Creating a shared space center for environmental organizations

Lessons in Collaboration

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### Starting Out: 2014

### Scaling Up By Shacking Up

- **Administrative Resilience**
  - Financial Management
  - Human Resources
  - Office Space
  - Professional Development

- **Fundraising Efficiency**
  - Common voice, scaled up fundraising reach

- **Conservation Planning & Action**
  - Streamlined prioritization of activities, landscape scale conservation, one-stop shop for landowners

- **Financial Resiliency**
  - Reducing rent costs, focusing administrative expenses on mission, sharing resources
What are Shared Space Centers?
A physical place (usually a building or campus) where mission-driven organizations intentionally share space for mutual benefit, ranging from cost savings to shared programming.

Value of a Shared Space Center

Participant Benefits
- Purchasing power
- Higher quality services
- Risk reduction
- Cost efficiencies
- Innovative programming
- Focus on mission

Community Benefits
- Access to services
- Coordinated services
- Economic development
- Effectiveness of sector
- Community commons

Shared Services
- Reception, administration
- Financial management
- Human resources
- IT services
- Marketing & communications
- Fundraising/grant writing
- Advocacy

Shared Space & Equipment
- Workstations & offices
- Conference rooms
- Kitchen
- Event spaces
- Community room
- Storage
- Parking
- Internet access
- Copy/Ink/laser
- Telephone systems
- Video conference
Collectively, the shared space sector encompasses approximately 13.75 million square feet of workspace, houses nearly 28,000 employees, and serves nearly 99,000 people per week.

The number of spaces identifying as nonprofit centers has doubled in the last five years.

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The Impact

- **82%** are better able to manage costs and/or avoid costs compared to previous years.
- **$25,000** in annual savings are reported on average per tenant.
- **75%** report more stable costs.
- **75%** report more successful collaborations.
- **75%** report improved retention and recruitment.
- **75%** report improved staff morale.
- **60%** report improved neighborhood.
- **75%** report neighborhood improvement.
- **50%** report increased staff, tenant, and/or neighborhood engagement.

As a mature shared space operator, I see benefits to collaboration that are hard to replicate in a single, stand-alone setting. In a shared setting, collaboration is encouraged and expected. When collaborations are driven and not expected by management, they can be more effective, better-timed, and lower risk.

Tenant Mixture

- **45%** Multi-Sector Center
- **32%** Programmatic Theme Center
- **23%** Service Center
- **10%** Tenant Mixture

Types of Shared Space Centers

- **35,000** average square feet
- **70** average # of tenants
- **$500,000** average annual gross revenue

Shared Space Centers

- **393** Known Centers

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Poll #1

How do collaborations stack up?

18% 0% 20% 40% 60% 80% 100%
Associations Joint Programs Shared Functions Mergers

Percentage of EDs and Foundations expressing a desire for future collaboration in recent years:

18% 0% 20% 40% 60% 80% 100%
Associations Joint Programs Shared Functions Mergers

While there may be always energy around talking about mergers, the frequency in every other kind of collaboration:

David LaPiana, LaPiana Consulting

There is an appetite and favorable ecosystem, tools and strategies for an increasing number of nonprofit collaborations.

Corvallis Shared Space Center
2016/2017 Feasibility Study
- Survey of Existing Spaces & Future Needs
- Assessment of Potential Shared Services
- Community Outreach
- Analysis of Ownership & Lease Models
- Testing of 3 Potential Sites
- Recommendation for Master Lease
- Visit and interview 50+ shared space centers
Community Meeting Attendees
- Benton County Commissioners
- Benton County Health Department
- Benton Soil and Water Conservation District
- Kenilworth Community Foundation
- Marys River Watershed Council
- Marys River TNC
- Corvallis Arts Center
- Corvallis Civic Center
- Corvallis Community Foundation
- Corvallis Soup Kitchen
- Corvallis Multi-Cultural Legacy Center
- Corvallis Sustainability District
- Corvallis Outdoor Pancakes Market
- Cultural Arts Council of Benton County
- EBO Mobile Innovations
- Keeper’s Land Trust
- Metro Corvallis App
- Metro Corvallis Public Art
- Oregon Cascades West Council of Governments
- Oregon State University Cooperative Extension
- Oregon Watershed Enhancement Board
- Pacific Gold Kitchens
- Pettis Farm and Flowers

Options:

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<thead>
<tr>
<th>Option 1</th>
<th>Option 2</th>
<th>Option 3</th>
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A Perfect Match
Supporter Comes Forward

- Supportive landowner/builder
- Master Lease
- Downtown Corvallis
- High Visibility
- Ability to brand building
- Significant financial savings
Corvallis Shared Space Center
2018-2019
Forming a new nonprofit
- Finalizing governance and legal structure
- Developing a Business Plan
- Tenant Agreements
- Public ground-breaking
- Communications and Marketing Plan
- Launching collaborative programming

Governance Models

Master Lease

Community Nonprofit

Governance Comparison

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<tr>
<th>ROLE / OWNER</th>
<th>MASTER LEASE</th>
<th>COMMUNITY NONPROFIT</th>
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<tbody>
<tr>
<td>Project Control</td>
<td>High</td>
<td>Depends</td>
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<tr>
<td>Legal</td>
<td>Med</td>
<td>Low</td>
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<tr>
<td>Risk</td>
<td>High</td>
<td>Med</td>
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<tr>
<td>Set Up Expense</td>
<td>Med</td>
<td>Low</td>
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As a network, we believe that by co-locating and leveraging our shared resources, and working together to carry out our missions, our work will lead to more residents of the mid-Willamette Valley actively protecting the lands, rivers and wildlife of the Valley, thereby improving environmental conservation and the social fabric within our community and the natural world.

Making it all possible
- ONERA Support for Collaborations and Mergers
- Land Trust Alliance Support for Collaborative Catalysts
- Meyer Memorial Trust Support for Collaborations among Willamette Valley Grantees
- Murdock Charitable Trust
- Oregon Community Foundation
- Bonneville Environmental Foundation

Poll #2
We value collaboration to operate more effectively by leveraging our limited resources.

We value innovation to create a culture of creativity that accepts risk of failure as part of the process of innovation.

We value impact and our ability to demonstrate and measure how our efforts are creating meaningful change.

We value equity and diversity and the practice of equity among our clients, community, staff, and boards.

We value integrity, including authenticity, transparency, and honesty among all stakeholders.

Get in touch

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MISSION:
Tides accelerates the pace of social change, working with innovative partners to solve society’s toughest problems.

MISSION:
To inspire and welcome a vibrant book community.
To be a catalyst for artistic collaboration.
To engage the community in local arts and the printed and spoken word.
To provide a sustainable home for literary and book arts organizations.

MISSION:
Open Book, Minneapolis

- 3 nonprofit organizations and 3 for profit
- 51,000 square feet in downtown Minneapolis
- Offers workspace to member & nonmember nonprofits, shared office equipment, internet and conference rooms
- $80,000 annual event revenue
**ECOTRUST - PORTLAND**
- LEED certified historic renovated building in Portland
- Full-service café and social projects
- Wide variety of event spaces and community engagement events

**MISSION:** To inspire fresh thinking that creates economic opportunity, social equity, and environmental well-being.

**SWIFT CENTER FOR ENVIRONMENTAL EDUCATION - MISSOULA**
- Two permanent environmental nonprofit tenants, many others use conference rooms rental
- 6,000 square foot green building
- Provides bikes for tenant day use

**MISSION:** To advance sustainability through collaboration among nonprofits, business, government and education.

**MILWAUKEE ENVIRONMENTAL CONSORTIUM**
- 16 nonprofit organizations
- 10,000 square feet in downtown Milwaukee
- Offers workspace to member & nonmember nonprofits, shared office equipment, internet and conference rooms.

**MISSION:** To foster collaboration within Milwaukee's environmental community through efficiencies of scale attained by the combined efforts of groups working together.