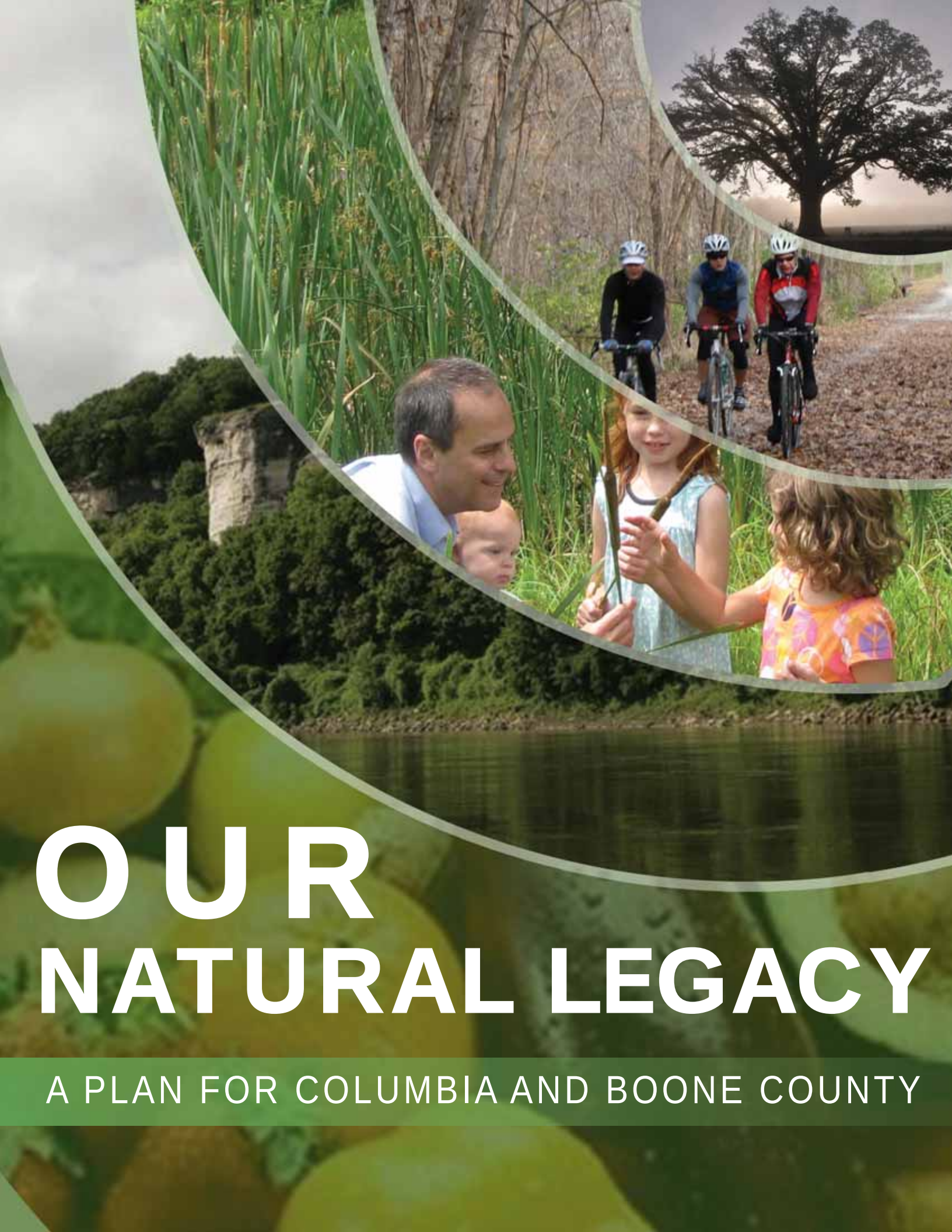
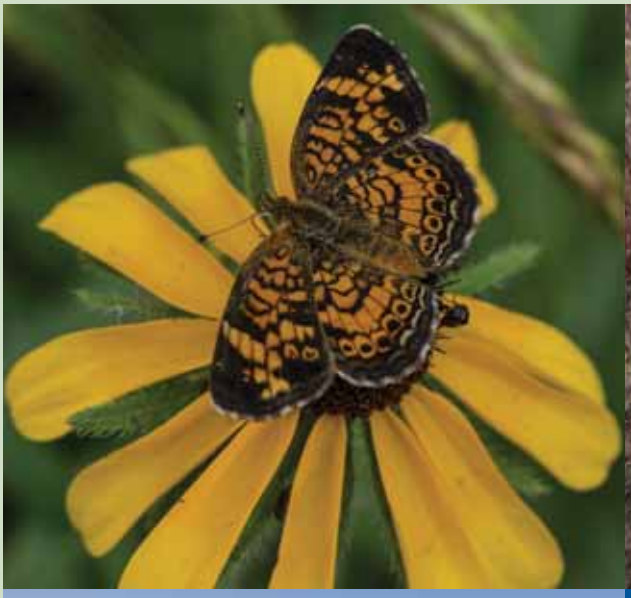


OUR NATURAL LEGACY

A PLAN FOR COLUMBIA AND BOONE COUNTY



"…a connection to the natural world is fundamental to human health and well-being…"

--Richard Louv, Author, Last Child in the Woods

ACKNOWLEDGEMENTS

Sponsors

City of Columbia
Missouri Department of Conservation
Missouri Department of Natural Resources
Boone County Community Trust
Greenbelt Land Trust of Mid-Missouri

Green Infrastructure Network Design Team

The Conservation Fund (Will Allen, Ole Amundsen, Jazmin Varela), City of Columbia, (Dan Schneiderjohn), Community Initiatives (Roger Still), Technical Committee Members (See List in Green Infrastructure Network Design Appendix).

Advisory Committee Members

Ben Cornelius	Boone Hospital Center
Joe Engeln	Missouri Department of Natural Resources
Bill Florea	Boone County
Jake Giessman	Columbia Public Schools
John George	Missouri Department of Conservation
Mike Griggs	City of Columbia
Janet Hammen	Greenbelt Land Trust of Mid-Missouri
Mike Hood	City of Columbia
Peggy Horner	Ozark Regional Land Trust
Uriah Mach	Boone County
Teresa Maledy	Commerce Bank
Richard Mendenhall	RE/MAX Boone Realty
Curt Morgret	Greenbelt Land Trust of Mid-Missouri
Diana Moxon	Columbia Art League
Dave Murphy	Conservation Federation of MIssouri
John Ott	Alley A Realty
John Poehlmann	University of Missouri
Robbie Price	Simon Oswald Architecture
Amy Salveter	U.S. Fish and Wildlife Service
Keith Schnarre	Farmer
Amy Schneider	Columbia Convention and Visitor's Bureau
Ed Seigmund	Mid-Missouri Regional Planning Commission
Susan Troxel-DeWitt	Missouri Department of Conservation
John Sam Williamson	Farmer
Loyd Wilson	Missouri Department of Agriculture

Dedicated to all those who gave their time and ideas for this project.

Cover Photo Credits (from top right): Bur Oak, courtesy of Chris Starbuck; MKT Trail, courtesy of City of Columbia Parks and Recreation; family in park, courtesy of City of Columbia Parks and Recreation; Eagle Bluffs Conservation Area, courtesy of Chris Starbuck

Interior Page Photo Credits (left to right): Pearl Crescent Butterfly, courtesy of Kevin Dingman; Deer at Eagle Bluffs Conservation Area, courtesy of Kevin Dingman; Missouri River, courtesy of Kevin Dingman; sportsmen at Eagle Bluffs Conservation Area, courtesy Chris Starbuck; Great Blue Heron, courtesy of Chris Starbuck

Photo Courtesy of Kevin Dingman

CONTENTS

Foreword — 1
- Our Quality of Life, Our Natural Legacy
- A Collective Impact Project
- Overview of Plan Elements
- Our Natural Legacy Components Map

Our Natural Legacy — 9
- A Natural History of Boone County
- Green Infrastructure Network Design Map
- Land Trusts and Our Natural Legacy

Our Natural Legacy Vision and Components — 13
- Our Natural Legacy Vision
- Rockbridge Memorial State Park Nature School
- Big Muddy Headquarters and Visitor's Center and River Experience
- Farmers Market Pavilion and Agritourism
- Trails
- Healthy People in Nature
- Conservation of Natural Areas and Farmlands
- Marketing and the Arts

Organizing for Collective Impact — 23
- Collective Impact Phases
- Collective Impact Governance Structure

Photo Courtesy of Chris Starbuck

"Boone County is already known for a high quality of life. Our citizens are our biggest asset. They instinctively want to enjoy our outdoors and they aspire for better individual health and economic well-being."

-- Dan Atwill, Presiding County Commissioner, Boone County

"Columbia has a rich story, with a vast landscape of geographic features, a place where our numerous creeks carve through the rolling hills to define the character of our natural beauty. Columbians recognize the value of conservation and the tremendous opportunities our greenbelts provide for promoting the outdoors, wildlife, and physical activity."

-- Mayor Bob McDavid, City of Columbia

Photos Courtesy of Kevin Dingman

FOREWARD

The quality of life in Boone County is linked to its history and beauty. Serene forests and subterranean caves interlaced with trails, striking bluff views across the mighty Missouri River, and farmsteads feeding our local economy and the world are all essential to the character of our county, all part of the reason our community finds itself every year on national lists of best places to live. We have an opportunity to take advantage of the nature and beauty of Boone County to build an even better, healthier, community and to plan and invest in a way that its unique character is never lost.

Recognizing this, a private – public partnership has emerged over the last year focused on utilizing our unique natural assets for the betterment of our community now and for future generations. Convened by the Greenbelt Land Trust of Mid-Missouri, a nonprofit organization located in Boone County, this partnership has already helped generate substantial positive results around the theme of "Our Natural Legacy" and through the vision outlined in this plan is poised to accomplish much more.

Photo Courtesy of Kevin Dingman

This plan charts a course for ensuring that our natural legacy continues to enhance the environmental, social, and economic well-being of our county. Purely voluntary in nature, it draws its implementation possibilities from the power of collaboration, an example of how the private sector and government at various levels can get behind an ambitious vision, pool resources around a concept, and achieve things for people and the nature that surrounds us in way that could never be achieved by organizations and individuals acting alone.

OUR QUALITY OF LIFE, OUR NATURAL LEGACY

Photo Courtesy of Chris Starbuck

Boone County is a uniquely beautiful place. The wide, wild, and scenic Missouri River, so important to our nation's history, forms our western boundary; the intermingling of our prairie heritage and the northernmost extent of the Ozarks, complete with caves and karst sinkholes, splits the county down the middle; abundant parks—both big and small, in city and rural areas, provide ample opportunities for outdoor recreation; and a growing local food network, from community gardens to diverse farms throughout the area, provide opportunities for residents and visitors to learn about and experience a rich--and tasty--agricultural heritage. It is this character of place that draws residents, visitors and businesses here and it is the associated quality of life that compels them to stay.

Multiple government agencies in multiple planning efforts—Boone County, City of Columbia, the Missouri Department of Conservation, and the Missouri Department of Natural Resources, among others—have highlighted the tremendous natural assets of Boone County and all have underscored the importance of preserving its character for future generations. Citizen surveys that fed into those planning efforts endorsed the importance of doing this from the standpoint of the broader public.

Responding, in part, to these calls for conserving, enhancing, and utilizing our natural heritage, this planning process focused on inventorying and evaluating—with input from the Advisory and Technical Committees and members of the broader community—opportunities for benefiting from and conserving Boone County's natural resources.

Inspirationally, during the course of the planning process, government agencies and individual citizen led efforts discovered mutual interests, and substantial nature themed efforts were formulated and initiated that will have an enduring impact on our community for generations to come. Having already demonstrated that this will not be a plan that just gathers dust, there is an eagerness among those associated with the planning process to help see these early efforts succeed, launch other elements, engage the wider public, and maximize the synergies among the elements of the plan.

Photo Courtesy of Dan Schneiderjohn

A COLLECTIVE IMPACT project

The discovery of mutual interests during the course of this planning process among many different agencies and individuals closely parallels that found in Collective Impact projects emerging around the country. First articulated in a seminal paper published in the Stanford Social Innovation Review in 2011 by the nonprofit consulting group FSG, Collective Impact contains useful concepts helpful in organizing complex projects like Our Natural Legacy.

Collective Impact occurs when organizations from different sectors agree to work from a common agenda, align their efforts, and use shared measurement systems. A key tenet that undergirds Collective Impact is the simple notion that large scale change occurs best by pulling together a larger system of organizations around a problem or theme, in this case nature. The benefits of doing so are encapsulated in this graphic:

Isolated Impact vs. Collective Impact

Isolated Impact

- Funders select individual grantees that offer the most promising solutions.
- Nonprofits work separately and compete to produce the greatest independent impact.
- Evaluation attempts to isolate a particular organization's impact.
- Large scale change is assumed to depend on scaling a single organization.
- Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits.

Collective Impact

- Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system.
- Progress depends on working toward the same goal and measuring the same thing.
- Large scale impact depends on increasing cross-sector alignment and learning among many organizations.
- Corporate and government sector are essential partners.
- Organizations actively coordinate their action and share lessons learned.

There is a growing body of literature and practical, real world, best practice available to tap as we implement the Our Natural Legacy initiative as a Collective Impact project. Some of those principles are articulated in the implementation section at the end of this report.

OVERVIEW OF PLAN ELEMENTS and OUTCOMES

Vision: Connect residents and visitors to nature so as to improve the individual, economic, and natural health of Boone County

Envisioned is a network of elements that connect people to our natural legacy, voluntary efforts with private landowners to conserve our natural legacy, and marketing and measuring our natural legacy to ensure the effort is more than the sum of its parts.

Connecting People to Our Natural Legacy

Conditions are present in Boone County to enhance existing projects and launch new ones to connect residents and visitors to nature, with measurable individual, economic, and natural outcomes. Each one of these elements will become national models in their respective areas. Taken together, they will brand Boone County as a national leader in appreciation of, and innovation through, nature.

Rockbridge Memorial State Park Nature School

Building on the partnership and momentum forged during the planning process, we will develop a national model in nature education by:

- Opening a 5th grade elementary school—the only school in the nation located in a state park—by the beginning of the school year in 2015, through a collaboration led by the Missouri Department of Natural Resources State Parks Division and Columbia Public Schools.
- Developing innovative curriculum and elements in the nature school, measuring health and education outcomes.

Big Muddy National Wildlife Refuge Missouri River Experience

Building on the opportunity created during the planning process, we will develop a nationally significant portal for people to experience the Missouri River by:

- Opening a Big Muddy National Wildlife Refuge Headquarters and Visitors Center along the Missouri River by fall of 2016, operated by the US Fish and Wildlife Service.
- Conducting tours on the Missouri River along the bluffs around Rocheport for local residents, students, and tourists beginning in spring of 2016.

Photo Courtesy of Kevin Dingman

Farmer's Market Pavilion and Agritourism

Drawing upon Boone County's rich agricultural heritage, and recognizing that farmers are vitally important stewards of our natural legacy, we will build on the increasing national focus on local foods by:

- Developing an agritourism plan, with planning assistance from the Missouri Department of Agricluture that focuses on tying together farms and foods with tourism.
- Helping Sustainable Farms and Communities, Inc. to construct a Farmer's Market Pavilion by 2017 as part of this overarching agritourism plan.

Trails Network

Already a national leader in trails development, we will utilize the reach of our private - public partnership to advocate for local, state, and federal funds for trails. More specifically we will do this by:

- Focusing on completing the 30 mile trail loop around Columbia by 2024.
- Developing a conservation friendly equestrian trail in Boone County.

Healthy People in Nature

Engaging the local health care sector, we will utilize the abundant local outdoor nature related recreational opportunities to develop a nationally innovative program focused on achieving positive health care outcomes in Boone County by:

- Developing a plan by June 30, 2015 to achieve measurable positive health outcomes for children and families centered on nature related activities tied to the themes of Our Natural Legacy.
- Implementing at least two pilot projects involving individual citizens in Boone County based upon that plan beginning in 2016.

Photo Courtesy of Kevin Dingman

OVERVIEW OF PLAN ELEMENTS and OUTCOMES

Conserving Our Natural Legacy

Conservation of Nature Areas and Farmlands

As Columbia continues to grow into greater Boone County, it is important to our quality of life that adequate farmlands and natural areas be conserved. Our effort, led by the Greenbelt Land Trust of Mid-Missouri, and in close consultation with its natural legacy partners, will utilize voluntary methods with private landowners such as conservation easements and strategic fee title acquisitions to achieve this. The green infrastructure plan developed as part of this planning process by the Conservation Fund will be one of the tools to help facilitate this work. We will implement our efforts by:

- Focusing on generating voluntary conservation easements with first priority on the Missouri River/Katy Trail, Bonne Femme watershed, Columbia Greenways, Perche Creek, and farmland preservation.
- Developing an overall conservation implementation plan for Boone County utilizing voluntary methods.
- Incorporating, as part of the conservation implementation plan, goals related to urban tree cover increases, riparian corridor reforestation in the Bonne Femme watershed, promotion of karst topography best management practices and other related land management goals to improve water quality, wildlife habitat and forest health in Boone County and the City of Columbia.
- Securing at least 10 conservation easements totaling at least 1,500 acres in Boone County by 2017.

Marketing Our Natural Legacy

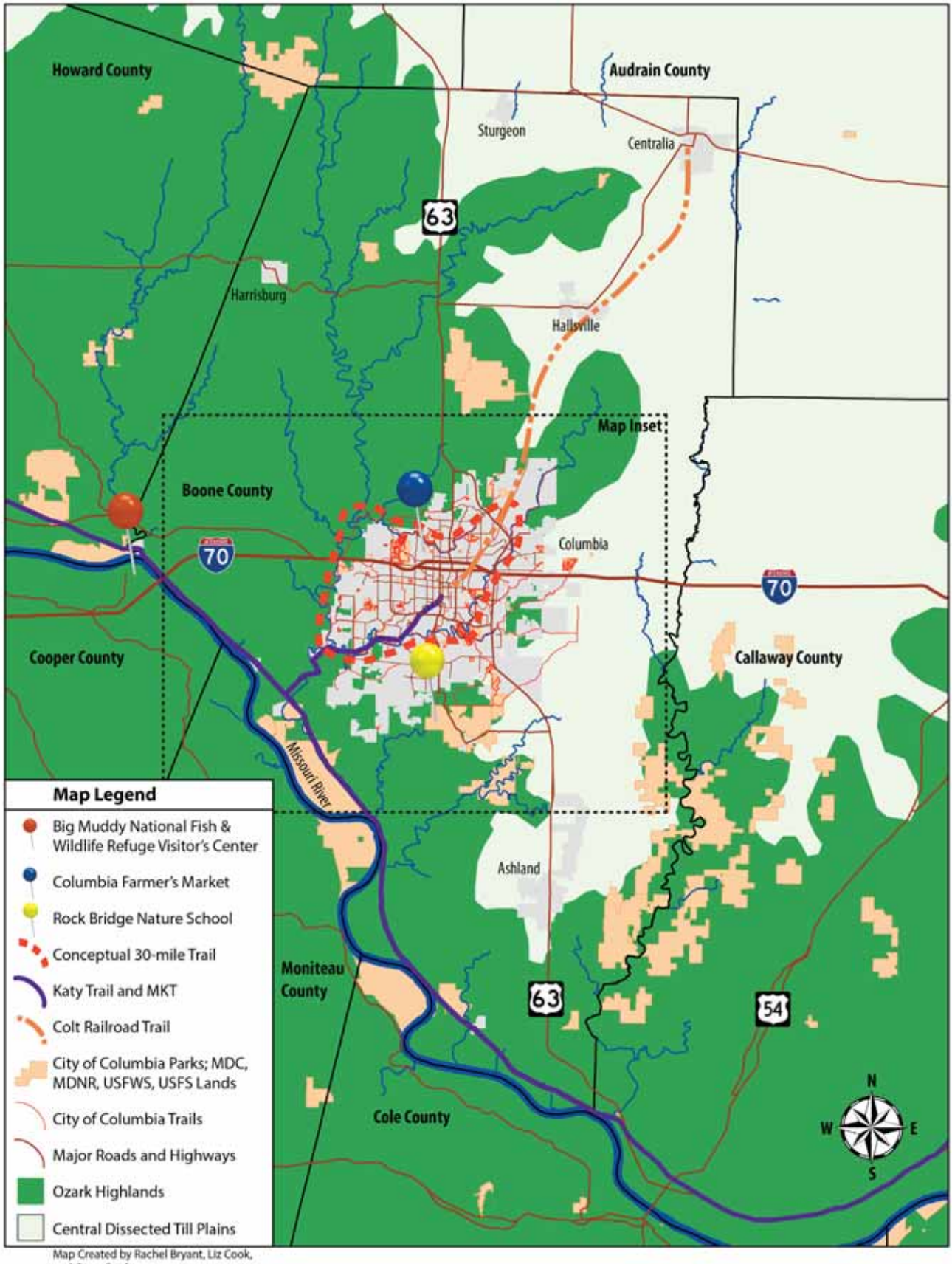
Integration Through Marketing and Art

Even as these programmatic plan elements are implemented, we will sharpen the overall identity of our effort through an integrated marketing plan, articulating our program for residents and visitors. We will assess how best to communicate the overall program to these core audiences and to develop a distinct brand around our themes and components. We will proceed on this front by:

- Creating a marketing plan, including recommendations for brand identity, by the end of 2014.
- Exploring the opportunity to utilize art to tie together and market Our Natural Legacy, particularly the possibility of creating public "gateway" art sculptures on highway entrances to Boone County.

Photo Courtesy of Chris Starbuck

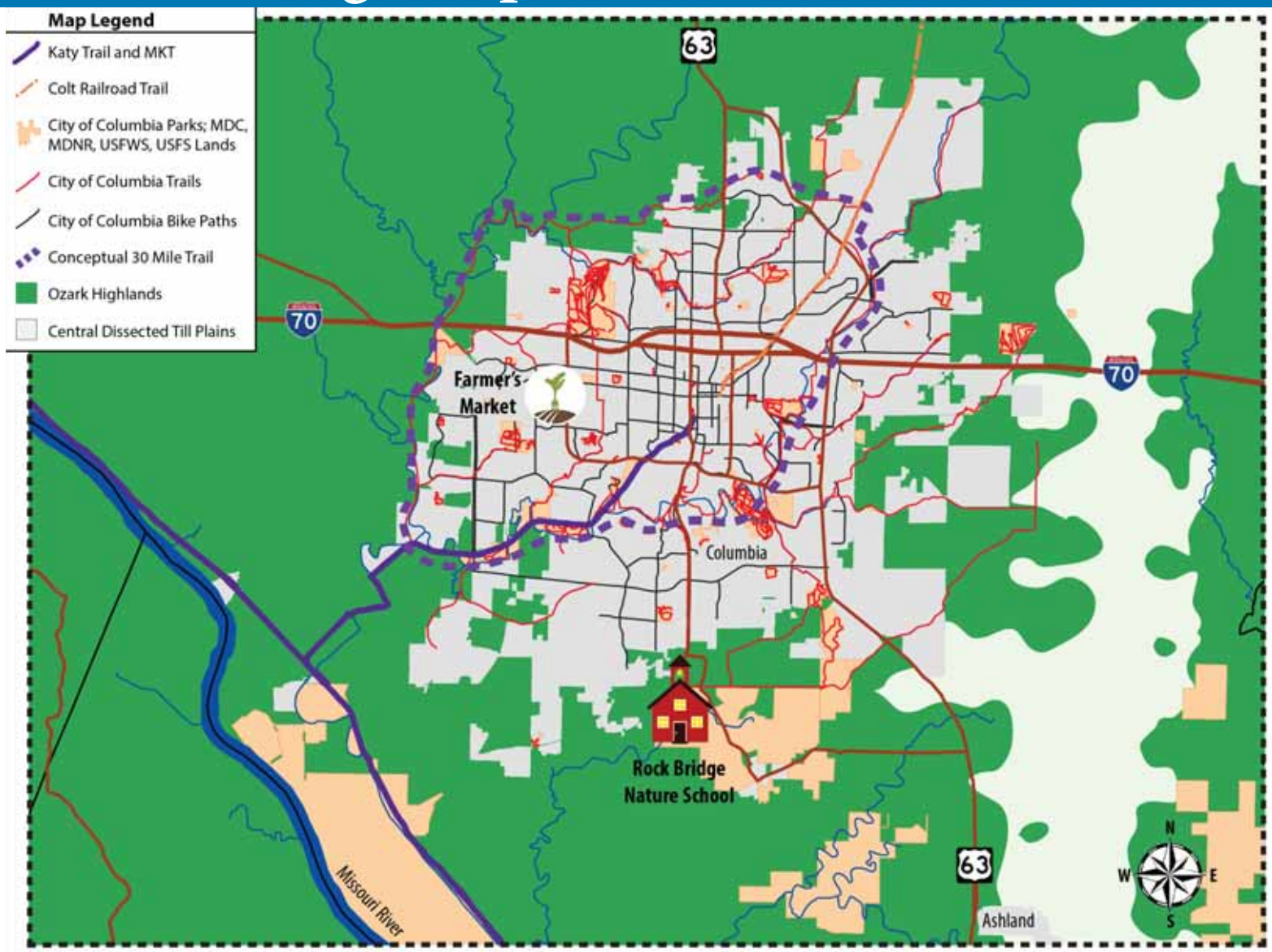
Our Natural Legacy Components Map



Map Created by Rachel Bryant, Liz Cook, and Gene Gardner

Our Natural Legacy Components Map

Connecting People



Map Created by Rachel Bryant, Liz Cook, and Gene Gardner

OUR NATURAL LEGACY

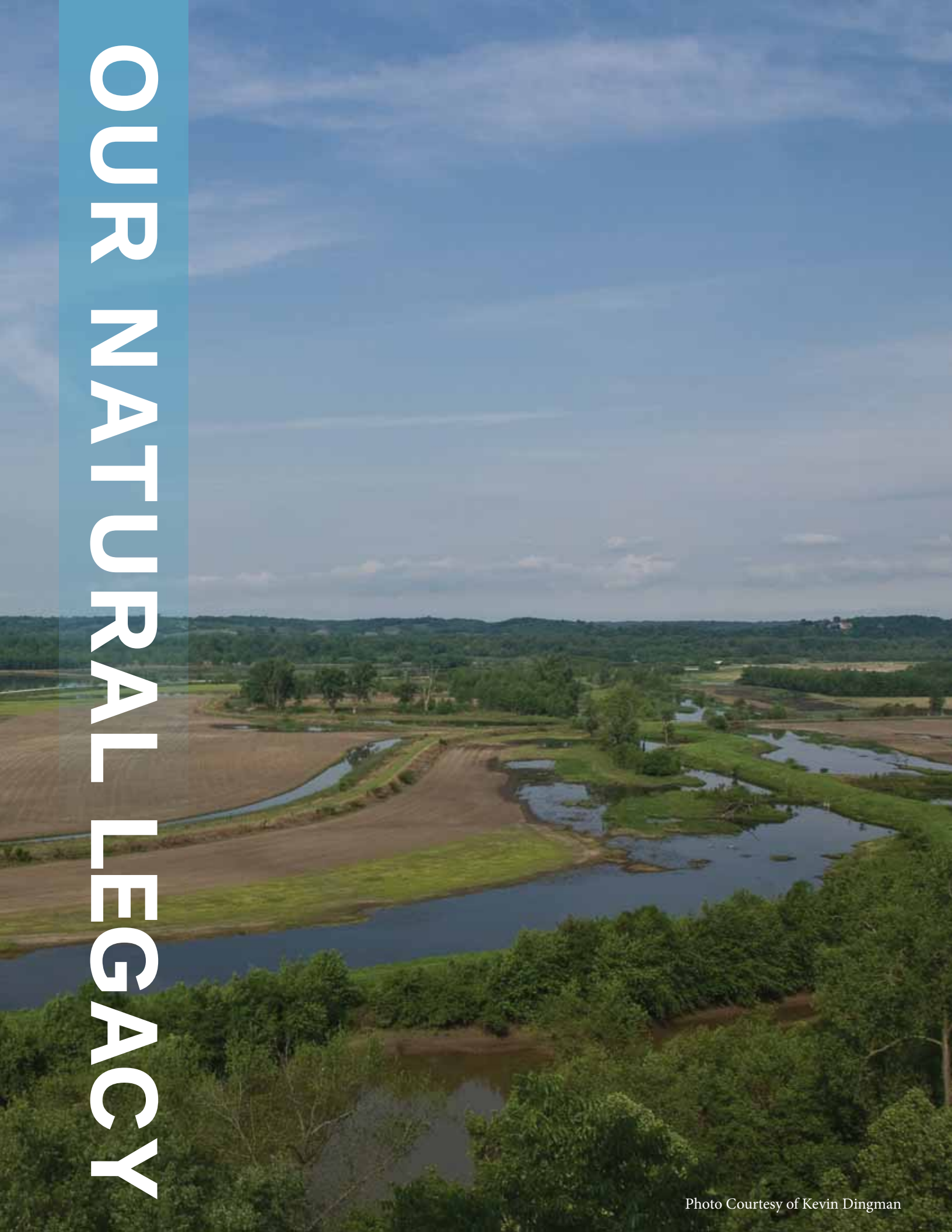


Photo Courtesy of Kevin Dingman

A NATURAL HISTORY OF BOONE COUNTY

Boone County's unique beauty is grounded in its past. The land inhabited by Native Americans, and that greeted European settlers, was an ecological crossroads, where Ozark woodlands and deep soil tallgrass prairie wove together, dividing what is now the county down the middle. Lewis and Clark traveled along the future county's most impressive feature, the Missouri River, a broad, shallow, meandering river of many braided channels, sandbars and islands. These varied habitats supported a remarkable diversity of Ozark, prairie, and river wildlife.

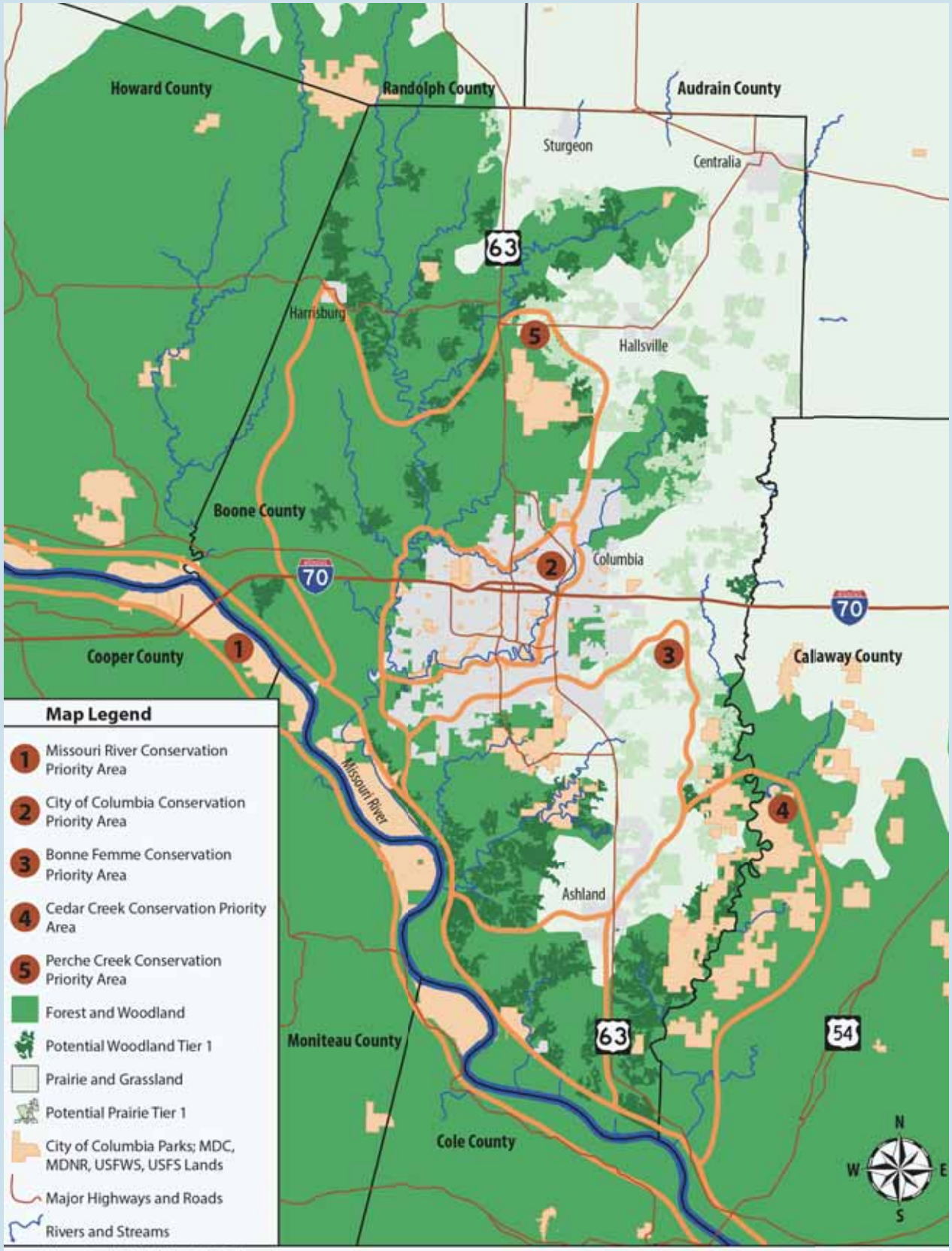
Today, much of this rich mosaic remains. Ozark caves and sinkholes dot the southern portion of the county, harboring federally endangered Indiana bats, gray bats, and the endemic pink planarian (a flatworm known only to exist in the stream of Devil's Icebox Cave); although most of the rich prairie soils have been converted to agriculture, core remnants remain where exquisitely adapted grassland birds such as Eastern Meadowlark, Grasshopper and Henslow's Sparrows, and Dickcissel among others still nest; and the Missouri River still sweeps grandly along our county border, providing habitat for over one hundred nesting and migrating birds, including increasing populations of Bald Eagles.

Recognizing this diversity of life, when the Missouri Department of Conservation conducted a statewide, science based, planning effort to identify and prioritize areas most critical to conserve for future generations, two areas—the Missouri River and the Bonne Femme watershed—made the list for Boone County.

Photo Courtesy of Kevin Dingman

Photo Courtesy of Kevin Dingman

Green Infrastructure Network Design



Map created by Rachel Bryant, Liz Cook, and Gene Gardner

LANDTRUSTS AND OUR NATURAL LEGACY

The Greenbelt Land Trust of Mid-Missouri has served as the convening organization for the Our Natural Legacy planning effort, and will play a central role in its implementation. The mission of the Greenbelt Land Trust of Mid-Missouri is to conserve the streams, forests, grasslands, and farmlands that represent our distinctive landscape for present and future generations. Founded in 1993 as the Greenbelt Coalition, it successfully advocated for a network of "greenbelt" lands in and around Columbia. In 1997 it accepted its first donation of land along Hinkson Creek near Grindstone Park in Columbia, and now incorporated as a land trust, it holds several other easements, including a working vineyard.

According to the Land Trust Alliance, the umbrella organization that provides support to over 1,700 land trusts across the country, "A land trust is a nonprofit organization that, as all or part of its mission, actively works to conserve land by undertaking or assisting in land or conservation easement acquisition, or by its stewardship of such land or easements."

The main tool that Greenbelt utilizes as a land trust, a conservation easement, is a legal agreement between a willing landowner that permanently limits uses of the land in order to protect its conservation values. It allows landowners to continue to own and use their land, and they can sell it or pass it on to their heirs. The land trust is responsible for making sure the easement's terms are follow, providing "stewardship" of the property.

Conservation easements offer great flexibility and can come with tax advantages for landowners who donate them. An easement on property containing rare wildlife habitat might prohibit any development while an easement on a farm might allow continued farming and the addition of agricultural structures.

Some land trusts are recognizing the need to make preservation of nature more relevant to people's lives, and are moving into areas, like that represented in Our Natural Legacy plan, to engage them in appreciation for nature on a broader level.

Photo Courtesy of Kevin Dingman

OUR NATURAL LEGACY VISION AND COMPONENTS

OUR NATURAL LEGACY VISION

Connect residents and visitors to nature so as to improve the individual, economic, and natural health of Boone County

Photo Courtesy of Chris Starbuck

OUR NATURAL LEGACY component

Rockbridge Memorial State Park Nature School

Project Scope

The nature school at Rockbridge will be the first in the nation located within a state park. Utilizing green building techniques, its footprint will be on an old barn structure that was removed from the north end of the park, and will include classrooms and a small visitor's area, enabling a connection to other Boone County Our Natural Legacy elements.

The 5th grade only school, whose students will be chosen by lottery, will feature a curriculum organized around nature. Ample opportunities will also exist for these children to experience one of the crown jewels of our state park system, developing appreciation for Our Natural Legacy into the next generation.

Lead Organizations

Missouri Department of Natural Resources and Columbia Public Schools.

Cost

$1.2 million.
Sources of Funding: Missouri Department of Natural Resources; Columbia Public Schools; Private sources to be raised (to create model, signature, elements).

Timeline

The nature school is planned to be open for school year 2015-2016.

Photo Courtesy of Missouri Department of Conservation

Photo Courtesy of Julie Youmans

OUR NATURAL LEGACY component

BIG MUDDY NATIONAL FISH AND WILDLIFE REFUGE HEADQUARTERS AND VISITORS CENTER and MISSOURI RIVER EXPERIENCE

Project Scope

The Big Muddy Center will serve as a portal to experiences within the National Fish and Wildlife Refuge and on the Missouri River, the longest river in North America. Located immediately across the river from Rocheport in Cooper County, the site of the future Center will offer sweeping bottomland and bluff views of Boone County across the Missouri River valley. Residents and visitors alike will enjoy interpretive exhibits about the history and ecology of the Missouri River at the Center, be able to take self-guided and guided tours of the area, and enjoy one of the most spectacular and historic stretches of the entire river by boat.

Photo Courtesy of Missouri Department of Conservation

Lead Organizations

U.S. Fish and Wildlife Service and Missouri River Relief

Cost

Estimated $4.7 million (4.0 million for the Center; $700,000 for boat based Missouri River Experience).
Sources of Funding: U.S. Federal Government, for the Center; Private sources to be raised, for boats and staffing for Missouri River Experience.

Timeline

The Big Muddy Headquarters and Visitors Center is projected to open in fall of 2016. Excursions on the Missouri River through Missouri River Relief are projected to begin at the same time.

Photo Courtesy of Kevin Dingman

our NATURAL LEGACY COMPONENT

FARMER'S MARKET PAVILION AND AGRITOURISM

Project Scope

Developing the Farmer's Market Pavilion in Columbia will be part of a larger regional focus on local agriculture. Drawing upon an agricultural legacy that includes many Century Farms, and a vibrant and growing group of local producers, Boone County has an opportunity to connect residents and visitors to our local farms and foods. The Pavilion, to be located adjacent to the City of Columbia Activities and Recreation (ARC) facility in Columbia, will be a state of the art facility serving the needs of local vendors and orienting visitors to opportunities to experience the unique flavor of our local food culture.

Lead Organizations

Sustainable Farms and Communities, Inc.

Cost

Estimated $1.5 million
Potential Sources of Funding: City of Columbia; Private Sources; State and Federal Grants.

Timeline

Farmer's Market Pavilion and associated agritourism program constructed and operational in 2017.

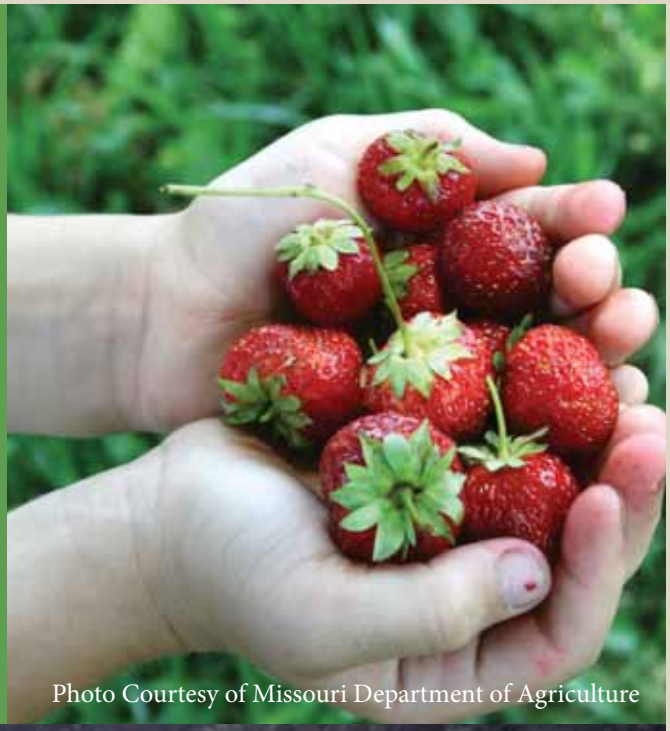
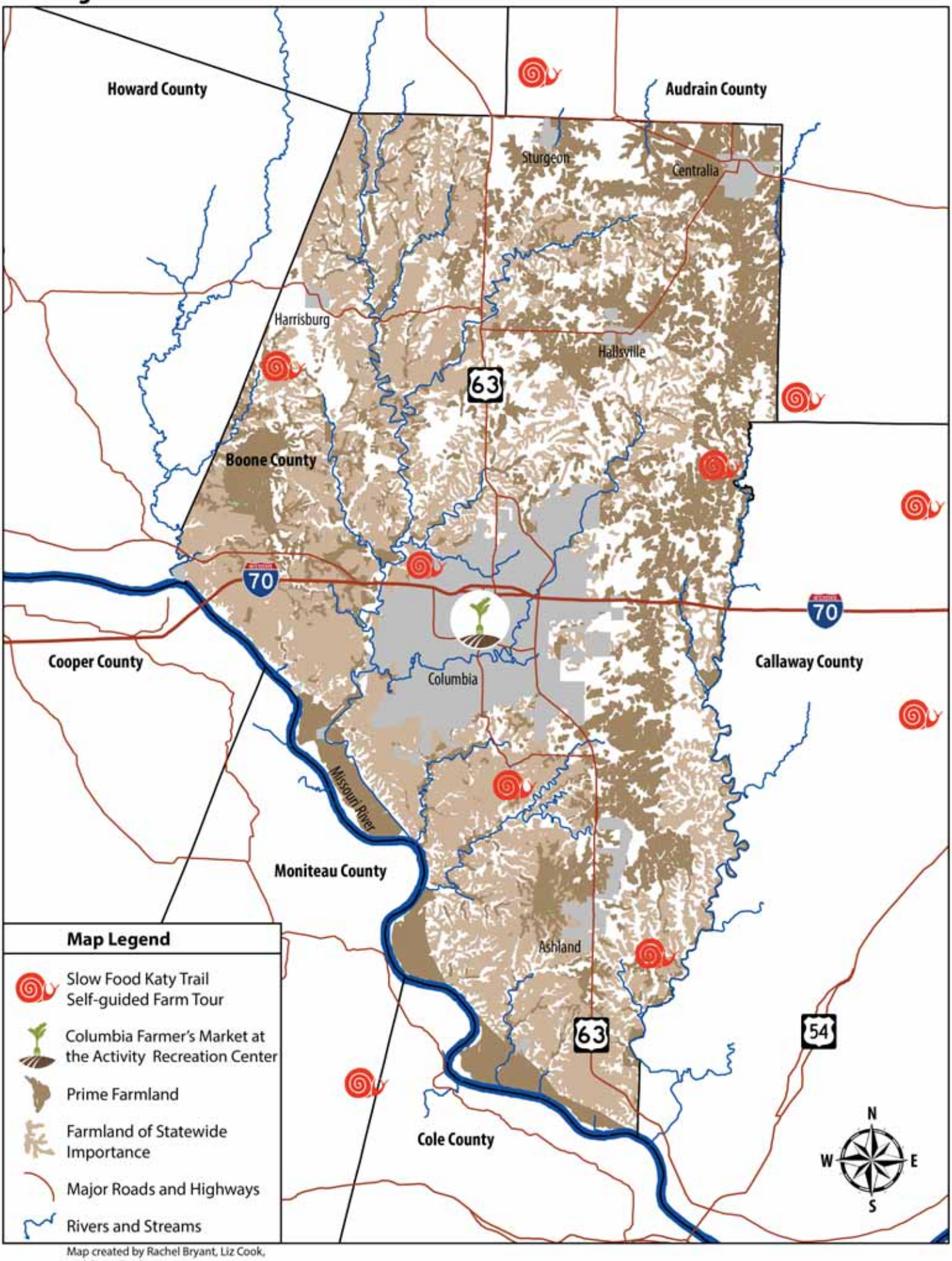


Photo Courtesy of Missouri Department of Agriculture

Photo Courtesy of Missouri Department of Agriculture

Local Agriculture



Map created by Rachel Bryant, Liz Cook, and Gene Gardner

our NATURAL LEGACY COMPONENT

TRAILS

Project Scope

Building on existing trail assets and national leadership in trails development, we will help expand and utilize trails at the City of Columbia, Boone County, and State of Missouri levels. The centerpiece of our efforts will be to highlight and speed the development of the 30 mile trail loop around the City of Columbia, a project that could have significant programmatic and economic development implications for our region when completed. We will also help foster planning an appropriately sited equestrian trail in the county and integrate future program development along the Katy and MKT trails.

Lead Organizations

City of Columbia, Boone County, Missouri Department of Natural Resources.

Cost

Est. $18 million for completed 30 mile trail loop around City of Columbia
Sources of Funding: 2015 City of Columbia Parks and Recreation Bond Ballot Issue; public funding, local, state, and federal.

Timeline

Although difficult to project due to the complexity of implementation, we hope to complete the trail loop by 2024

Photo Courtesy of Kevin Dingman

Photo Courtesy of Kevin Dingman

our NATURAL LEGACY COMPONENT

HEALTHY PEOPLE IN NATURE

Project Scope

Utilizing the other components of Our Natural Legacy effort, a model program to deliver measurable improvements in the health of local residents will be advanced in collaboration with a broad array of partners. Many studies have documented the adverse physical and mental outcomes of our growing separation from nature. This pilot effort will use the green infrastructure plan, health care data, and the availability of compelling local opportunities to connect people to nature to pilot programs that generate tangible results for diverse members of our community.

Lead Organizations

Boone Hospital Center, other cooperating health agencies

Cost

To be determined

Timeline

To be determined

Photo Courtesy of Kevin Dingman

Photo Courtesy of Missouri Department of Conservation

our NATURAL LEGACY COMPONENT

CONSERVATION OF NATURAL AREAS AND FARMLANDS

Project Scope

Aligned with the elements that connect people to our natural legacy, the conservation effort will focus on deploying voluntary methods with cooperating private landowners for preservation of natural areas and farmlands. Utilizing conservation and agricultural easements as a primary mechanism, the unique character of Boone County will be preserved and enhanced by this approach. Although the Greenbelt Land Trust of Mid-Missouri and its partners will welcome working with landowners across Boone County, we will proactively focus on the Missouri River/Katy Trail, Bonne Femme watershed, Columbia Greenways, Perche Creek and the preservation of farmlands.

Lead Organizations

Greenbelt Land Trust of Mid-Missouri, City of Columbia, Missouri Department of Conservation, Missouri Department of Natural Resources, Ozark Regional Land Trust, Katy Land Trust, Missouri Department of Agriculture

Cost

Initial $200,000 land preservation fund, to facilitate easements, other fundraising tied to opportunities as they arise.

Timeline

Ongoing

Photo Courtesy of Chris Starbuck

Photo Courtesy of Missouri Department of Agriculture

our NATURAL LEGACY COMPONENT

MARKETING AND THE ARTS

Project Scope

For the Our Natural Legacy project to realize its highest aspirations, it will be vital that we express the effort as a whole through a clear, compelling, marketing framework, bringing its varied efforts into unified focus. Creating a brand and communications plan to achieve this will be necessary to ensure success and will involve a broad range of stakeholders. Through this process, great enthusiasm was expressed for using art in an innovative way to help tie the themes of our natural legacy together and reach a broader public.

Lead Organizations

Columbia Convention and Visitors Bureau, Columbia Art League, Missouri Department of Tourism

Cost

To be determined

Timeline

Roll-out of marketing concept by end of 2014

Photos Courtesy of City of Columbia Office of Cultural Affairs

Photos Courtesy of City of Columbia Office of Cultural Affairs

organizing for collective impact

Photo Courtesy of Dan Schneiderjohn

COLLECTIVE IMPACT PHASES

Utilizing Collective Impact principles during the planning process helped create the conditions for cross-sector partnership opportunities to emerge around the theme of nature in Boone County. The planning process closely aligned with the Phase 1, Initiate Action, column, of the chart below. We pulled together champions and formed a cross-sector group through the Advisory Committee; through the work of the Technical Committee and the Conservation Fund we mapped the landscape through green infrastructure planning, laying the ground work for future project development to take place; we took initial steps at community outreach with a variety of stakeholders; and we began to identify key issues and gaps in our plan that need more definition in implementation.

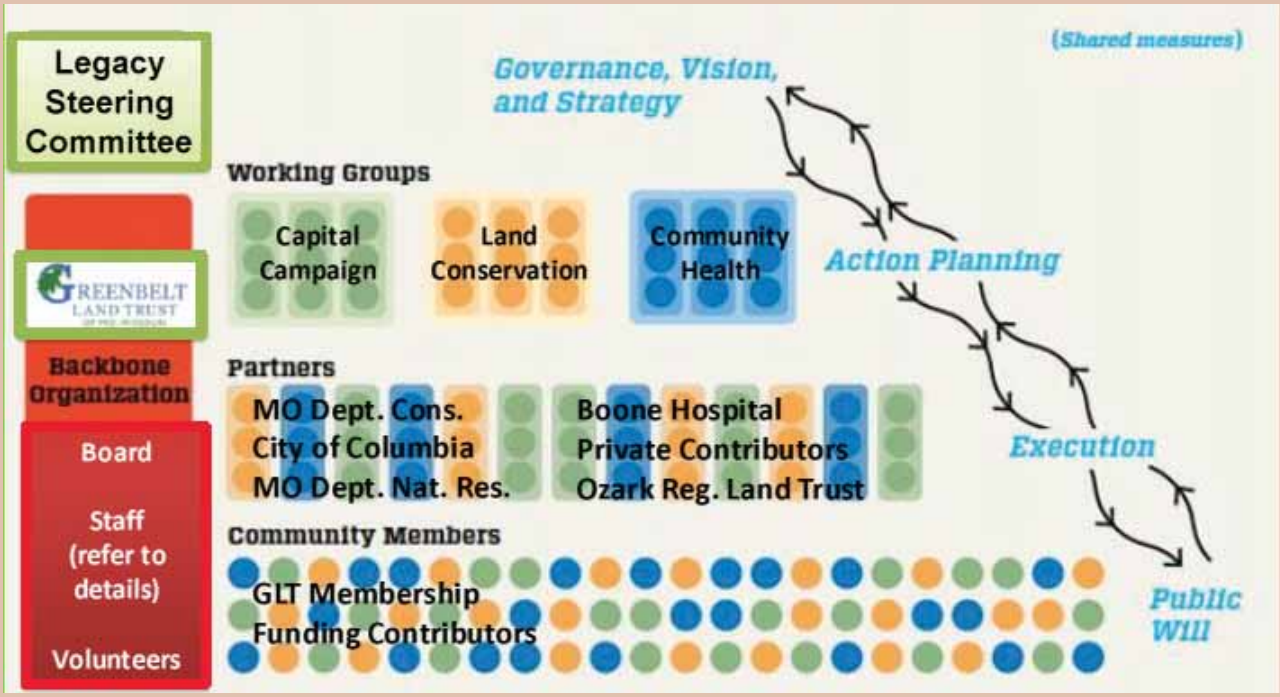
For the Our Natural Legacy effort to move to the next phase, it is recommended that the Collective Impact model continue to be followed, organizing for impact as displayed in the Phase II column. To further move from plan to action will require a clear governance structure with sufficient infrastructure to move such an ambitious effort forward across all fronts. This goverance group will collectively need to formalize and sharpen the common agenda, move to engage and build public will for the project elements, and set forth a shared set of metrics to track outcomes for the initiative.

Phases of Collective Impact

Components for Success	PHASE I Initiate Action	PHASE II Organize for Impact	PHASE III Sustain Action and Impact
Governance and Infrastructure	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
Community Involvement	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
Evaluation and Improvement	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measure-ments, and approach)	Collect, track, and report progress (process to learn and improve)

Photo Courtesy of Chris Starbuck

COLLECTIVE IMPACT governance STRUCTURE



This chart represents a model governance structure, drawn from the experience of other Collective Impact projects, which will be necessary to successfully advance such an effort. It is recommended that the following elements formed consistent with this chart:

Our Natural Legacy Steering Committee A Steering Committee should be established to guide the overall project and ensure public trust that mirrors the private - public nature of the partnership.

Backbone Organization The Greenbelt Land Trust of Mid-Missouri should continue to serve as the "backbone" organization for Our Natural Legacy, serving on the Steering Committee and helping facilitate the work.

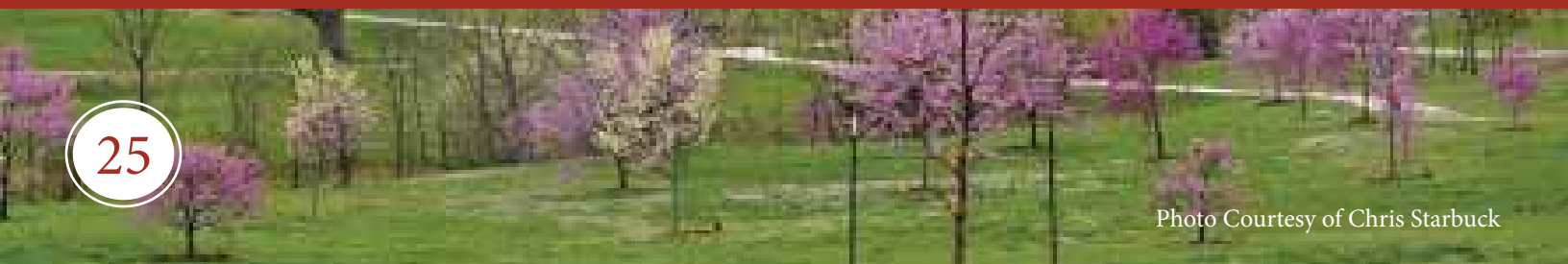


Photo Courtesy of Chris Starbuck

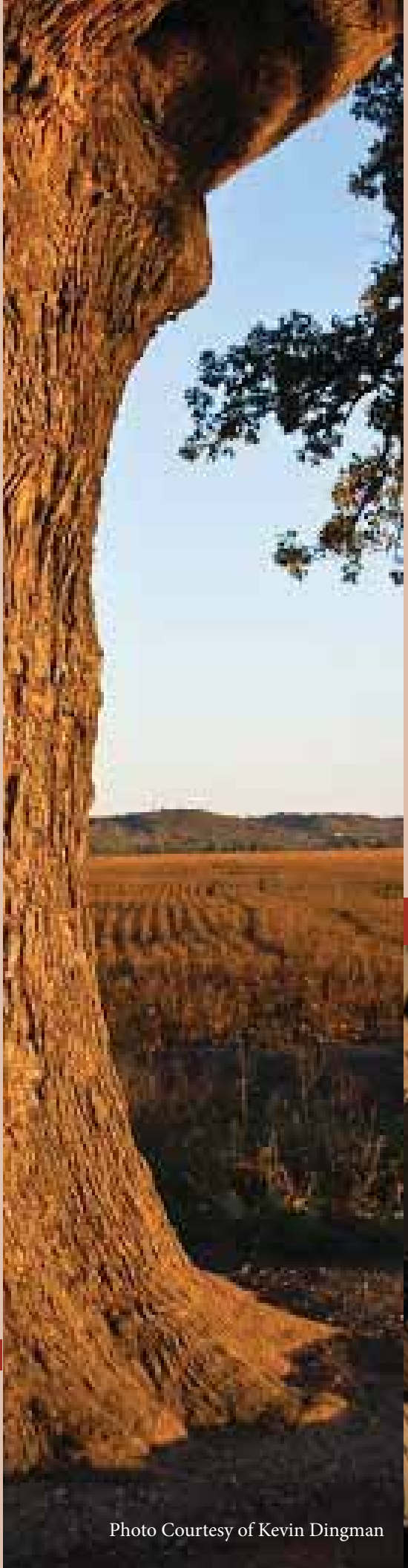


Photo Courtesy of Kevin Dingman

Working Groups For specific work to advance under this vision, working groups will need to be formed around key elements related to the plan. Of special importance will be the need for a Capital Campaign committee to be formed to raise funds for the effort.

Partners A variety of partners will be need to be engaged through the Steering Committee to ensure successful execution of plan elements, and it is recommended that these partners develop interlocking Memorandums of Understanding for how they will engage in the effort.

Community Members Building public will is vital for successful Collective Impact projects, and outreach to the general public should be done through communications planning, new tools through social media for fundraising, and public meetings that seeks feedback for refinement and implementation of the plan.

Staffing Successful implementation of Our Natural Legacy will require a small team working on it together with volunteers and partners. It is recommended that this team comprise a Project Lead to guide the overall effort; a Fundraising Coordinator to help raise funds; a Conservation Coordinator to help implement voluntary conservation efforts with private landowners; and part-time administrative support to attend to important details.

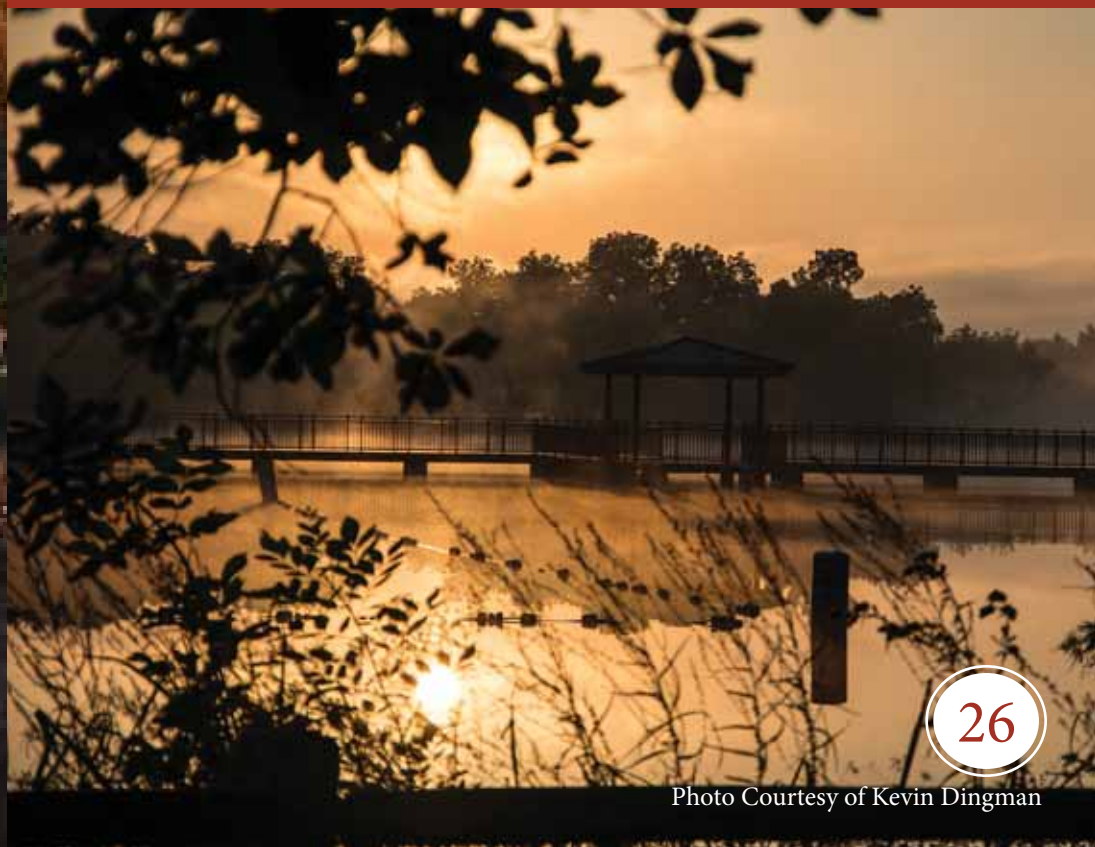


Photo Courtesy of Kevin Dingman

Graphic Design: Andrew Shores

Photo Courtesy of Kevin Dingman