What do we mean by collaboration?

Source: Bridgespan benchmarking analysis, interviews
To raise 20 million dollars by October 1, 2006, one million dollars each from 20 of the Bay Area’s leading companies to fund an initiative.
I Love My Park.
The Big Idea

Great civilizations, like great neighborhoods, share a common feature: public gathering places. Places where all members of the community come and go as they please, meet others, where all feel safe and enjoy a public life away from home and work.

Why Parks?

- Parks improve the physical and mental health of all neighborhood residents.
- Quality parks catalyze community revitalization and economic growth.
- Grassroots greening projects build pride, improve property values and reduce crime.
- Parks provide numerous environmental benefits.
Challenges / Lesson Learned

**Membership:**
Is a financial commitment required? Will there be a minimum commitment? Should larger institutions commit more, for example, will we use a “sliding scale”?

**Strategy**
How does the group of funders identify and finally settle on a the vision, goals and the program focus?

**Governance:**
How will we make decision? Will each funding institution or member have one vote? Or will voting privileges be proportional to the amount of members’ financial commitments?

**Fundraising:**
Are members of the network expected to raise funds? If so, is there a minimum to “get” to participate? What if members don’t want to fundraise?
Initial $5M Investment Leveraged More Than $16.8M

<table>
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<tr>
<th>Category</th>
<th>Amount</th>
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<td>Lead Donors</td>
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<td>Public-Local</td>
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<td>Public-State</td>
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<td>Other Donors</td>
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Initial $5M Investment Leveraged More Than $16.8M
Hayes Valley - Before
HAYES VALLEY PLAYGROUND – OPENED 2011
Balboa Park – Before
Balboa Park – *Opened 2012*
There is an increasing focus on partnership in the philanthropic sector due to factors that include:

- Impact of economic downturn on endowments
- Rise of *collective impact* to drive large-scale social change
- Younger grantmakers embracing collaboration
- Rise of the spend down foundation
Why partner? What are the benefits of funder collaboration?

- Potential for greater impact
- Learning and networking
- Field-building
- Increasing focus/attention on an issue area
- More money, more efficient money
- Cover/not going it alone
Despite prolific literature and numerous success stories, practice lags behind rhetoric.

- The real world does not resemble a best practice checklist
- Theoretical approaches to collaboration cannot adequately reflect real life dynamism
- Collaboration is a new behavior and way of working
- Meaningful partnership hits up against institutional values of independence, recognition, and leadership
- Requires commitment, time, and resources