

Group 4

Regional Collaboration Landscape

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Cleveland State University

Levin College of Urban Affairs

Group 4 Members

Heather Furman, Qi Xia, Stephen Flannery, Martha Catherwood

Methodology

Our study of the Regional Collaboration Landscape is broken down into four sections. Each section offers a series of strategies, examples, information and best practices outlining partnership efforts from outside the Cleveland area.

Each team member focused on an individual component within the regional collaborative landscape of the United States. Benchmarks of excellence in parks and open space were divided into two sections; planning efforts and the research of management strategies within successful systems.

Acquisition mechanisms focusing on public and private options are explored in Part III with a reliance on legal tools to assist broader conservation goals. Finally, Part IV focuses on collaborative best practice within the framework of the regional, local and environmental landscape. A number of resources were utilized in order to assemble the data within this analysis including classroom lectures and required readings. On-line resource materials, many available through the Cleveland State University Library, are listed within their particular section.

The sections are as follows:

Part I: Benchmarks of Excellence in Open Space and Park Planning	Pages 3-9
Part II: Benchmarks of Excellence in Open Space and Park Management	Page 10 - 13
Part III: Acquisition Mechanisms for Greenspace	Pages 14-24
Part IV: Collaborative Partnerships	Pages 25-34

PART I:

Benchmarks of Excellence in Open Space and Park Planning

Submitted by Heather Furman

"Parks strengthen communities. They increase community cohesion by providing a place for people to get together."

-- Peter Harnik, director of the Green City program for the Trust for Public Lands

Planning is an important element to ensure a quality park and open space system. Not just the physical plan for the park, planning must include a comprehensive and cohesive process with community involvement to help ensure the park will be used and loved by its community. For each of our four parks – Rocky River, Hinckley, Garfield and Forest Hills – it will be relevant to look at successful examples of the same type of park around the country as well as understanding how the parks are currently used by the local community and what their needs and desires are. The data we collect will help us understand our parks, but it is also important for site visits to observe how the park is used but also to experience and use the parks ourselves.

Guidance from the American Planning Association's Great Public Places award program, the national initiatives of the National Recreation and Parks Association, the eleven principles for creating great

community places from the Project for Public Spaces and the parks, recreation and open space planning process available from Washington State will provide guidance for helping us ensure the four parks we are studying receive the best physical plan and go through the best process.

APA’s characteristics to determine a Great Public Place & Guidelines for Great Public Spaces:

1. Promotes human contact and social activities.
2. Is safe, welcoming, and accommodating for all users.
3. Has design and architectural features that are visually interesting.
4. Promotes community involvement.
5. Reflects the local culture or history.
6. Relates well to bordering uses.
7. Is well maintained.
8. Has a unique or special character.

Features and Elements (not all may apply)

- What landscape and hardscape features are present? How do they contribute to the unique or special nature of the space?
- How does the space accommodate pedestrians or others whose access to the space is by transit, bicycles, or other means? Is the space welcoming to those with physical disabilities or others with special needs?
- Does the space accommodate multiple activities?
- What purpose does it serve for the surrounding community?
- How does the space utilize existing topography, vistas, or geography? Does it provide interesting visual experiences, vistas, or other qualities?
- How are murals or other public art incorporated into the space?

Activities and Sociability

- What activities make the space attractive to people and encourage social interaction? (Commerce, entertainment or performances, recreational or sporting, cultural, markets or vending, exhibits, fairs, festivals, special events, etc.)
- Does the space provide a sense of comfort and safety to people gathering and using the space?
Does the space provide a friendly and welcoming atmosphere?
- How do people interact with one another? Does the space encourage communication or interaction between strangers?

Unique Qualities, Traits, and Characteristics

- What makes this public space stand out? What makes it extraordinary or memorable?
- Is there variety, a sense of whimsy, or an atmosphere of discovery or pleasant surprise?
- Is there commitment to maintain the space and to keep it a usable space over time? Does the public have a sense of ownership about the space? How has it changed over time?
- Is there a sense of importance about the space? What characteristics or qualities contribute to this?
- What is the history of the space, and how is it remembered or passed on from one generation to the next?
- Does the space serve as a place of inspiration or contemplation, or is it considered sacred?
- What is it about the space that contributes to a sense of community?
- What makes this space special and worthy of designation as a Great Space?

National Recreation and Parks Association's National Initiatives:

[<http://www.nrpa.org/partnerprograms/>]

1. **Play:** In response to a variety of social and environmental factors that have influenced the

creation of the “Sedentary Generation” and the resulting necessity to prevent resulting chronic diseases and ensure the health of all Americans, NRPA has launched a variety of initiatives to bolster the value of play to ensure the public adopts lifelong habits that contribute to healthy lifestyles. Through NRPA’s vast network of parks and recreation agencies, play is the cornerstone to achieving personal and community health. Play not only resonates with all people, stimulating creativity and inspiration, it also strengthens intergenerational ties, solidifies a direct connection to nature, and promotes physical activity. Of particular focus for NRPA is play and America's youth. Enabling outdoor play for America's youth in a safe, enjoyable play area is an NRPA priority. In addition to supporting the association’s responsibility for promoting children's rights to play in challenging, but safe environment, NRPA also commits to advocating for the health and social value that play provides to a child's physical and emotional development.

2. Health: Through grants from the Centers for Disease Control and Prevention and numerous funding entities, NRPA’s commitment to improving the nation’s health, combating obesity, diabetes, and other chronic diseases, starts in public parks. NRPA is dedicated to advancing programs, throughout its Park and Recreation system, that:

- a. promote healthy and active lifestyles for all Americans, regardless of age
- b. develop relevant and timely health education and research for both the field and the public,
- c. advocate on the importance of well-being and fitness Federally and locally

3. Environmental Stewardship & Conservation – In light of growing urban populations and decreasing natural resources, the importance of early-life outdoor experience is one of the most important factors influencing young people’s life-long appreciation for and protection of nature. NRPA’s support of Park and Recreation Agency’s work on behalf of environmental conservation is multi-faceted:

- a. development of sustainable conservation solutions that emphasize the integration of economic and environmental goals
- b. programs that connect children to nature

- c. advocacy on behalf of environmental issues, both Federally and locally
- d. environmental stewardship ethics for communities
- e. promoting green agendas for Park & Recreation Agencies nation-wide

Project for Public Spaces – Eleven Principals for Creating Great Community Places:

1. The community is the expert – identify talents & assets within community, community is source of information.
2. Create a place, not a design – a design is not enough to create a place, physical elements such as seating & new landscaping must be introduced, ensuring management is within the pedestrian circulation patterns, develop effective relationship between park and surrounding area, strive for sense of community and comfortable image.
3. Look for partners – for support and information, local institutions, museums, schools, etc. may be good sources.
4. You can see a lot just by observing – look at how people are using (or not using) public spaces and find out what they like/don't like; once spaces are built, continuing to observe them will help you ascertain how they need to evolve.
5. Have a vision – not just activities that might take place there or that the place is comfortable, but that the space should inspire a sense of pride.
6. Start with the petunias: experiment, experiment, experiment – the best spaces will experiment with short term improvements that can be tested and refined over time: short term pilot projects; things like new seating, outdoor cafes, public art, community gardens, murals, etc.
7. Triangulate – “triangulation is the process by which some external stimulus provides a linkage between people and prompts strangers to talk to other strangers as if they knew each other” (Holly Whyte); putting different elements in relation to each other to stimulate the triangulation process: for

example, putting a children's reading room in a library near a children's playground outside and food kiosk nearby, these are going to be used more than if located independent of each other. (Heather's notes- on the other hand, part of the allure of a Metropark, to me at least, is the opportunity for solitude and quiet reflection)

8. They always say "it can't be done" – starting with small-scale community-nurturing improvements can demonstrate the importance of 'places' and help overcome obstacles.
9. Form supports function – need to understand how the space functions; design is important, but the use of the place tells you what 'form' needs to be accomplished.
10. Money is not the issue – if the community and other partners are involved in programming, etc. this can help reduce costs; more important is to build enthusiasm for the project that the cost is viewed as less than the benefits.
11. You are never finished – good public spaces respond to the needs, opinions and ongoing changes of the community; need to be flexible in management and open to change to ensure that a great public space stays a great public place.

**Washington State Department of Community, Trade and Economic Development – Parks,
Recreation and Open Space Planning Process:**

1. Consider goals and overall planning framework
2. Initiate community visioning and ongoing citizen participation
3. Inventory existing conditions, trends and resources/Identify problems and opportunities
4. Develop Goals and priorities to guide parks, recreation and open space measures
5. Enlist the support of other local groups, jurisdictions and departments
6. Assess parks/open space/recreation needs and demands
7. Develop site selection criteria and priorities, based on community goals

8. Evaluate plan alternatives, select and adopt the preferred plan
9. Prepare the parks, recreation and open space element
10. Develop tools to implement your parks, recreation and open space strategy
11. Adopt and transmit the element

PART II:

Benchmarks of Excellence in Open Space and Park Management

Submitted by Qi Xia

Wikipedia defines park as “a protected area, in its natural or semi-natural state, or planted, and set aside for human recreation and enjoyment, or for the protection of wildlife or natural habitats”. Every park has its own management system, in order to protect and conserve park land and wild life, as well as to enforce state laws and park regulations, and assist park visitors.

Best Practices 2.1

Yellowstone National Park: As the first National Park in the United States, Yellowstone is known as the flagship of the National Parks due to the large numbers of visitors, even those who live in other countries.

Factors that contribute to Yellowstone’s elevated status include:

- Wildlife - 7 species of ungulates (bison, moose, elk, pronghorn), 2 species of bear and 67 other mammals, 322 species of birds, 16 species of fish and, of course, the gray wolf.
- Plants - There are over 1,100 species of native plants
- Yellowstone Lake is the largest (132 sq. mi.) high altitude (7,732') lake in north America
- 9 visitor centers
- 12 campgrounds

This Park is a major destination for all members of the family. For the active visitor, the park has thousands of miles of trails from day hikes to backcountry explorations. The main attractions are all located on the Grand Loop Road.

- Environmentalists and administration are focusing on implementing all of the components of conservation biology in the Greater Yellowstone Ecosystem, by setting ecosystem management strategies, they are assisted by NEPA and the World Heritage Committee
- The U.S. Government and the World Wildlife Fund ran a program in 1994, called "Save British Columbia's Forests."
- On July 7, 1995 the World Heritage Committee informed the Department of the Interior that it would send a delegation to comply with requests from the National Park Service and by the Assistant Secretary of Fish & Wildlife.

Best Practices 2.2

Put-in-Bay: Compared with Yellowstone National Park, is another park: Put-in-Bay located in Ohio. It emphasizes the value of history and education rather than the ecosystem.

Management of the park is simplified by adopting proper design strategies and separating the 8-mile island into different area - Perry's Monument and the International Peace Memorial Theme Park. Resident area, entertainment area, camping, bars, shopping stores, fishing are also separated. The theme park is a classroom that helps people understand and appreciate the complexities of the natural world and of the historic events that have shaped the island. The DOI youth programs initiative offers a tremendous opportunity to engage young and diverse audiences in their parks through jobs and I&E efforts. In 2012-2015 there will be a Peace Celebration at Put-in-Bay.

Best Practices 2.3

Cuyahoga Valley and Cleveland Metroparks: Cuyahoga Valley National Park encompasses nearly 33,000 acres and receives more than 2.8 million recreational visits each year, making it one of the most-visited National Parks in the United States.

How do the National Park Services operate and plan for the park? One of the biggest programs presently is the Trail Management Plan (TMP). In order to identify issues, assess its existing trail system, establish objectives, and develop alternatives for the park's future trail network. National Park Service has adopted a trail management plan in cooperation with the Cleveland Metroparks, Serving Summit County, and is developing a Comprehensive Trail Management Plan (TMP) and Environmental Impact Statement (EIS) for the Cuyahoga Valley National Park (CVNP). This plan is needed to guide the future course of trail management and development in Ohio's only National Park.

Best Practices 2.4

Washington State Park Growth Management Services: The GMA(Growth Management Act) promotes wide use of limited land and resources which helps conserve open space in Washington communities. In order to enhance the communities, the GMA calls for the development of parks and recreation facilities. The park service organization collects the survey data and analyzes the participation rates of the area and which

facilities will receive the most use and the require the most maintenance. Details are provided outlining information about community preferences and needs. (See Table 2.4)

Activity	Estimated 10 year change	Estimated 20 year change
Walking	+23%	+34%
Hiking	+10%	+20%
Outdoor team and individual sports	+6%	+12%
Nature activities	+23%	+37%
Sightseeing	+10%	+20%
Bicycle riding	+19%	+29%
Picnicking	+20%	+31%
Motor boating	+10%	No estimate
Non-pool swimming	+19%	+29%
Visiting a beach	+21%	+33%
Canoeing/kayaking	+21%	+30%
Downhill skiing	+21%	No estimate
Cross-country skiing	+23%	No estimate
Snowmobile riding	+42%	No estimate
Fishing	-5%	-10%
Camping – primitive dispersed	+5%	No estimate
Camping – backpacking	+5%	+8%
Camping – developed (RV style)	+10%	+20%
Off-road vehicle riding	+10%	+20%
Hunting-shooting	-15%	-21%
Equestrian	+5%	+8%
Air activities	No estimate	No estimate

Table 2.4

PART III.

Acquisition Mechanisms for Greenspace

Submitted by Stephen Flannery

Acquisition and management of resource lands can be combined with regulatory measures to broaden the effectiveness of a conservation program. If land regulation is temporal, then acquisition of greenspace is permanent. For conserving greenspaces and their functions, acquisition is the strongest and surest means of protection. Acquisition methods can be divided into two strategic categories: those methods where landowners retain ownership of the land and preserve a resource through an easement or other mutual agreement, and those methods involving a transfer of title from the owner to a conservation agency. (Note: Conservation agency refers to a park system, local government, land trust, or other conservation organization that holds easement or title on the land and is involved in its conservation management.)

1. Acquisition of Greenspace

Strategy 1.1

Purchase of Development Rights (PDR): The owner's rights to develop a parcel of land are sold to the local government or to a land trust. Most PDR programs are voluntary and offer a viable financial option to interested landowners.

Benefits

This is a proven technique for local communities with strong support to acquire lands for preservation. Owners who sell development rights receive an income and continue to use their land while retaining all other rights and property taxes should be reduced.

Drawbacks

Purchasing development rights can be expensive and this method rarely protects enough land to relieve development pressure on resource land. Available funding may not meet demand for easement purchases and since it is a voluntary program this means some resource areas may be lost.

Strategy 1.2

Purchase of Rights and Other Easements: In addition to purchasing development rights, other rights, such as the right to timber or extract minerals, could also be purchased. Other ‘customized’ easements could be developed as needed depending upon the resource in question. Trail easements, such as those recently purchased for in the Flats in Cleveland, are an example of this type of easement.

Benefits

This method provides for the protection of scenic viewshed or forested buffer. It is less expensive than fee simple acquisition or PDR and provides desired income to owner while keeping resource intact.

Drawbacks

Mineral rights or timber rights management issues must be resolved and offers limited applicability for protecting greenspace.

Strategy 1.3

Conservation Easement: This is a legal agreement between a landowner and a qualified conservation organization or government agency to voluntarily restrict the use and development of the property. Easement

grantee (i.e. local government) would hold a partial interest or some specified right in a parcel of land. A conservation, historic preservation, greenspace, or scenic easement is designed to protect a specific sensitive natural, historic, or cultural resource. An easement may be in effect for a specified period of time but is usually perpetual.

Benefits

This method can be effective in preserving greenspace if it meets mutual goals of landowner and agency.

Easement provisions are tailored to needs of landowner and site preservation goals. Landowner retains ownership and use of the land. There are potential property, income, and estate tax benefits for donation or bargain sale of an easement. Easements run with the land, despite changes in ownership. Reduces costs for site protection when easements are acquired at less than fair market value for the protected area.

Drawbacks

A potentially costly baseline survey is required to identify the extent of natural, historic, or cultural resources within the easement. This method offers less protection than outright acquisition. The easement purchase may be costly, like the one conducted to protect the hillside along the canal in Garfield Reservation. In this technique agreement terms must be carefully and clearly outlined. The method is also management intensive: easements must be monitored and enforced; grantee agency must work closely with landowners. Easement grantee must possess technical expertise and financial wherewithal to monitor and enforce easement. Easement restrictions may limit property resale opportunities. Tax benefits may not be sufficient motivation for landowner to donate or sell easement.

Strategy 1.4

Lease: An agreement between an agency and landowner to rent the land in order to protect and manage a sensitive resource.

Benefits

This is a relatively low cost approach to site protection. The landowner receives income and retains control of property. This can present an alternative for preservation minded landowners not ready to commit to sale of easement. Restrictions can be included in the lease to direct the activities of the conservation agency on the land.

Drawbacks

This is only a short-term protection strategy and the leases are not permanent.

Strategy 1.5

Fee Simple Acquisition: Usually the sale of land at full market value. Ownership and responsibilities are transferred completely to the buyer.

Benefits

This is the most straight forward acquisition method and provides agency with full control over future of property.

Drawbacks

Of all of the techniques this is typically the most expensive. Buyer assumes full responsibility for care and management of property. There is a potential for the impacted municipality to lose revenue when land is removed from tax rolls. Since it is an outright sale there may be capital gains issues for seller.

Strategy 1.6

Bargain Sale: Land is purchased at less than fair market value. The difference between the bargain sale price and the land's fair market value becomes a donation.

Benefits

This method reduces acquisition costs. Seller may qualify for tax benefits for charitable donation which may offset capital gains tax implications.

Drawbacks

This technique can be difficult and time-consuming to negotiate and depending on the overall value of the property, it may still be costly to acquire the land.

Strategy 1.7

Installment Sale: A percentage of the purchase price is deferred and paid over successive years.

Benefits

This method may provide possible capital gains tax advantages for seller.

Drawbacks

Complicates budgeting and financing of acquisitions.

Strategy 1.8

Right of First Refusal: Agreement giving conservation agency the option to match an offer and acquire the property if the landowner is approached by another buyer.

Benefits

Agency can gain extra time to acquire funds for purchase.

Drawbacks

Resource may be lost if offer can't be matched by conservation agency. Some landowners are unwilling to enter into this kind of binding agreement.

Strategy 1.9

Undivided Interest: Several parties share ownership in a parcel of land, with each owner's interest extending over the entire parcel.

Benefits

Changes to property cannot be made unless all owners agree.

Drawbacks

Property management can be complicated.

Strategy 1.10

Land Banking: Land is purchased and reserved for later use or development. Land could be leased for immediate use (i.e. agriculture or athletic field) or held for eventual resale with restrictions. Local government functions as a land trust. Many programs are funded through real estate transfer taxes.

Benefits

Local government proactively identifies and purchases resource land. This method lowers future preservation costs by working as a defense against future increases in land prices, speculation, and inappropriate development.

Drawbacks

While this method can be expensive, with careful research and identification of potential inner-city parcels, relatively inexpensive neighboring parcels could be acquired. Public agency must have staff to handle land trust functions of acquisition, management, lease, or resale. Real estate transfer tax for land acquisition would require local enabling legislation.

Strategy 1.11

Acquisition & Saleback or Leaseback: Agency or private organization acquires land, places protective restrictions or covenants on the land, then resells or leases land.

Benefits

Proceeds from sale or lease can offset acquisition costs. Land may be more attractive to buyer due to lower sale price resulting from restrictions. Management responsibilities assumed by new owner or tenant.

Drawbacks

This can be a complicated procedure. Owner retains responsibility for the land but may have less control over the property. Leases may not be suitable on some protected lands.

Strategy 1.12

Nonprofit Acquisition and Conveyance to Public Agency: Nonprofit organization (such as land trust) buys a parcel of land and resells it to a local government or other public agency. This is the typical method for organizations such as the Trust for Public Land.

Benefits

Nonprofits can often move more quickly to purchase and hold land until the public agency is able to buy it. This method could reduce acquisition costs for public agency.

Drawbacks

Local government must be willing to purchase land and assume management responsibilities.

2. Donation of Greenspace

Strategy 2.1

Outright Donation: Owner grants full title and ownership to conservation agency.

Benefits

Obviously, resources can be acquired at very low costs to the agency. As part of donation, the receiving agency may receive an endowment for long-term land stewardship. Donor may qualify for income tax deductions, estate tax relief, and property tax breaks.

Drawbacks

In this method the landowner loses potential income from sale of land and the receiving agency must accept responsibility and long-term costs of land management. Stewardship endowments may make donations cost prohibitive for landowner.

Strategy 2.2

Donation via Bequest: Land is donated to a conservation agency at the owner's death through a will.

Benefits

If the grantee has a large estate this method can reduce estate taxes and may benefit heirs with reduced inheritance taxes. It also allows owner to retain full use and control over land while alive, while at the same time ensuring its protection after death.

Drawbacks

This technique allows no income tax deduction for donation of land through a will and requires careful estate planning by the landowner.

Strategy 3.1

Donation with Reserved Life Estate: In this method the owner retains rights to use all or part of the donated land for his or her remaining lifetime and the lifetimes of designated family members.

Benefits

This method allows owner to continue living on and using the property during his or her lifetime while ensuring the land's protection and allows the designation of family members to remain on land.

Drawbacks

The tax benefits for this technique may be limited and some types of open space may not qualify. This method can delay transfer of the land to the conservation agency for a long period of time.

Conclusions/Recommendations

As is evident by the above list, there are numerous methods for acquiring land for conservation purposes. Each technique has benefits and drawbacks with multiple implications for a variety of issues. Any park system evaluating methods for obtaining land must base decisions on a careful consideration of the circumstances involved in each particular case. Guiding principles for land acquisition by the Cleveland Metroparks should be Conservation, Education and Recreation. If land is available for a donated conservation easement, then this would fit within financing issues and the Conservation principle. If land is available at a bargain price with no restrictions, then this could be used for any of the above principles. Land from a recently demolished school building could be donated by a local school system and converted to a

park with an education component. Finally, with the current vacant land situation in Cuyahoga County, an inventory system should be created to identify neighboring parcels that may be available for incorporation into existing Metroparks reservations

PART IV.

Collaborative Partnerships

Submitted by Martha Catherwood

“To manage resources in the public interest, agencies must expand their value base in order to understand the range of public groups: their concerns and how to reach them.

To do this requires interaction with people of different values and cultures, which by definition means building bridges with the world outside agency walls.”

- Julia M. Wondolleck and Steven L. Yaffee

- *Making Collaboration Work: Lessons from Innovation in Natural Resource Management*

Collaborative relationships are essential in solving problems which neither party can solve individually.

Agencies can no longer exist within a silo and must build links with outside interests and like agencies that share common interests. A focus on broadening the tradition notion of collaborative relationships while developing partnerships that bridge long-standing boundaries of organizational affiliations, personal interests and perceptions, geography and jurisdictions is the scope of this analysis.

By presenting a series of best management practices across several themes, it is the intent to provide alternative scenarios whereby stakeholders expand their sense of value and responsibility toward natural resource protection.

1. Local Conservation Finance Measures

Example 1.1

Anderson Township, Ohio: In 1989, trustee candidates in Anderson Township, located near Cincinnati, ran for election on a platform focusing on a free-market approach to preservation of greenspace within their community. Subsequently two of the candidates were elected and responded quickly to address the rapid loss of existing greenspace within the Township. Trustees obtained support in the Ohio House of Representatives through the Passage of House Bill 717, effective June 28, 1990, which permitted Ohio townships to acquire — *without* exercise of the power of eminent domain — ownership interests in land, water or wetlands, and to restore and maintain land, water or wetlands, all for the purposes of preservation and protection. House Bill 717 also permits townships to submit to the voters a real estate tax levy of up to five years to finance such activities.

Shortly after the passage of the legislation a grassroots effort was undertaken in Anderson to convince township voters to approve a ballot initiative to forward the objectives outlined in the legislation. At the November 6, 1990 general election a 9/10 of a mill five-year greenspace levy was approved. Shortly thereafter a Greenspace Advisory Committee of citizens and one township trustee was formed to recommend to the Board of Township Trustees of Anderson Township appropriate parcels for acquisition using monies derived from the passage of the levy. The levy was subsequently renewed by the voters in November, 1995.

Guiding the committee in this process has been the establishment of criteria in the evaluation of parcels considered for acquisition and the value of the parcel to the Township's overall greenspace program. The criteria include visual and natural quality, susceptibility of the parcel to development, the potential to provide

a buffer or greenway to existing open space, geographical balance and of course, cost and long-term maintenance. To date over 72 parcels encompassing 686.39 acres have been preserved within the Township.

Example 1.2

Granville Township, Ohio: Granville Township is another one of the few townships in Ohio to have passed Open Space levies for the purpose of raising money to preserve open space. Threatened by increasing annexation pressures from the city of Columbus, township residents have approved two levies to fund acquisitions as well as appropriating general fund money towards this purpose.

The Township Trustees have established committees consisting of both the Village of Granville and Granville Township to collaborate on the recommendation of possible acquisitions. To date, the Township has purchase parcels totaling approximately 536 acres, conservation easements, designed to limit development, have been purchase on an additional 232 acres.

Example 1.2

Hinckley Township, Ohio: In 2006, newly elected trustee Ron Garapick followed in the footsteps of Anderson Township and initiated a similar ballot measure in Hinckley. A committee including Garapick and three residents forwarded the initiative to area residents. The 0.9 mill, five year levy as proposed would have raised approximately a quarter of a million dollars annually, opening the door to a wide variety of acquisition options, including grants, easements and land donations. Voters turned down the levy at the November 7, 2006 general election by a vote of 1506 to 659.

Resources: www.tpl.org *Local Greenprinting for Growth: Volume III: Securing Conservation Funding*,
<http://www.andersontownship.org/>, <http://www.granvilletownship.org/>

2. Ecosystem Management

Looking beyond the confines of local governments to forge partnerships with other governmental entities, non-profit land trusts, the business community, farmers and rancher, developers, and volunteers provide an avenue to broaden the scope of individual ecosystem management strategies. This section will offer several examples of Best Practice in Ecosystem Management.

Best Practice Example 2.1

The Applegate Partnership: The Applegate Partnership was founded in 1992 to provide a community-based approach to working with the ecological and economic issues that affected the members of the Applegate River watershed region. The Applegate River watershed encompasses an area of 500,000 acres in Jackson and Josephine counties in southern Oregon and Siskiyou County in California. Sixty-one percent of the land is publicly owned and thirty-one percent is held in private ownership.

The partnership's mission was formulated to address the ongoing conflict over the management of the region's public forest lands. Environmentalists, timber industry representatives, federal agency land managers ranchers, farmers and community representatives came together to forge a mutual agreement that would address both the ecological and economic issues over which they had been fighting.

The Applegate Partnership's mission statement clearly defines its participants, it's ecological and economic mission and its methods for carrying it out:

“The Applegate Partnership is a community-based project involving industry, conservation groups, natural resource agencies and residents cooperating to encourage and facilitate the use of natural resource principles that promote ecosystem health and diversity.

Through community involvement and education, this partnership supports management of all land within the [Applegate] watershed in a manner that sustains natural resources and that will, in turn, contribute to the economic and community well-being within the Applegate Valley.”

The mission statement is an example of why the partnership has continued to build local cooperation and was cited by the Department of the Interior as a model for other forest-based communities. From its inception, the idea was to provide a setting in which people, who usually fought with one another, could work together.

Several elements unique to the partnership separate itself from many other regional collaborative efforts, including:

- The group meets four times a month to ensure that as many people as possible have an opportunity to participate and share their concerns and ideas.
- There exist no hierarchical structure so all participants have equal status, an important consideration in maintain relationships between people with opposing views.
- The Partnership provides ongoing educational and outreach efforts that include local households and absentee land owners.

Through their shared concern of maintaining a healthy resilient forest ecosystem, dialogue has been fostered offering participants equal opportunities to discuss problems and forward negotiations. a result of the partnership is that former enemies now regard each other as decent people and the ongoing health and sustainability of the watershed region.

Resources: **Su Rolle, *Measures of Progress for: Case Study of the Applegate Partnership***. US Department of Agriculture Forest Service Pacific Northwest Research Station General Technical Report PNW-GTR-565, October 2002. <http://www.fs.fed.us/pnw/pubs/gtr565.pdf>
http://www.reo.gov/ama/applegate_info/applegate_partnership.htm
http://www.sustainable.org/casestudies/SLA_PDFs/SLA_Oregon.pdf

Best Practice Example 2.2

Ohio Balanced Growth Program: This program is a voluntary, incentive-based strategy developed through the efforts of the Rocky River Upper West Branch Watershed Planning Partnerships. The program approved state-wide in 2009, focuses on regional land-use policies and is structured to align state policies, incentives, funding and other resources to support watershed balance growth planning and implementation. This partnership combines representatives from the conservation, development and agricultural communities as well as individuals from local and regional infrastructure and planning agencies to further the shared priority of protecting and restoring Lake Erie, the Ohio River, and Ohio's watersheds to assure long-term economic competitiveness, ecological health, and quality of life.

The program is provided support from the Ohio Lake Erie Commission. The Lake Erie Commission's role is to preserve and protect Lake Erie's natural resources, protect the ecological quality of its watershed, and promote economic development of Ohio's North Coast and includes representation from the Ohio Environmental Protection Agency, Ohio Department of Agriculture, Ohio Department of Development, Ohio Department of Natural Resources and the Ohio Department of Transportation. Additional local support of the program is provided by county commissioners, county agencies and local communities within the various watersheds.

Integral to the program is the identification and designation of specific areas within the watersheds including: Priority Conservation Areas (PCAs) ; Priority Development Areas (PDAs); and Priority Agricultural Areas (PAAs). The definition of specific areas provide participating political jurisdictions a guide for implementing land-use policies and best management practices that achieve the goals and objectives identified in the Rocky River Watershed Action plan such as the protection of riparian corridors along the Rocky River as well as a guide for future development.

Key components of the program include:

- State Incentives for Local Governments
- State Program Inventory
- Financial and Technical Special Incentives
- The implementation of recommended model regulations to help promote best local land use practices that minimize impacts of water quality and provide for well planned development that reduces urban sprawl, protects natural resources and encourages development in urban areas.

Best Practice Example 2.3

The Chicago Wilderness Project: Chicago Wilderness is a regional nature preserve encompassing more than 250,000 acres across portion of three states – southeastern Wisconsin, northeastern Illinois and northwestern Indiana. This region is one of the few metropolitan areas remaining that offer a high concentration of globally significant natural communities, including tallgrass prairies, oak woodlands, marshes and bogs.

In the 1990s a collaborative effort to save these remaining natural communities and their inhabitants was formed, area conservation groups created an alliance of more than 175 public and private organizations and formed the Chicago Wilderness consortium. Together these groups work toward protecting, restoring, studying and managing the natural ecosystems of the Chicago region, enriching the quality of life for area residents and contributing to the preservation of global biodiversity. The group considers itself to be a network of partnerships and a facilitator of collaboration. The choice to not define itself as an individual entity reduces competition between Chicago Wilderness and its member organizations.

Membership in the Chicago Wilderness varies greatly and consists of federal, state and local governments; municipalities and park districts; large nongovernmental conservation organizations; small volunteer groups; educational and research organizations; cultural institutions; and more. Recognizing that business corporations play an important role in promoting community vitality and quality of life membership was

expanded in 2002 to include for-profit organizations. To date over 25 for-profit organizations have pledged their support towards the mission of Chicago Wilderness.

Guided by principles realizing that nature does not recognize political or institutional boundaries a collaborative approach toward resource management is protecting thousands of species of native plants and animals living peacefully among the more than nine million people who also call the region home.

Resources: <http://www.chicagowilderness.org>.

3.Community Partnerships that Enhance the Region

Sharing the wide-ranging talents of agency staff within a region may provide positive role models for residents in urban environments. The field of public resource management also provides a training ground for youngsters at risk while offering interactive exposure to science education and a broader understanding of the value and shared responsibility of our natural resources.

Best Practice 3.1

Minnesota Green Corps: Minnesota Green Corps is a statewide initiative to help preserve and protect Minnesota's environment while training a new generation of environmental professionals. Established in 2009 and coordinated by the Minnesota Pollution Control Agency the program aims to:

- Respond to higher energy costs by local governments
- Assist community members to take eco friendly actions
- Reduce greenhouse gases and other air pollutants
- Transition to a green economy
- Train new environmental professionals

This environmentally focused offshoot of the AmeriCorps program provides opportunities for recent college graduates to improve Minnesota’s environment, while gaining experience and learning valuable job skills. Members are working on projects in areas such as the Three Rivers Park District located in the western suburbs of the Minneapolis/St. Paul Metro area of Minnesota is a 2009-2010 host site for the Minnesota GreenCorp program.

This 27,000 acre park is hosting a Local Government Energy Conservation project through the GreenCorps program. Project participants will establish baselines for greenhouse gas emission and water consumption for district facilities and fleets, and will identify and recommend areas for energy and water conservation as well as fuel use. This information will then be shared with like entities.

Resources: <http://www.threeriversparks.org>
 <http://www.nextstep.state.mn.us/download/mngreencorps-projects.pdf>

Best Practices 3.2

Philadelphia’s Horticultural Society (PHS) – Philadelphia Green: This program is referred to as **“The nation’s largest urban greening program”**. PHS’s *Green City Strategy* promotes a comprehensive approach to revitalizing and maintaining the city’s green infrastructure as a key element in urban renewal. Philadelphia Green puts this approach into action by collaborating with local residents, community groups, government, and businesses and includes the following goals:

- Develop and preserve community green space
- Revitalize parks and public spaces
- Reclaim abandoned land

- Support open space planning
- Build community capacity

From the nurturing of community gardens and tree canopies within the city to Green Initiatives including storm water management education and green roofs. Philadelphia Green is an all-encompassing integration of resource management and community development within the urban framework. Additional contributions include providing ongoing maintenance support and programming to works with existing park facilities and local governments to provide connect city residents with the natural world, vacant lot revitalization and economic initiatives.

Philadelphia Green continues to expand its strength and capacity with new partnerships and community-based initiatives, helping lead the city toward a “sustainable” future by partnering with the city of Philadelphia on a broad-based planning process known as GreenPlan Philadelphia. This collaboration was created in 2006 to research and develop open space planning issues and implement the recommendations into the organizational structure of the city’s departments.

Resources: <http://www.pennsylvaniahorticulturalsociety.org/phlgreen/index.html>
<http://philadelphiagreen.wordpress.com/>
<http://www.greenplanphiladelphia.com/>

Conclusion

As the evidence listed above presents, the concept of building supportive networks of people, ideas and institutions has been proven to effectively enhance resource management. While the importance of the leadership that provides a framework from which all success radiates cannot be underestimated, nor can the importance of successful collaborations on a regional scale that involves broad participation.

