



Lessons in Collaboration

Creating a shared space center for environmental organizations



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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



SOCIAL PURPOSE REAL ESTATE
spaces that serve the common good





Value of a Shared Space Center

Participant Benefits

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

Community Benefits

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



Shared Services

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

Shared Space & Equipment

- o Workstations & offices
- o Conference rooms
- o Kitchen
- o Event spaces
- o Community room
- o Storage
- o Parking
- o Internet access
- o Copier/Printer
- o Telephone Systems
- o Video Conferencing

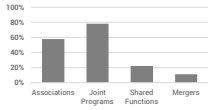
Poll #1



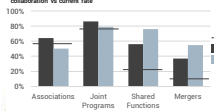
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How do collaborations stack up?

Percentage of EDs engaged in each level of collaboration (2011-2014)



Percentage of EDs and Foundations expressing a desire for future collaboration vs current rate



"While the energy is always around talking about mergers, the frequency is in every other kind of collaboration."
 Source: Pando, La Plata Consultants

18% Increase in nonprofit mergers (2008-2011)

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

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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

- o Benton County Commissioners
- o Benton County Health Department
- o Benton Soil and Water Conservation District
- o Bonneville Environmental Foundation
- o Cascade Pacific RC&D
- o City of Corvallis
- o Corvallis Arts Center
- o Corvallis Daytime Drop-In Center
- o Corvallis Environmental Center
- o Corvallis Housing First
- o Corvallis Multi-Cultural Literacy Center
- o Corvallis Sustainability Coalition
- o Corvallis-Albany Farmers Market
- o Freshwaters Illustrated
- o GSD Mobile Innovations
- o Greenbelt Land Trust
- o Institute for Applied Ecology
- o Marys River Watershed Council
- o Northwest Habitat Institute
- o Oregon Cascades West Council of Governments
- o Oregon State University Extension
- o Oregon Watershed Enhancement Board
- o Stone Soap Kitchen
- o US Fish and Wildlife Service

Options:

	Option 1: Purchase Existing Downtown Building	Option 2: Lease	Option 3: Purchase Land, New Build
Square Footage	20,400	10,000*	15,000 assumed
Timing	(Q3) Capital Campaign Acquisition Renovation Estimated 2021	(Q3) Tenant Ready 2020 Capital Campaign for Improvements Renovations	(Q3/Q4) Capital Campaign Acquisition New Build Estimated 2022
Price Tag	\$85	\$	\$858
Acquisition Cost	\$3,000,000	\$0	\$2,295,000
Construction Cost	\$1,530,000	\$150,000	\$3,375,000
Other Costs	\$1,511,692	\$14,200	\$1,878,720
Total Cost	\$6,041,692	\$264,200	\$7,548,720
Capital Campaign	\$4,021,692	\$271,200	\$5,528,720
Loan	\$2,000,000	\$0	\$2,000,000
Partner Contribution	\$20,000	\$20,000	\$20,000
Annual PSF Cost to Partners	\$18.00	\$14.00	\$20.50
Parking	45 spots	0 on-site	Assumed adequate
Parking Cost (Monthly)	\$0	\$2,250 (45 spots @ paid @ \$50/month)	\$0



A Perfect Match
Supporter Comes Forward

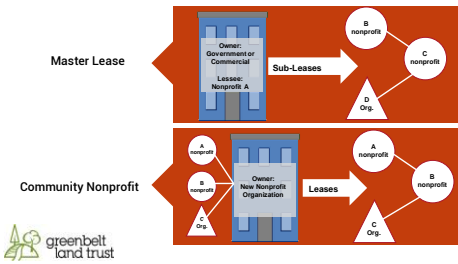
- Supportive landowner/builder
- Master Lease
- Downtown Corvallis
- High Visibility
- Ability to brand building
- Significant financial savings



Corvallis Shared Space Center
2018/2019
Forming a new nonprofit

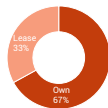
- Finalizing governance and legal structure
- Developing a Business Plan
- Tenant Agreements
- Public ground-breaking
- Communications and Marketing Plan
- Launching collaborative programming

Governance Models



Governance Comparison

	SOLE OWNER	MASTER LEASE	COMMUNITY NONPROFIT
Project Control	High	Depends	Low
Legal	Mod	Low	Mod
Risk	High	Mod	Mod
Set Up Expense	Mod	Low	High





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

- OWEB 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



ECOTRUST - PORTLAND
o LEED certified historic renovated building in Portland
o 12+ organizations and social enterprises
o Wide variety of event spaces and community engagement events

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

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

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

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MILWAUKEE ENVIRONMENTAL CONSORTIUM
o 16 nonprofit organizations
o 10,000 square feet in downtown Milwaukee
o 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.

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