacerbated by the decline of local industry and by vagaries and prejudices of federal housing policy. The network of 19th-century industries that had once been so vigorous had left a skeletal frame throughout neighborhoods around the city. Many residents left New Haven for new suburban areas. The city's central retail section appeared rundown and clogged with traffic. And all of this took its toll on the city's harbor, rivers, and other environmental assets. To address the crisis and the perception of a city in decline at mid-century, Mayor Richard Lee pulled together a team of advisors and advocates that included Edward Logue, who became redevelopment chief, Yale professor and planning consultant Maurice Rotival, and the Citizens Action Commission, an influential, non-partisan, civic group interested in the city's rebirth through renewal.

New Haven's neighborhoods were changing as new residents, including many African-American migrants from the South, discovered the area's potential. Continued migration brought new African-American residents to New Haven. As a new neighborhood took shape in the streets near the Dixwell Congregational and Varick A.M.E. Zion Churches, service needs increased drastically with the growing population. The Congregational Church sponsored youth and family activities, but the need for program space was greater than it could accommodate. An interracial citizens' group led the effort to establish a Dixwell area community center similar to the successful centers in the city.

Dixwell Community House welcomed the first program participants in 1924, and as the program population grew, Q House

board members looked to The New Haven Foundation, along with the Community Chest, to extend its options. The Foundation funded Q House activities and the Distribution Committee considered the feasibility of coordinated programming between the Children's Center, the Dixwell Community House, the New Haven Health Department, and other providers.

In 1947, Albert L. Haasis left a gift to support Fair Haven's St. James Episcopal Church, the Connecticut Humane Society, and The New Haven Friends of Boys, which worked to make citizens of New Haven's diverse youth. The Rev. John C. Collins, a Yale-trained clergyman, had started the Friends of Boys in 1906 when he heard about police harassment of news and shoeshine boys. Rev. Collins had discovered some boys waiting to be processed at the police station and agreed to act as their sponsor if they were treated leniently. That agreement led to The New Haven Friends of Boys. The club eventually served boys from many New Haven neighborhoods.

According to its charter, "The objective of the Friends of Boys is to make helpful contacts and give friendly supervision to street trade, misdirected and underprivileged boys, to guard over those boys under 16 who are permitted by parents to roam the city streets in leisure hours and make of these boys good citizens through the promotion of a program that encourages clean living and worthy achievement." Friends of Boys athletic events, leadership classes, and its holiday choir helped to prepare many boys from working-class Irish and Italian neighborhoods for productive careers.

In 1948, Frederick Brewster, the manufacturer and former Distribution Committee member, made a significant gift to The Foundation anonymously. Brewster endowed the General Fund, "to encourage more gifts to The Foundation as memorials." Committee members hoped Brewster's gift might stimulate smaller contributions from middle-class people. By the time Osborne Day relinquished his position as secretary to James W. Cooper in 1946, The Foundation had grown to include 20 funds. Day's Corporate Fiduciaries Association contacts, later the Development Committee, were attracting a league of dedicated donors to match The Foundation's worthy projects.

In 1953, Cooper and Yale President A. Whitney Griswold marked The Foundation's 25th anniversary by appointing the first female member of the Distribution Committee. Cooper sent a letter to President Griswold reminding him that he would need a new Yale



New Haven Friends of Boys

appointment that October. After reviewing the committee members' duties, Cooper wrote, "The man you appoint must be a Protestant, because the Resolution and Declaration of Trust prohibits more than two of the same religious denomination, and we now have two Catholics and two Jews. Any of the Protestant denominations, however, are fair game, because there are not two of any one of them. So far all the members of the Distribution Committee have been men, but there is no prohibition against a woman member."

On October 28, 1953, President Griswold wrote to Mrs. Elizabeth Reed:



Mrs. Edward Bliss Reed, the first woman appointed to the Distribution Committee

Dear Mrs. Reed:

It is part of my responsibility to appoint a member of the Distribution Committee of The New Haven Foundation to succeed Sam Hemingway, whose term expires January 1, 1954. As a confirmed feminist, I should like to see a woman on the Committee, and as your friend and admirer, I should like to see you on it. I can think of no one who would do us greater credit than yourself.

Elizabeth Thompson Reed — Ibbie — lived her adult life in New Haven. The 1903 Vassar graduate came to the city in 1905 when she married Edward Bliss Reed, a Yale English professor. She was a member of the Thursday Club, a leader of the Committee to Evacuate Children during both World Wars, a women's rights activist, a YWCA board member, and an arts advocate. The Reeds helped organize the New Haven Carol Society and began an annual Christmas music program at Battell Chapel. As a loyal faculty spouse, Mrs. Reed held regular pre-game buffet brunches on football Saturdays at her Bishop Street home. She belonged to Center Church, the Republican Party, and the Vassar Club. When Griswold invited her to serve on the Distribution Committee in 1953, Mrs. Reed, by then a Yale faculty widow, accepted the honor and brought a new level of diversity to the Committee's proceedings.

#### The James W. Cooper Fund

*Established in 1966 by gifts in honor of James W. Cooper from members and former members of the New Haven Foundation Distribution Committee.*

### The James W. Cooper Music Fund

*Established in 1989 by bequest of James W. Cooper for music in New Haven, and to help serious and innovative music organizations which are less popular, with preference for the Neighborhood Music School, the New Haven Chorale, the Starlight Festival of Chamber Music, the Chamber Orchestra of New England or Sprague Hall Chamber Concerts, and the New Haven Symphony Orchestra.*

### The Fund for the New Haven Legal Assistance Association in Memory of James W. Cooper

*Established in 1989 by members of the law firm of Tyler Cooper & Alcorn in honor of James W. Cooper, who worked for the establishment and advancement of the Legal Assistance Association.*

If Day is The Foundation's Father, then James W. Cooper is its Godfather. Like Day, Cooper's enthusiasm, wisdom, and determination inspired many Distribution Committee members who served with him. Day embraced the idea of a New Haven community trust, and, with the participation of colleagues and friends, made it a reality. Cooper, with assistance from Charles J. Parker, Olga V. Shields and Sophie B. Nettleton, the Distribution Committee, and the Trustees transformed The Foundation into a professional organization. His twenty-one years of service coincided with many of the 20th century's most transformative events: the evolving post-war economy, the housing shortage and development programs of the 1950s, sustained migration and the political challenges that accompanied the modern Civil Rights Movement.

James W. Cooper adopted New Haven as his home after attending Yale College and Law School. A gifted singer, he was a Whiffenpoof while at college, and his appreciation for the arts, especially music, made him a zealous advocate for increasing The Foundation's role as an arts funder in the city. He gradually expanded the range of funding priorities to engage the arts more deliberately.

As The Foundation's second longest serving volunteer secretary, James W. Cooper did much to nurture relationships between donors and the institution. While helping to engineer new bequests and manage the Distribution Committee, Cooper built a respected law practice. The New Britain native clerked for the 2nd U.S. Circuit Court of Appeals in New York. He returned to New Haven in 1930 to teach at Yale Law School, and later joined the law firm of



James W. Cooper



Music in the community

Watrous, Hewitt, Gumbart & Corbin. By 1945 that firm had become Gumbart, Corbin, Tyler and Cooper and later Tyler, Cooper & Alcorn. James Cooper's devotion to The New Haven Foundation did not prevent him from enjoying other challenges. He consulted with Connecticut neighbors who sought his advice on starting their own community foundations. He was a founding member of the National Committee on Foundations and Trusts for Community Welfare, president of the state bar association, a champion of legal aid, and a director of the social service agency, Community Progress, Inc.

In the spring of 1967, Distribution Committee members wondered if the responsibilities of administering The Foundation required a full-time employee. James W. Cooper, who had dedicated 21 years to preparing the organization for its first professional staff member, reminded the Committee that the founding documents included a provision for the appointment of an executive director. The Foundation hired its first professional staff member in September of 1967. Norman Harrower, Jr.'s presence signaled a new phase for The New Haven Foundation.

Harrower's arrival enabled Cooper to retire from his position as secretary. In addition to the new director, The Foundation also moved into offices in a new Community Services Building at One State Street. With full-time staff and a formal office, the organization now had an agent to shape its program and ensure the flexibility the era required. Norman Harrower joined the institution already familiar with the city's social service landscape. He was ready to help The Foundation play a more active roll in addressing the city's challenges.

1967 was a critical year in the life of The New Haven Foundation. The city had changed tremendously; New Haven's total population was gradually declining as the surrounding suburbs increased. The city's African-American and Puerto Rican populations continued to grow as migrants moved to New Haven hoping to catch the end of the war economy's prosperity. New Haven's neighborhoods, well defined in terms of ethnicity, suddenly felt extremely close as parents debated school segregation and the inequality of services. When critics described certain city schools and neighborhoods as balkanized, it seemed only a slight exaggeration.

As a funder of a diverse set of city organizations, The Foundation played a role in a number of efforts to defuse New Haven's

1963:

The Foundation grants the Urban League \$10,000 to begin job skill programs in the area.

1964:

The New Haven Foundation partners with the Ford Foundation to promote the city's new anti-poverty program, Community Progress Inc.

1966:

The Arts Council of Greater New Haven receives funding to improve access to the arts in New Haven.

combustible atmosphere. By the mid 1960s, the roster of funded organizations began to include social service agencies and nonprofits with a human rights or economic justice agenda. The Foundation, through these funded agencies, was bringing services to the neighborhoods. It was also helping to build constituencies that would eventually demand more.

At 6:00 p.m. on August 19, 1967, Edward Thomas, a white restaurant owner, shot and wounded Julio Diaz when he returned to Thomas's snack bar, on Congress Avenue, in New Haven's Hill section to resume an earlier argument. The police responded immediately and, as word of the shooting made its way through the streets, the Hill exploded. The fires and the looting led the Mayor to impose a curfew, while members of the National Guard and community groups tried to disperse the crowds. Civil unrest continued for four consecutive nights alternately in the Hill, Newhallville, Dixwell, and Fair Haven with news reports of high levels of youth involvement. On August 24, the Mayor lifted the curfew and New Haven residents began life in a radically altered city. The rebellion and its ramifications in schools, residential neighborhoods and local business districts forced a reexamination of racial politics in the city and of the quality of life for New Haven's disenfranchised, especially the young.

The 1967 Foundation annual report includes a section entitled, "The Foundation is the Community", which states:

As the community strives to improve various facets of its life, so too does the Foundation seek the same objectives. The cities in our country today are in the throes of social change, buffeted by forces with which they hardly know how to contend. Attention focuses on the inner city, and the Foundation in 1967 allocated well over one-fifth of its discretionary funds to programs in this category. The areas of concern read like a familiar chronicle of urban ills: alcoholism, narcotics, delinquency, unemployment, mental illness, and housing.

The same annual report also included a profile of the Hill Arts Co-op, a project initiated by three Yale Drama School students to bring art alternatives to the community. With the assistance of the Redevelopment Agency, Community Progress, Inc., the Board of Education, the Parks Department, and Yale Drama School, the students



Civil rights rally on the New Haven Green



had converted an abandoned warehouse at 335 West Porstea Street into the arts center. The Foundation's Distribution Committee members, who were very impressed after their visit with Co-op founders Arthur J. Ginsberg and Michael S. David, approved a grant of \$10,000. The Hill Arts Co-op's case history in The Foundation's annual report illustrates the institution's commitment to rebuilding the Hill and healing the city. A section from that annual report, entitled, "The Foundation is the Community" states:

By 1968, The Foundation's 40th anniversary, new social service programs based in the Hill, Dixwell, and Fair Haven had already appeared on the roster of funded organizations. The director's message in the annual report comments on the extraordinary character of that year.



Pre-school child care

It has been an eventful, restless year — full of tensions, hazards, upheavals, challenge and response, breaking new ground, and many tough decisions.

The year 1968 was remarkable for us in many ways, not the least being that we became a full-fledged participant in the main arena of community action.

This took many forms:

Staff attended the regular community leadership meetings convened after the assassination of Dr. Martin Luther King, Jr.; The Foundation partnered with other New Haven organizations to underwrite responsive programming; partnerships with the Board of Education, the Redevelopment Agency, Yale, and the Chamber of Commerce helped to fund community service space in several neighborhoods; home ownership assistance, funds for summer programs, new computer technology for high schools, and direct service where necessary.

The next year, the relevance of non-profit organizations was the subject of a national debate as Congress held hearings into the procedures and policies of private foundations. Congressional leaders summoned foundation executives to public hearings. They were scolded for the appearance of abusing their tax-exempt status to foment social change through liberal ideology and activist grant-making. Foundation officials from around the country refuted the assertions of bias and presented a more accurate snapshot of the state

of foundations, the amount of money spent, the actual benefit to society, and the possible alternatives.

The resulting legislation, the Tax Reform Act of 1969, required that foundations introduce new tools for the assessment and evaluation of their grants programs. At The New Haven Foundation, the Tax Reform Act became a factor in the decision to reevaluate the organization's policies and practices. This assessment, conducted over a period of four months in 1970, recommended that The Foundation standardize post-grant reporting, fund the strongest and most promising projects, increase the use of ad-hoc advisory groups, and define a program rationale. The Foundation continued its evolution by adding new categories for grant-making — arts and culture, social needs, education, religion, health — and enlarging the Distribution Committee.

In 1972, the Committee acknowledged that The Foundation itself needed to become more racially diverse, and decided that the Distribution Committee should have its own appointments in addition to those of the original appointing authorities. The Committee's first two African-American appointments were Hugh B. Price, a Yale Law School graduate and director of the Black Coalition, and Catherine Robinson, a nurse, Head Start administrator, and UCONN lecturer.

#### REFLECTING THE COMMUNITY'S TIMES OF RENEWAL

Racial equity, political involvement for new communities, and urban renewal were New Haven's challenges in the early 1970s. By then new challenges had emerged: public health, the environment and regional approaches to economic development. Manufacturing in the city continued to decline, and many city residents who could afford to move out made the trek to surrounding suburbs, taking precious economic and social resources with them. New Haven, with its solid base of healthcare, social service and community development agencies, became the region's social service host, but received only modest financial benefits to offset the substantial costs that came with that honor.

During the last two decades of the 20th century, the pace of change at The Foundation gained momentum. Thanks to the agenda-

1969:

The federal Tax Reform Act forces change in the structure of community foundations around the country. Many must meet a test designed to prove their level of financial commitment.

New Haven's Black Coalition meets with the Distribution Committee to advise on programming.

1978:

At its 50th anniversary the Foundation has \$36.5 million in assets.



1982:

New Haven Foundation Inc. is established to operate along side the trusts. Donors can now choose to have funds managed by a trustee bank or by the fund managers for New Haven Foundation Inc.

1985:

Helmer N. Ekstrom is appointed director of The Community Foundation.

1986:

Foundation partners with the city of New Haven in forming the Special Commission on Infant and Child Health.

1987:

The Fund for the New Haven Green is established to support maintenance of the Green.

setting leadership of an increasingly professional staff, the organization evolved into a means for donors — local people with vision — to channel their commitment and expertise to address some of the most pressing problems of our region. But this has not only meant tackling life-and-death issues such as infant mortality and AIDS. During these years The Foundation also supported an arts revival that has made New Haven the cultural center of Connecticut. Its proactive concern for our shoreline environment can be seen in the funds used to clean-up New Haven's three rivers and protect one of the Thimble Islands.

#### The Arts Challenge Fund

*Established in 1980 to stimulate new money to support the arts, enabling the arts to enhance their product.*

#### The Greater New Haven Arts Stabilization Fund

*Established in 2001 to provide financial and technical assistance to strengthen eight arts organizations — the Guilford Handcrafts Center, Long Wharf Theatre, the Creative Arts Workshop, the New Haven Colony Historical Society, the Shubert Theatre, the New Haven Symphony Orchestra, the Neighborhood Music School and the International Festival of Arts & Ideas.*

The challenge grant is a familiar format for non-profit administrators accustomed to raising funds. When The New Haven Foundation introduced its Arts Challenge Fund in 1980, it was an invitation that would hone the skills of the leaders of the region's arts organizations.

In 1980 The Foundation challenged local arts groups to stimulate increased contributions to the arts from all sources of giving, to enhance the quality of their artistic products, to foster the development of organizational and fund-raising skills and to establish a permanent arts endowment fund at The Foundation.

During the first year, 28 arts organizations accepted the challenge and raised \$109,000 for the arts endowment. By 1983–84, the arts managers had completed assessments and long-range plan programs for their organizations. While learning more about fundraising and basic management, the region's arts leaders also developed successful new programs that added to their operating budgets. For many arts groups the Arts Challenge Fund was the catalyst for attaining a level of independence.

In 1984 The Foundation joined the partnership to revive



The Neighborhood Music School, is one of the eight arts organizations participating in the Greater New Haven Arts Stabilization project.

downtown New Haven's Shubert Performing Arts Center. The theatre's revival was part of the renaissance of College Street, and was a wonderful example of the potential for artistic and economic development in the city. The Foundation invested \$200,000 in a matching grant for the Shubert endowment. Other investors, including the city of New Haven, agreed to match the fund and build a true endowment for the theatre, which has now been held at The Foundation for two decades.

Since 2001, The Foundation has also been a partner in the effort to strengthen the region's major arts organizations through the Greater New Haven Arts Stabilization Project. Approximately \$5 million in technical assistance and working capital are available for the eight arts organizations — the Guilford Handcrafts Center, the Creative Arts Workshop, the New Haven Colony Historical Society, Long Wharf Theatre, the Shubert Theatre, the New Haven Symphony Orchestra, the Neighborhood Music School, and the International Festival of Arts and Ideas — as they successfully create and implement new strategic plans designed to achieve financial stability. The Arts Stabilization model is one that will benefit other, smaller New Haven nonprofits, as The Foundation's skills and technical assistance programs help them to make that transition.

During the 1970s and '80s, city officials pursued the construction of new retail and office space and attractive new housing to reinvigorate the tax base. Soon, new business investment would make New Haven competitive with its surrounding suburbs. But with the downtown infrastructure restored, the city's struggles with poverty, drugs, crime, homelessness, AIDS, infant mortality, and unemployment became even more demoralizing. These realities forced service providers into innovative and proactive alliances, enabling their staff to exercise more control over programs, serve clients and show accountability to funders.

#### Commission on Infant and Child Health

*Jointly appointed by The Foundation and the City of New Haven, provides strategic planning, coordination, convening, and technical assistance services to a community-wide effort to improve infant and child health.*

1988:

The Critical Public Health Issues Fund is one aspect of the Foundation's response to AIDS. A \$120,000 grant is approved for community service providers caring for AIDS patients. The Foundation and Connecticut National Bank sponsor an AIDS education community seminar.



In 1986 the City of New Haven and The New Haven Foundation joined forces to tackle some of the city's most serious health problems. They convened the Special Commission on Infant and Child Health that April with a mission, "to build the capacity of the community to promote infant health and healthy child development, in order to reduce the number of infant deaths and disabilities." City researchers had recently announced New Haven's alarmingly high infant mortality rate — one out of every fifty-nine babies born in the city died before their first birthday. Language, culture, economics, and geography all prevented families from finding proper healthcare. What was needed, analysts, social workers, and public health officials decided, was a coordinated and well-defined network of services for children and pregnant women.

Foundation staff and an advisory board organized the commission, which was one of The Foundation's first attempts to fund and staff an institutional initiative. With backing from Mayor Ben DiLieto and with the Yale Child Study Center's Jean Adnopoz as chair, The Foundation approved unrestricted funds and a contribution from the Anne Hope Bennett fund to launch the Commission. New Haven's Department of Public Health Services, Hospital of St. Raphael and Yale-New Haven Hospital as well as other community health organizations united to build the framework of services for the Commission.

Because it did not make grants, the Commission's authority was not vested in immediate access to money. It was based upon staff members' abilities to organize, administer, and identify strategic resources. As a convenor of the Commission, The Foundation could provide resources, leverage other money, make introductions and set a regional agenda.

Cynthia Farrar, the Commission's project coordinator, describes the Commission as one of several Foundation projects that allowed the institution to, "move beyond traditional 'philanthropy' and take the initiative — it was leadership in identifying priorities, or seeing program as a way to recruit donors." Around the city, Commission staff and their partners were a formidable team. Together they completed grant proposals for federal funding; plotted strategies for new programs for maternal and child health outreach; developed school-based clinics; and worked with family resource centers and other community partnerships.

The Commission's four working committees addressed early



Promoting infant health and healthy child development

access to medical care, prenatal care, family support services, and public information. In its first year the Commission received a \$40,000 state grant to plan a neighborhood infant health program. The Commission's action plan, *Better Beginnings*, called for additional resource centers throughout the city. Eventually, The Foundation granted close to \$300,000 for child and family health projects based on the *Better Beginnings* recommendations. Commission partners found solutions through building new routes of access to care for members of the community. The model of networks of service providers used by the Commission is now familiar throughout the city; it is also one that other cities emulate to provide underserved populations with access to as many services as possible. By 1993, the Commission announced that New Haven could claim a significant decline in the city's infant mortality rate.

The work of the Commission paved the way for the introduction of New Haven Healty Start, a program funded by the U.S. Department of Health and Human Services. Since The Foundation began administering New Haven Healthy Start in 1997, provisional data from the New Haven Health Department shows that infant mortality rates in New Haven have been cut by more than half: from 11.1 per 1,000 in 1997 to 5.2 per 1,000 in 2002. Today, New Haven's infant mortality rate is lower than the national average.

The New Haven Foundation changed its name to The Community Foundation for Greater New Haven in 1992 "to better reflect its regional approach to problem solving and donor services." Grantees were encouraged to consider projects that united towns in the region. Staff cultivated relationships with groups from Guilford, Cheshire, Seymour, Madison, Oxford, Orange, and Milford.

The newly regional Foundation continued to explore the many meanings of philanthropic leadership: staff members entered into new partnerships with municipal departments; convened conferences on AIDS; and hired professionals to work on initiatives — specifically those affecting neighborhoods and youth.

In addition to The Commission on Infant and Child Health, the Initiative for Excellence in Education focused attention on healthier beginnings and school preparation for the youngest residents. Grants for AIDS patient care, literacy programs, vocational training, and the construction of affordable housing acknowledged the realities of the city while optimistically looking toward the future.

Completion of The New Haven Foundation building in 1990 was a milestone event on the journey that Osborne Day's volunteer charity began in 1928. For the September 6 grand opening, more than 1,000 friends of The Foundation crowded into 70 Audubon Street. Beyond the symbolic value of this commitment to the city's economic revitalization, 70 Audubon Street was a sound investment; it provided a home for The Foundation and rental office space that gave the nonprofits in the Audubon Arts District a formal presence.

"Opening the doors of The New Haven Foundation building in 1990 opened up a new level of involvement with the community," declares the introduction to that year's annual report. The Board adopted a declaration that begins: "We, the Board of The New Haven Foundation, The Community Foundation for Greater New Haven, believing in our community and with hope for its future, recommit ourselves and the resources that we manage and hold in trust, to provide the citizens of our region with health care, educational opportunities, the means to meet basic human needs, and all the benefits to be derived from a community committed to its own vitalization." Members identified neighborhoods and youth as issues on which The Foundation should focus. Success there could transform the entire community. The camaraderie, history, and optimism of the event is captured in an image of arts advocate and attorney C. Newton Schenk, the visionary of modern-day Audubon Street, together with Mayors Richard C. Lee (1954–1969), Frank Logue (1975–1979), Ben DiLieto, (1980–1989) and John Daniels (1990–1994). Each one of them had contributed to and benefited from The Foundation in fulfilling their dreams for New Haven.



Grand opening of The New Haven Foundation building — with (from left to right) C. Newton Schenk and Mayors Lee, DiLieto, Logue, and Daniels.

#### The Quinnipiac River Fund

*Established in 1990 as a result of a settlement between the Natural Resources Defense Council, the Connecticut Fund for the Environment, and the Upjohn Corporation to improve the environmental quality of the Quinnipiac River, the New Haven Harbor, and their watersheds, and otherwise benefit the environment of these resources.*

## The Outer Island Fund

*Established in 1995 by Elizabeth Hird to support the environmental, educational and research programs based on Outer Island, one of the Thimble Islands of Branford, Connecticut.*



Elizabeth Hird

Greater New Haven's watershed and coastline are environmental assets that have finally attracted the attention they deserve. For too long the rivers' only acolytes were the region's industrialists. Today the West River, the Mill River, and the Quinnipiac River have volunteer committees, community support groups, and researchers who study, protect, and enjoy them.

A 1990 court settlement created the Quinnipiac River Fund through the agreement of the Natural Resources Defense Council, the Connecticut Fund for the Environment, the Upjohn Company and The Community Foundation for Greater New Haven. Local environmental educators and activists Nancy Alderman, Gordon Geballe, and Steve Kellert were original members of an advisory committee that reviews proposals and monitors the river. Grants from this donor advised fund support efforts to improve the quality of the city's harbor and rivers. Funded projects have included Quinnipiac River research by the New Haven Land Trust, the Yale School of Forestry and Environmental Studies, the Quinnipiac River Watershed Association, and the University of Connecticut. Other grants have funded the Elm City Parks Conservancy for a canoe program geared to Fair Haven Middle School students, Schooner Inc. for its sailing program, and community organizations working to improve access to the river for walking, hiking, and bicycling.

In 1995 Elizabeth Hird donated Outer Island, one of Branford's Thimble Islands, to the U.S. Fish and Wildlife Service in memory of her husband Basil Rauch, and Mrs. Hird's estate has since contributed almost \$1 million to the Outer Island Fund. The island, preserved for educational and research activities, is part of the Stewart B. McKinney National Wildlife Refuge and is affiliated with the Branford Land Trust and the Thimble Island Association. Connecticut State University's Center for Education and Research at Outer Island coordinates educational activities at the site, and the State's Department of Environmental Protection has committed \$250,000 in state matching funds for environmental programs on the island. The Outer Island Fund for Education and Research, like the Quinnipiac River Fund, is donor advised by a committee charged



A group of volunteers, including children, collected, monitored and recorded data from the Quinnipiac River.



with preserving and sharing this shoreline asset. These Funds offer economic assistance for the exploration and preservation of distinctive natural resources, but they have been equally valuable for their symbolic leverage in educating, motivating, and galvanizing environmental advocates.

#### Critical Public Health Issues

*Established in 1988 with gifts from the community. Income each year to address new and emerging public health issues in the Greater New Haven area. In 1988, AIDS and AIDS-related conditions were designated a priority.*

The Foundation's focus on another major public health issue, AIDS, began in 1988 with educational programs for donors and community audiences. AIDS was already a reality in the city, though many in the region were unaware, uninformed and frightened of this new crisis. To inform the public about the realities of AIDS in New Haven, dialogues were organized and co-sponsored by Connecticut National Bank — now Fleet Bank. They featured speakers from the Robert Wood Johnson Foundation and the American Foundation for AIDS Research. The Foundation pledged an initial \$120,000 grant for New Haven AIDS service organizations, and it announced the creation of a new fund, Critical Public Health Issues, to organize resources in the fight against AIDS and other emerging public health issues in the city.

The next year Foundation staff invited proposals from organizations exploring prevention and education strategies. There was an immediate need for service providers to bring together the medical and social needs of AIDS patients at central venues. Foundation staff and local researchers identified the patterns that characterized AIDS in New Haven and found national resources that could be targeted to fight the disease locally. In 1990, The Foundation awarded seven grants from the Critical Public Health Issues fund to support counseling, case management, education and targeted services for HIV-positive children, Latinas, adolescents, and seniors.

Catherine Kennedy Foundation for Leeway, Inc.

*Established in 1998 by transfer of assets and gifts from the community to further the purposes and mission of Leeway, a sub-acute care nursing home participating in the continuum of care for people living with Acquired Immune Deficiency Syndrome and support and counsel for their families and loved ones.*

Catherine Kennedy came to New Haven with a public health conscience and the financial and management skills to realize her vision of a nursing home for AIDS patients. Catherine and Paul Kennedy had moved their family from England in 1983 when Paul accepted a position in the Yale History Department. Catherine completed a master's degree at Yale's School of Management and accepted a consulting position with Aetna Life & Casualty, where she managed a public policy and health insurance portfolio. She compiled data on a disease that appeared to be affecting gay men just as science, public health, and medical researchers were discovering and defining AIDS.

The memory of a centuries-old hospice in Norwich, England led Kennedy to wonder why there was no hospice or residential nursing home for AIDS patients. Serendipity surprised the family with a windfall, and they took that as a sign that she should pursue her vision for Leeway, an old English mariner's term for a cliff in a body of water that lends protection in a storm. For eight years Catherine Kennedy met with legislators, conferred with medical professionals, lobbied leasing agents and realtors, and negotiated with community groups and contractors. She made allies of Yale faculty members, religious leaders, elected officials, and people who had lost loved ones to AIDS.

Leeway, the state's only free-standing nursing home for AIDS patients, opened in 1995. The home has served more than 220 people at one time who require round-the-clock nursing care. Catherine Kennedy died in June of 1998 after months of struggle with cancer. That spring her friends and colleagues established the Catherine Kennedy Foundation for Leeway at The Community Foundation. Professor Doug Rae of Yale, Catherine Kennedy's friend and Leeway board chair called her "the inspiration for a whole generation of New Haven leadership." Through Leeway and her fund at The Foundation, Catherine Kennedy will continue to inspire and sustain future generations of New Haven leaders.



Catherine Kennedy

1992:

The Board adopts the name The Community Foundation for Greater New Haven which reflects the regional approach to donor services and problem solving.

LEAP (Leadership, Education and Athletics in Partnership) begins as a neighborhood-based summer programming option for New Haven youth.

1994:

Alan E. Green is appointed executive director of The Community Foundation for Greater New Haven.

The Community Foundation and the Jewish Foundation host the ABCs of Planned Giving seminar sponsored by trustees Shawmut, Bank of Boston, New Haven Savings Bank, People's Bank, Fleet, and Union Trust.

The 1990s were pivotal years in The Foundation's development as a philanthropic leader. Through these initiatives the institution defined and articulated its priorities and used its programs to interest and engage new donors. The existence of Foundation funds with a health focus — the Mixter Fund, the Holbrook Fund, the DeLeon Fund — meant that The Foundation and its staff had credibility and experience with healthcare issues, as well as the resources to act independently if necessary.

The end of the 20th century brought renewal to New Haven. The dream of viability in the downtown area is now a reality. New restaurants are squeezed into previously vacant storefronts, and specialty retail shops flip over into galleries or luxury apartments. New Haven is once again a popular recreation destination for visitors from other areas of Connecticut. The city's 49th Mayor, John DeStefano Jr., presides over an economically viable, culturally exciting, ethnically diverse city. New Haven's strong arts base, growing technology business sector, productive relationship with Yale, stable health and education sectors, and solid residential blocks set a standard for other Connecticut cities. The Foundation, one of the city's most devoted stakeholders, has played a critical role in making it possible for Greater New Haven residents to preserve parks and gardens, stabilize healthcare crises, improve neighborhoods, develop the economy, and lead in the arts. Certainly, challenges abound: early childhood, housing, healthcare and education continue to require the best leadership the region can muster. For The Community Foundation, these challenges provide new opportunities to mobilize the region's philanthropy.

Current board chair and former Foundation colleague Susan Whetstone describes this aspect of The Foundation's process as being "really about engaging donors in a holistic fashion. The old model of donor involvement was minimal. Beyond writing a check there wasn't much engagement. The big change is that we engage donors by identifying an issue and providing leadership. We engage people in their issues and then convene, network, and build consensus to create partnerships. We are asking: What does it mean to be a philanthropic leader, and what kinds of partnerships increase impact?"

The Phyllis Z. and Fenmore R. Seton Fund  
*Established in 1986 as a donor advised fund.*

The Seton Elm and Ivy Fund  
*Established in 2000. The Seton Elm-Ivy Awards have been presented since 1979 to individuals who have worked to strengthen the 'town-gown' relationship between Yale University and the City of New Haven.*

The Yale/Seton Book Awards Fund  
*Established in 2001 by a transfer of assets for the benefit of the Yale/Seton Book Awards program to honor promising Juniors or Seniors from each of the high schools in the Greater New Haven Area.*



Fenmore R. and Phyllis Z. Seton

Fenmore R. Seton was born in Bridgeport and graduated from Yale in 1938. In 1956, he and his wife Phyllis started the Seton Nameplate Corporation in their home. When they sold the business in 1985, they considered starting a family foundation, but decided to explore other options. Fenmore Seton had learned from his mother to put back what he had taken. And, she reminded him, if he could put back more than he had taken, so much the better.

The Setons chose to create a donor advised fund at The Community Foundation, which Phyllis Seton describes as a true partnership: donors give to their favorite organizations and to others suggested by Foundation staff.

The Setons' signature program is the Elm and Ivy Awards, an annual celebration of individuals who have strengthened the relationship between Yale University and New Haven. As a Yale graduate, Fenmore Seton hoped a town-gown award would highlight the extraordinary impact that Yale, through its students and employees, has on New Haven, as well as the city's influence on the university. The first honors were awarded in 1980, and over 200 honorees later the program remains a family favorite. In 2000 the Setons established an endowment for the Elm and Ivy Award. A year later they transferred assets to begin the Yale/Seton Book Award Fund to recognize exceptional students at New Haven high schools.

The 2003 Elm-Ivy Award lunch was the last for Fenmore Seton, who died that spring. His example of philanthropic and civic leadership with The Community Foundation, and Yale University has enriched lives across the state. The Setons, early participants in the donor advised fund model, helped to popularize new alternatives

at The Foundation. Their continued commitment to highlighting the positive interactions between town and gown demystified campus and community partnerships and made their expansion a reality. The Setons have indeed given back more than they received.

#### The Morris Wessel Fund

*Established in 1993 by family and friends on the occasion of his retirement from pediatric practice after 42 years. The fund will support the Morris Wessel Prize for individual(s) who have taken a leadership role in extending service to families in need.*

1997:

Nancy D. Hadley appointed  
executive director of  
The Community Foundation.

Dr. Morris Wessel's retirement in 1993 was an occasion to celebrate the quality healthcare and community service that he embodies. Dr. Wessel, a graduate of Yale Medical School, had a pediatrics practice in New Haven for 42 years. His concern for patients attracted families from suburbs and city alike. He came to New Haven in 1948 as a pediatric fellow for the Rooming In program at Yale-New Haven Hospital, a project that popularized bringing newborns to their mothers' bedsides for regular contact. Dr. Wessel's affiliation with the Brennan School, the Well Baby Clinic, and other neighborhood-based programs helped identify him as the "peoples' pediatrician."

In honor of his years of service, patients, friends, colleagues, and family launched the Morris Wessel Fund that supports the Wessel prize. The prize, inspired by Dr. Wessel's years in practice, is given annually to an individual or organization that has taken a leadership role in extending service — medical, social, psychological, economic or educational — to families in need. "As a pediatrician I was always very much involved in the community, and I was interested in the total welfare of the children, so I figured this was a reflection of my interest," Dr. Wessel remembers.

At the celebration, Dr. Wessel's son Paul, a prize committee member, recalled, "Traditionally, donors to foundations are wealthy people, but in this case we were a lot of people with small contributions and that made one large fund."

#### The Edwin and Maye Edmonds Scholarship Fund

*Established in 2001 for the purpose of providing college scholarships, based on financial need to single parents and grandparents who have deferred their own studies in order to help raise their children and grandchildren.*



Dr. Morris Wessel

2000:

William W. Ginsberg is appointed president of The Community Foundation for Greater New Haven.

To broaden representation and reflect the complexity of the Foundation's business, the board of directors appoints four new members increasing the number to eleven. The new members are Susan Whetstone, Frederick P. Leaf, Sonia Caban Recalde, and John J. Crawford.



Rev. Edwin Edmonds

The Rev. Edwin Edmonds has always had a knack for calculating the effect of economic conditions, popular culture, demographics, local politics, and international issues on African Americans in New Haven. Through compassion and vision he found solutions. As senior pastor of Dixwell Congregational Church, Rev. Edmonds, along with his wife Maye, ministered through the Civil Rights Movement, Affirmative Action and Equal Opportunity, and into the 1990s. The negative impact of New Haven's industrial decline was magnified in the Dixwell and Newhallville neighborhoods. Many families with one or two generations in solid factory jobs had not accumulated the wealth that could propel them comfortably into the middle class. Drugs, violence, and disease filled the void when the factories left.

Rev. and Mrs. Edmonds witnessed the emergence of new family patterns resulting from death, disease, and the poor financial climate. The Edmonds family created a scholarship fund to assist single parents and grandparents whose education had been interrupted or delayed by unexpected family responsibilities.

Rev. Edmonds' earliest contact with The Foundation was through a grant to support the Dixwell Creative Arts Center. The Center had been selected for state arts funding but needed to match the amount. The Foundation awarded the match and the Arts Center received its funding.

During the 1970s and 1980s, Rev. Edmonds returned to The Foundation for other projects such as a recruitment effort to attract African-American teachers to the New Haven public schools. After his retirement, when the family was ready to invest its legacy in the community, they chose The Foundation as their partner.

Rev. Edmonds describes the decision. "You can't take it with you," he reminds us, "so you make money work for social good. Deposit it with an agency that will manage the contributions, pooling it and making a difference in the social fabric. We all benefit then."

At his retirement dinner in 1946 Osborne Day, the Father of The Foundation, hoped that his colleagues on the board would always feel free to fund unique requests that pushed boundaries. He implied that this was the only sure way to be a good and progressive partner. In its 75-year history, The Community Foundation for Greater New Haven has funded progress in the city and the region. Day's model of innovation for an early 20th century community trust remains useful for a 21st century community foundation.





Children at LifeHaven,  
a grant recipient of  
the Community Fund  
for Women and Girls



Board of Directors,  
Past and Present

Members of the  
Distribution Committee/  
Board of Directors of  
The New Haven  
Foundation and The  
Community Foundation  
for Greater New Haven,  
1928–2004.

Howard W. Beach  
1928 to 1943  
Louis M. Rosenbluth  
1928 to 1944  
Thomas Hooker  
1928 to 1936  
James W. Hook  
1928 to 1939  
Henry S. Graves  
1928 to 1940  
John J. McKeon  
1928 to 1941  
Frederick F. Brewster  
1928 to 1942  
J. Dwight Dana  
1936 to 1945  
Allerton F. Brooks  
1939 to 1946  
Hudson B. Hastings  
1940 to 1947  
Frank Kenna, Sr.  
1941 to 1948  
James W. Cooper  
1942 to 1949  
Harry C. Knight  
1943 to 1949  
Max Livingston  
1944 to 1947  
D. Spencer Berger  
1945 to 1952  
Matthew A. Reynolds  
1946 to 1953  
Samuel B. Hemingway  
1947 to 1954  
Richard M. Thalheimer  
1947 to 1958  
Thomas R. Fitzsimmons  
1948 to 1950  
G. Gordon Copeland  
1949 to 1956  
Russell H. Atwater  
1949 to 1957  
John W. Weir  
1950 to 1955  
William Horowitz  
1952 to 1959  
William J. Falsey  
1953 to 1960  
Mrs. Edward Bliss Reed  
1954 to 1961  
John H. Weir  
1955 to 1962

Fred Rodgers Fairchild  
1956 to 1958  
Clarence W. Bronson  
1957 to 1964  
Charles H. Costello  
1958 to 1965  
James S. Johnson  
1958 to 1961  
Miriam B. Horowitz  
1959 to 1966  
Paul M. Zorn  
1960 to 1967  
Norman S. Buck  
1961 to 1962  
Mrs. Clarence Mendell\*  
1961 to 1968  
Max H. Schwartz\*  
1962 to 1969  
Philip Paoella  
1963 to 1969  
John M. Golden\*  
1964 to 1971  
Edgar Tullock\*  
1965 to 1972  
Joel Cohn\*  
1966 to 1973  
Frederic W. Loeser\*  
1967 to 1974  
Elias Clark\*  
1968 to 1975  
Franklin S. Harris\*  
1968 to 1976  
Donald W. Celotto  
1969 to 1974  
Alfred B. Fitt  
1970 to 1971  
Howard J. Sullivan\*  
1970 to 1977  
Abbott H. Davis, Jr.  
1971 to 1978  
Hugh B. Price  
1973 to 1975  
Phyllis Medvedow\*  
1973 to 1979  
Mrs. William Robinson\*  
1973 to 1979  
Mrs. Angus Gordon, Jr.\*  
1974 to 1980  
Joseph H. Pellegrino\*  
1974 to 1982  
Mary B. Griswold\*  
1975 to 1981

\* Designates Board Chair

Cornell Scott	Humbert V. Sacco, Jr.
1976 to 1984	1995 to 2001
Edward W. Miller*	Linda Koch Lorimer
1977 to 1983	1996 to 2002
Joel Cohn	Harold C. Donegan*
1978 to 1978	1997 to 2003
Nancy P. Ciarleglio	Kenneth Schaible
1978 to 1986	1998 to 2004
Cheever Tyler*	Jerome H. Meyer
1979 to 1985	1999 to 2005
James W. Barber	Julia M. McNamara
1980 to 1986	1999 to 2005
Clare Coe Casher	Sonia Caban Recalde
1980 to 1986	2000 to 2003
Richard M. Grave*	John J. Crawford
1981 to 1987	2001 to 2007
E. William Muehl	Frederick P. Leaf
1982 to 1988	2001 to 2007
Lawrence M. Liebman*	Susan Whetstone*
1983 to 1989	2001 to 2007
Terry Chatfield*	Mary Jane Burt
1984 to 1990	2002 to 2008
Theodore F. Hogan, Jr.*	Barbara L. Pearce
1985 to 1991	2002 to 2008
Vincent C. Arpaia	Bruce D. Alexander
1986 to 1987	2003 to 2009
Agnes W. Timpson	David R. Schaefer
1987 to 1993	2004 to 2010
Donald W. Cellotto, Jr.	Bishop Theodore L. Brooks, Sr.
1987 to 1993	2004 to 2006
Marcella T. Glazer	
1987 to 1991	
Richard G. Bell*	
1988 to 1994	
Richard H. Bowerman	
1988 to 1994	
Anne Tyler Calabresi	
1989 to 1995	
F. Patrick McFadden, Jr.	
1990 to 1996	
Mary L. Pepe*	
1991 to 1997	
Charles W. Twyman*	
1992 to 1998	
Barbara Wareck	
1992 to 1998	
Carol A. Brown	
1994 to 2000	
John E. Padilla*	
1994 to 2000	
Richard E. Nelson	
1995 to 2001	

Trustee Banks  
in 1928 and 2004

In 1928, the New Haven Foundation was conceived and created by bankers. Men such as Osborne Day, Henry Galpin and their contemporaries in the Corporate Fiduciaries Association believed in the future of their community and believed in the model of a community trust that had been pioneered fourteen years earlier in Cleveland. Eleven local banks signed on as The Foundation's original trustees.

Even as the community and The Foundation have changed over the ensuing decades, and as the local banking industry has changed beyond recognition, The Foundation's bank trustees have remained central to the work of the institution in many ways. Today, approximately three-fourths of The Foundation's assets are held in trust.

Fittingly, the celebration of The Foundation's seventy-fifth anniversary including this publication has been sponsored by Fleet Bank (now Bank of America) and Wachovia Bank. The Foundation is grateful for their generous support.

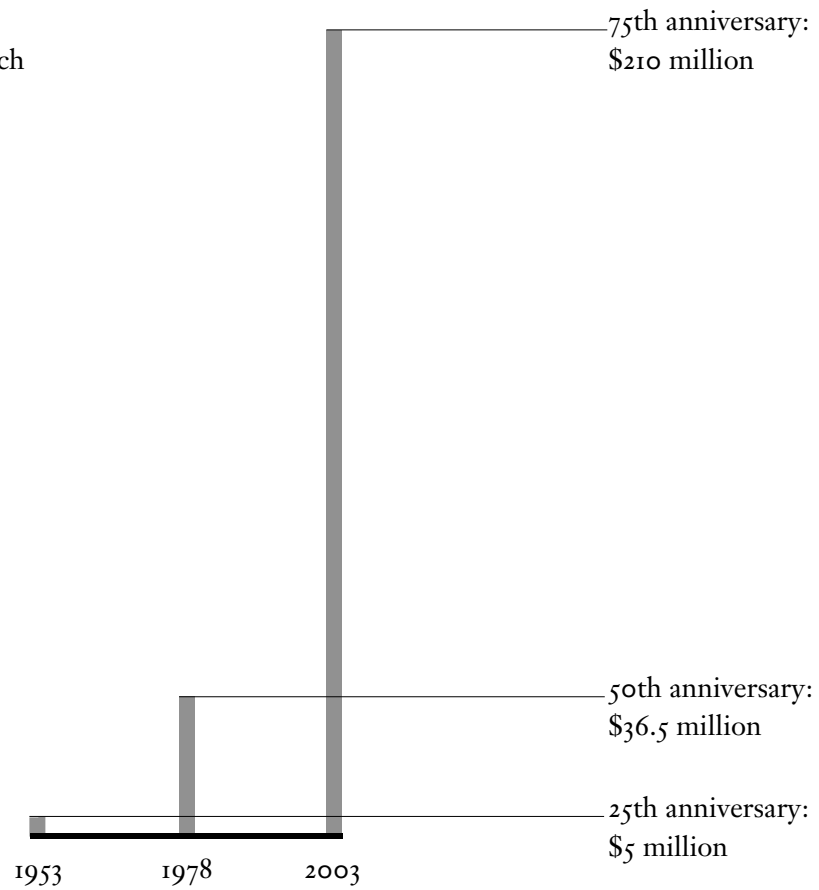
1928:

American Bank & Trust Co.  
Broadway Bank & Trust Co.  
Citizens Bank & Trust Co.  
Congress Bank & Trust Co.  
First National Bank of New Haven  
Mechanics Bank of New Haven  
Merchants National Bank of New Haven  
National Tradesmens Bank & Trust Co. of New Haven  
New Haven Bank NBA  
Second National Bank of New Haven  
Union & New Haven Trust Co.

2004:

Fleet Bank  
NewAlliance Bank  
People's Bank  
Wachovia Bank

Scale:  
\$50 million = one inch



## Colophon

Designer: Nathan Garland  
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Primary Writer: W. Frank Mitchell  
Contributor: Kristin Helmore  
Editor: Cynthia A. Mariani

Most of the images have been made available by the New Haven Colony Historical Society or were gleaned from The Foundation's own annual reports. Many of the photographers are unknown.

Others include:

Isabel Chenoweth (p. 22)

Grace Feldman (p. 37)

Arnold Gold / *New Haven Register* (p. 49)

Robert Lisak (pp. 45 and 51)