



Community Tree Leadership Forum

Partnership & Collaboration: Bigger Results from Working Together

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*Partnership & Collaboration:
Bigger Results from Working Together*

**BIGGER RESULTS
FROM WORKING
TOGETHER**

Training Content

1. Understanding Community Collaboration
 - The whys and hows
 - Types of partnerships
 - Choosing collaborative partners
 - Formal 501(c)3 or informal model
2. How to Organize a Collaborative
 - Research—why collaborate
 - Research—who to collaborate with
 - Agree on a purpose
 - Create a structure
 - Setting goals
3. Defining roles and responsibilities

Resource Section

- Reference books
- Websites
- Other resources

*This material was compiled in cooperation with
Elizabeth McCance of Chicago Wilderness.
www.chicagowilderness.org*

Introduction

UNDERSTANDING COMMUNITY COLLABORATION



Some of the biggest challenges facing community forestry groups are getting heard, having influence, and competing against better-funded causes or issues. Collaboration is a powerful strategy to leverage a greater number of voices, resources, and volunteers, resulting in a **concentrated focus**. An elected leader can easily ignore one small non-profit politely asking for action on an issue. On the other hand, when 14 groups join together, representing thousands of volunteers and voters, they become a **significant influence**.

Coalitions, partnerships, and collaboratives can take many forms, from a simple or temporary project to a much more formal long-term organization. Some raise money together and others simply raise community awareness. Some have very specific legal agreements describing risks and liabilities and others are organized strictly based on the

functions they provide. For example, a community might have partnerships between city government and a nonprofit organization to provide a training program in which each partner serves a specific function. Sometimes initiatives evolve into independent programs, with staffing, or provide funding or lobbying. The combinations and possibilities are endless.

WHY COLLABORATE

Working together doesn't eliminate the need for your organization or its mission. Collaboration offers significant benefits and advantages that may be difficult to achieve on your own such as:

- Leveraging funding or in-kind resources
- Expanding communications outreach
- Increasing media coverage
- Improving program impact

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- Increasing credible science, joint fact-finding and collaborative learning
 - Mobilizing more volunteers
 - Building a larger database of information
 - Increasing legislative success
 - Influencing the public debate

TYPES OF COLLABORATIVE PARTNERS

Forming a collaborative requires that you consider the types of organizations that could ideally work together for a common purpose. Remember, a collaboration doesn't mean eliminating your group's mission or require you to agree on every detail of working together. A collaborative is simply a group of entities that agree on a specific goal, outcome or activity. Don't get hung up on whether you have matching mission statements or you'll never move forward. Instead, focus on the types of groups that could best leverage their resources together to have a greater impact. Your potential partners could include these entities:

- Other nonprofits and community groups
- Government agencies
- Private sector corporations and businesses
- Professional associations and social organizations
- Foundations and other funders

Each of these potential partners brings a wide variety of advantages, benefits, and resources—as well as potential disadvantages. After determining why you think you need a collaborative effort, choose partners that will help you reach your goal. Here are basic guidelines for getting started:

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- Discuss and identify your common interests
 - Establish a clearly defined goal or purpose
 - Carefully review shared advantages and disadvantages
 - Look for areas of compatibility
 - Identify shared resources including money, staffing, and communications
 - Define roles and responsibilities
 - Define a mutually agreed upon timetable

Partnerships

CHICAGO WILDERNESS: PARTNERSHIP & IMPACT

Chicago Wilderness was formed in 1996 by 34 organizations to address biodiversity conservation in the metropolitan Chicago region. The wide-spread community of conservation organizations working as separate groups was not enough to impact threats to biodiversity, including:

- Invasive species
- Fragmentation
- Sprawl

These environmental threats existed on a regional scale and required a variety of diverse tactics to mitigate them. As a result, Chicago Wilderness was formed. Today, it represents more than 180 member organizations.

Collaboration is a powerful tool when dealing with a highly fragmented urban landscape. A primary focus of Chicago Wilderness is increasing the overall capacity of the region to conduct biodiversity conservation. The first strategy of this region-wide partnership was to collectively develop a regional recovery plan.

The Biodiversity Recovery Plan

Organizing more than 180 organizations to work together as one partnership is not easy. A plan can become the blueprint to provide a unifying and collective focus. The Biodiversity Recovery Plan described:

- A unified approach to regional conservation
- The specific goals of the collaborative work
- The variety of habitat types and species found in the region
- Threats to each type of community
- Recommended actions to mitigate those threats
- Roles and responsibilities that different types of member organizations could play to implement the plan

After rallying around a common mission and defining how they would work together, The Chicago Wilderness consortium became greater than the sum of its parts in addressing biodiversity conservation in the metropolitan Chicago region. Collaboration maximized short- and long-term impact through networking, sharing

DISCUSSION ACTIVITY: Envisioning Collaboration

What is it?

When and why is it needed?

What are the benefits of collaboration?

DISCUSSION ACTIVITY: Challenges of collaboration

What are the obstacles to collaboration?

What are strategies to overcome them?

DISCUSSION ACTIVITY

What kinds of problems are suited to a collaborative solution?

When is it in your organization's best interest to collaborate?

What factors promote collaboration?

What difficulties face individuals and organizations trying to work collaboratively?

of expertise and data, and development of common tools and training programs.

THE STRATEGIC PLAN

Recently, Chicago Wilderness began a year-long strategic planning process. While the Biodiversity Recovery Plan provided a complete list of strategies, the strategic planning process was an effort to prioritize and determine which actions were necessary in the next five years and to establish building blocks for future work. As Chicago Wilderness grew in membership over the years, the strategic planning process also refined the organizational structure and procedures to promote efficiency and transparency of decision making.

PROJECTS

While the Biodiversity Recovery Plan, together with the new strategic plan, provides an overall framework, the implementation of these strategies across the Chicago region occurs in two ways:

- Collaborative projects
- Individual work of the members

Collaborative Projects. Using the Biodiversity Recovery Plan and the strategic plan as a starting point, various groups of member organizations developed project ideas to implement the program initiatives. Chicago Wilderness has four project teams composed of staff and volunteers from member organizations:

- Education
- Natural Resources Management
- Science
- Sustainability

Using all available information, each team discusses the needs of the region, current strategies in progress, and their effectiveness. Using this information they agree on high priorities for the region and develop projects to address them. Typically, project ideas emerge from discussions from one of the four teams. Then a project team is formed that guides the development and implementation of specific projects.

Project teams submit proposals to the Chicago Wilderness Review Panel. The Review Panel determines whether the project is ready for funding, but also helps shape the project to address consortium needs, makes sure the project builds on past work, and ensures inclusion of all relevant partners. Often a project proposal will go through several iterations before being funded.

There is also a Coordinating Group composed of the two co-chairs from each project team. This group meets on a quarterly basis to exchange information on emerging team priorities and project ideas and to discuss how various initiatives can be linked together. Through the work of the Coordinating Group, projects are linked together or designed to increase each other's impact. Additionally, some cross-disciplinary projects, which include representatives from more than one team, are developed.

Through this process, Chicago Wilderness funds and implements as many as 15 major projects a year. Each of the projects must be collaborative and broadly benefit the region or the membership. These projects are referred to in Chicago Wilder-

ness lingo as work plan projects, because the collection of them constitutes the annual work plan for the consortium.

A WORK PLAN PROJECT: THE MIDWEST ECOLOGICAL BURN TRAINING PROGRAM

All ecosystems found in the region are fire-dependent. However, at a restoration round-table, organized by the Natural Resources Management Project Team, it came to light that land managers from various agencies were dissatisfied with existing staff training programs on how to conduct a controlled burn. Managing more land with controlled burns had emerged as a top priority in the Biodiversity Recovery Plan.

The Strategy:

- A group of land managers developed a project for a new and region-specific training program on conducting controlled burns, which was funded through the Chicago Wilderness consortium.
- They developed this program collaboratively. Because they know the quality and content their people receive, each agency is comfortable sending staff and volunteers to this common course. The program is now offered twice a year by the collaborative.
- Working together in this way raises the capacity in the region as a whole and minimizes duplication of efforts.

Individual Member Projects. Each member organization can also independently implement projects that support the Biodiversity Recovery Plan. Members have noted how having the Chicago Wilderness network has enabled them to establish part-

nerships, access expertise, leverage resources, and prioritize program activities. If an individual project supports priority goals of the regional plan, the organization can apply to Chicago Wilderness for grant funding. Each year, Chicago Wilderness supports about 15 projects through this traditional grants program.

GOVERNANCE—TEAMS, STEERING COMMITTEE, STAFF

Chicago Wilderness is not an independent organization. By not creating a separate, potentially competing conservation nonprofit, this arrangement encourages the members to work together. Later on, as the consortium was awarded more grants, it established a 501(c)3 trust to handle the grants, rather than having member organizations take on this responsibility. Two groups direct the consortium:

- **Executive Council**
- **Steering Committee**

Upon applying for membership, individual members can self-select for their organization to be part of the **Executive Council**. If the organization chooses to be an Executive Council member, there is an obligation to attend the three Executive Council meetings each year. Currently, out of the 182 members, 51 are Executive Council Members. The Executive Council is responsible for setting the overall direction of the consortium. They are responsible for revising and implementing the strategic plan. At each meeting they hear reports from the coordinating group and provide input on issues and topics for the teams to discuss.

Exercise: Developing a Collaborative

What community challenges would benefit from a partnership or collaboration?

Select one challenge around which you want to form a collaboration.

Draft a mission statement for your newly forming collaboration.

List the organizations you would most like to collaborate with and why.

What resources could you share?

- | | | |
|--------------------------------------|--|---|
| <input type="checkbox"/> Funding | <input type="checkbox"/> Staff and expertise | <input type="checkbox"/> Public relations |
| <input type="checkbox"/> Volunteers | <input type="checkbox"/> Databases | <input type="checkbox"/> Websites |
| <input type="checkbox"/> Other _____ | | |

What challenges do you anticipate in forming this collaborative effort?

How will you measure success of this collaborative?

Because the Executive Council is too large to deal with administrative matters, it elects from itself a Steering Committee, which consists of up to 20 members. The **Steering Committee** is a carefully crafted body consisting of up to three members of each of the following organizational types:

- Federal agency
- State and regional agency
- County agency
- Local agency
- Nonprofit
- Research and educational institution

In addition there is one seat for a representative of the Indiana members, and one seat for the Corporate Council. This configuration means that there is balance of power among the different organizational types.

The Steering Committee is responsible for the operations of the consortium. It oversees staffing, approves the budget and its expenditure, approves policies and procedures, and appoints various committee members. There is a variety of committees including:

- Budget committee
- The review panel, which reviews work plan grants
- Development committee
- Communications committee
- Staff advisory committee
- The four project teams, represented by two co-chairs per team
 - Education
 - Natural Resources Management
 - Science
 - Sustainability

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- The Coordinating Group, composed of the eight project team co-chairs along with several Executive Council members, to exchange information and coordinate efforts.

All of these positions are filled by “volunteers” from each of the member organizations who recognize the importance of Chicago Wilderness and allow their staff to serve in these roles.

CHICAGO WILDERNESS STAFF

Supporting the mission and all of the Consortium’s committees and projects are nine (eight FTEs) staff members. Their role is primarily facilitation.

The staff includes:

- Three project team coordinators
- A director of communications
- A public relations manager
- A director of development
- A director of conservation programs
- A program coordinator

Because Chicago Wilderness is not a free-standing organization, different member organizations host different staff, although the consortium determines salaries.

RESULTS

Over the last nine years, Chicago Wilderness has funded more than 275 education, natural resources management, and science and sustainability projects. The results and lessons learned from the projects are shared through meetings, a member website, and an internal journal. The real success of the Chicago Wilderness collaboration can be measured in increased conservation activities including:

- A regular series of workshops on how to interpret biodiversity to the public
- Restoration roundtables, in which land managers share advice and expertise

Chicago Wilderness is increasingly recognized as a model of both collaboration and urban conservation both nationally and internationally. The real measure of success is biodiversity conserved.

- Aided by Chicago Wilderness efforts, members have increased the amount of natural areas under public protection by more than 26,000 acres in the last nine years.
- While many of the natural areas are still declining due to a number of threats, those that have received management have demonstrated remarkable improvement in habitat quality.

THE LONG-TERM BENEFITS OF

COLLABORATION: LESSONS LEARNED

Faced with overwhelming competition, increasing environmental threats and competing political pressures, a collaboration offers powerful benefits. Collaboration is an opportunity to pool resources, unite for a common goal, and to leverage very limited resources. For Chicago Wilderness, by working together, members achieved:

- A common vision, a sense of place
- A common framework, cohesiveness, and membership diversity
- A decentralized structure and a sense of ownership
- Transparent decision-making that promotes a sense of fairness
- A variety of ways to participate

As urban forestry advocates, our ultimate goal is to influence policy, public awareness, and funding for parks, trees, and green spaces. Collaboration can

help meet these goals. Consider how collaboration could help you:

- Stage a community-wide Arbor Day
- Reforest a large land area or neighborhood
- Lobby the state legislature to support urban and community forestry
- Engage a target audience
- Pass local tree protection laws
- Implement a communications campaign

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Program Model: Partnerships

SPARK (School Park Program, Houston): Turning School Playgrounds into Neighborhood Parks

PROJECT OBJECTIVES:

- Develop school grounds into neighborhood parks
- Promote community involvement
- Leverage a unique partnership model

THE CONCEPT: INCREASE COMMUNITY PARK SPACE

Established in 1983 and operating out of a city council member's office, SPARK is a vehicle to increase park space in the community. SPARK (School Park Program in Houston, Texas) represents a unique partnership model with the City of Houston and local school districts. Today, SPARK operates out of the mayor's office, and has helped to develop 180 public school grounds into neighborhood parks since its inception in 1983. Approximately one-third of those playgrounds have been "re-sparked" to update and improve facilities. A key component of the program is community involvement from beginning to end.

Site Selection

The first step in being selected as a SPARK site is for the principal of a school to send a letter outlining his or her request and how the community will help plan and fund the park. Each school is expected to raise \$5,000 in matching funds. These letters must be received by December. In February, SPARK conducts site visits and by April, final selections are made. In a typical year SPARK receives approximately 20 requests and is able to choose about 10 to 15 sites.

Site selection is based on a variety of factors including need, location, and the ability and willingness of the community to help plan and fund the park. SPARK tries to serve all geographic regions of the city as well as the areas of different county commissioners, city council members, and school board members. About 50 percent of the funding comes from Community Development Block Grant (CDBG) funds and must be used in areas where 51 percent or more of the population is low or moderate income.

Development Process

Once a school is chosen, the principal forms a SPARK committee of his or her choosing including PTA or PTO members, neighborhood leaders, teachers, and other staff members. The committee works with an architect—either a volunteer identified by the committee or one provided by SPARK—to determine the type of park the community wants. The committee looks at other SPARK parks for ideas, but each site comes up with its own plan so that each SPARK park incorporates the needs, interests, and creative efforts of its unique neighborhood.

After the design is completed, the school district puts construction plans out for bid and construction begins. The timeline is usually 12 to 18 months from selection to dedication. The school district oversees the construction and maintains the park after completion.

Park Components

Each site is unique, but typical components include modular play equipment, jogging trails, picnic tables, trashcans, and outdoor classrooms. Many of the parks include a public art component such as murals and mosaics by local artists or students at the school.

Costs and Funding

A typical playground costs between \$75,000 and \$100,000. If the area qualifies for federal money, about \$50,000 to \$60,000 is covered by CDBG funds. The school and the school district each contribute \$5,000, and SPARK finds a corporate sponsor for each school that funds an additional \$5,000. Two of the four county commissioners also commit \$5,000 to parks in their jurisdictions.

Each school develops a plan for raising its \$5,000 contribution. SPARK shares the ideas of existing sites with new programs. Some of the fundraising projects include penny drives, bake sales, school carnivals, candy sales, “buy a brick” drives, and rummage sales. These events are designed not only to raise money but also to involve the community in the project and increase a sense of ownership.

RESULTS

In 2005–2006, SPARK will develop nine new neighborhood parks and “re-spark” four existing sites. Since 1983, SPARK has turned 180 school playgrounds into neighborhood parks. Approximately one-third of these parks have been “re-sparked.”

LESSONS LEARNED

1. It is difficult to develop an inter-local agreement among different organizations and agencies due to differing priorities and turf issues. It takes (a) strong political figure(s) to pull all the parties together. Houston was fortunate to have a person who had been on the school board and was also an elected official, who had the vision and clout to bring groups together.
2. Board composition is critical. It is important to have members who are politically connected and who represent the diversity of the communities your organization serves.
3. The community and the school board must have a mindset that favors opening school property to the community. Some school districts do not favor the concept of opening school grounds to “outsiders.”
4. Build a sense of ownership in the community for the park from the start of the project throughout the entire process. SPARK attributes much of the success of its program to the fact that the community is involved in all aspects of the development of the park, from fundraising through design and construction. The public art component offers a special opportunity for students to design a piece of the park.

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Program Model: Partnerships

TREES FOREVER: Iowa Living Roadways Program, Community Visioning

PROJECT OBJECTIVES:

- Community building
- Help small communities in Iowa envision and design community-wide landscape improvements that enhance transportation corridors
- Promote involvement of a diverse cross-section of volunteers
- Leverage a public-private collaboration

THE CONCEPT: VISIONING PLANNING

PROCESS TO USE NATIVE VEGETATION TO ENHANCE TRANSPORTATION CORRIDORS

Trees Forever is a nonprofit based in Marion, Iowa, whose mission is “to plant and care for trees and the environment by empowering people, building community, and promoting stewardship.”

Established in 1989, Trees Forever has developed or been involved with numerous innovative tree-planting programs in Iowa, Illinois, and Minnesota, resulting in the planting of over 2.5 million trees and seedlings and the participation of nearly 150,000 volunteers.

Trees Forever is part of a public-private collaboration that helps small communities in Iowa envision and design community-wide landscape improvements that enhance transportation corridors. A key component of the Community Visioning Program is the involvement of a diverse cross-section of volunteers in each participating community. Since its inception in 1996, the program has assisted 113 small towns to create new visions for their communities and to encourage community interest in and support of environmental issues.

Many of these communities with populations of less than 10,000—half of them with fewer than 500 people—do not have the resources to successfully apply for or implement transportation enhancement funds. To help overcome this problem, a professor at Iowa State University Landscape Architecture Extension designed a program to assist small communities to plan, develop, and implement enhancements to their transportation systems.

After a pilot period, the professor contacted the Iowa Department of Transportation (IDOT) to find ways to expand and better deliver the program. IDOT had worked with Trees Forever and knew that it had field staff dispersed throughout the state that would be an excellent resource for the program. Together, the university, IDOT, and Trees Forever collaborated to form the Iowa Living Roadways Program. The program has two components,

Visioning and Projects:

- **Visioning** offers planning and landscape design assistance.
- **Projects** provides funding for implementation of projects that use native vegetation to enhance transportation corridors.

Iowa State University’s Landscape Architecture Extension coordinates professional design services, including an on-site community design workshop and computer-aided visualization services. The IDOT funds the program using Federal Highway Administration monies.

The Application Process

All Iowa communities with populations of 10,000 or fewer are eligible for the Visioning Program. In order to qualify, localities must submit an application, endorsed by the city council, which describes the project, names a steering committee, and documents the community's ability to raise \$1,000 toward project implementation. The steering committee must consist of at least eight people who represent the diversity of the locality, including at least one representative or staff member of the local government partner, members from local service organizations, educators, and the local media. Communities are also encouraged to involve youth, the elderly, new residents, and minority groups on their steering committees.

Applications are sent to eligible communities each summer and applications are due in October. A partnership committee including representatives from Trees Forever, Iowa State University Landscape Architecture Extension, the Iowa Department of Transportation, and private landscape architects evaluates applications submitted to Trees Forever.

Criteria for selection include community support and commitment, need, the extent of diversity represented on the steering committee, and the community's ability to provide the \$1,000 cash match for implementation. Communities that lack local planning resources are given priority.

Successful candidates are notified by the end of the year, and the Visioning process begins in the spring.

Trees Forever staff is available to assist communities in developing their applications. Each year, approximately 25 communities apply and 12 are selected.

Visioning Process

Trees Forever field coordinators facilitate the planning process, which consists of 10 meetings with the community steering committee over approximately 16 weeks. The first few meetings focus on a self-assessment and inventory of the strengths and weaknesses of the community. Discussions center on the relationships among community land use patterns, historic and cultural features, recreational resources, environmental assets, and the transportation system.

Iowa State University Landscape Architecture Extension contracts with landscape architects to provide professional design services to the committee. Together, the committee and the landscape architects develop possible projects for the community.

After several meetings, a community-wide design workshop, or charette, is held to get a wider response to the proposed designs. The length of the charette varies from community to community but is usually about a half-day and often piggybacks on another community event such as a festival. After the charette, the committee goes back and incorporates the community's input into the designs.

At the end of the 10-week meeting process, the committee makes a public presentation of the ideas, using professionally prepared display boards

that include conceptual drawings and images showing how the finished products will look. Strategies for implementation are then developed that allow the community to carry out their plans as resources become available.

Projects Program

Trees Forever administers the Projects component of the Iowa Living Roadways Program that funds locally led enhancement projects using native vegetation along transportation corridors. Each year approximately three or four Visioning communities apply for and receive Projects grants. Communities do not need to be part of the Visioning program to apply for Projects grants. In addition, Trees Forever will assist communities to identify other sources of funding for their enhancement projects.

RESULTS

Since the program's inception, Trees Forever has facilitated Visioning programs for 113 small towns. Seventy of those communities have successfully applied to the Projects program for implementation grants.

Examples of the types of issues addressed are relocation of highways or highway entrances, entryway beautification, recreational trail development and enhancement, and native vegetation planting in highway public rights-of-way.

LESSONS LEARNED

1. When working in a partnership, strive to make the process truly collaborative. Partners should do what they do best and respect what the other partners do best.

2. In order to make a visioning process successful, make sure the vision truly comes from the community and is not imposed on it from outside "experts." Remember the process is not about you; it's about the individual communities. Trees Forever tailors its facilitated planning process to the individual needs of participating communities.
3. Pay attention to the staff development needs within your organization so that you can offer the community the skills it needs.

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Partnership Resources

Collaboration and Partnership

Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey

by Michael Winer and Karen Ray

Fieldstone Alliance Press

Collaboration: What Makes It Work, 2nd Ed.

by Paul Mattessich, Marta Murray-Close, Barbara Monsey

Fieldstone Alliance Press

Fieldstone Nonprofit Guide to Forming Alliances: Working Together to Achieve Mutual Goals

by Linda Hoskins, Emil Angelica

Fieldstone Alliance Press

Forging Nonprofit Alliances: A Comprehensive Guide to Enhancing Your Mission

by Jane Arsenault

Jossey-Bass Press

Making Collaboration Work: Lessons from Innovation in Natural Resource Management

By Julia M. Wondolleck and Steven L. Yaffee

Island Press

Meeting the Collaboration Challenge: Developing Strategic Alliances Between Nonprofit Organizations and Businesses (This is a set of book, workbook, and video.)

by Peter F. Drucker Foundation for Nonprofit Management

Jossey-Bass Press

Nonprofit Mergers and Alliances: A Strategic Planning Guide

by Thomas A. McLaughlin

Wiley Press

Working Across Boundaries: Making Collaboration Work in Government and Nonprofit Organizations

by Russell M. Linden

Jossey-Bass Press

Community Collaboration

Community Building: What Makes It Work; A Review of Factors Influencing Successful Community Building

by Wilder Research Center

Fieldstone Alliance Press

Community Economic Development Handbook: Strategies and Tools to Revitalize Your Neighborhood

by Mihailo (Mike) Temali

Fieldstone Alliance Press

Fieldstone Nonprofit Guide to Conducting Community Forums: Engaging Citizens, Mobilizing Communities

by Carol Lukas, Linda Hoskins

Fieldstone Alliance Press

Community—Web Resources

www.brandonu.ca/rdi/communitycollaboration.html The Community Collaboration Project (CCP), an innovative approach to community economic development and capacity building in rural areas

www.communitycollaboration.net Information on building community collaboration and consensus and on public participation. also links to grants and information.

<http://crs.uvm.edu/ncco/collab/wellness.html> The Chandler Center for Community Leadership, a collaboration of Oregon State University extension service and Central Oregon Community College. The Center is committed to increasing community capacity to achieve positive change through education, communication, and information.

www.epa.gov/smartgrowth/univ_collaboration.htm EPA Smart Growth, 13 case studies of university-community collaborations on smart growth initiatives.

www.fs.fed.us/vegtools/community/index.shtml USDA Forest Service. Forest Service collaboration with other agencies, state and local governments, and community organizations is very important to successful forest and community restoration. Vegetation Management Tools (VegTools) is a grass-roots approach to sharing information and projects used in the field to restore and maintain forest.

www.icl.org

Institute for Conservation Leadership. ICL offers services and publications to help campaigns and coalitions working to protect the environment. See their toolkit for cooperative efforts.

www.nationalserviceresources.org Corporation for National and Community Service The Resource Center: Community Collaboration—a key component of effective service and volunteer programs.

www.smartgrowth.org The Smart Growth Network, encouraging Community and Stakeholder Collaboration and the principles of Smart Growth.

www.chicagowilderness.org Chicago Wilderness is a regional collaborative dedicated to biodiversity. It is a frequently cited model of a successful conservation collaboration.

