
**Monday**

3:30 PM  Welcome and registration - Riverside Park Urban Ecology Center

4:00 PM  Orientation to Place: Mapping Milwaukee and Tour

- Actively engage in identifying key landmarks and raising questions about the Milwaukee community.
- Become familiar with the Urban Ecology Center space - the partnership of the building and surrounding landscape.
- Begin connecting as a cohort.

6:30 PM  Opening circle and goal setting

**Tuesday**

Riverside Park Urban Ecology Center: Study of Creation of the Model

8:00 AM  Global Issues Discussion & the Vision for Urban Ecology

*Introduction to understanding a system followed by an overview of the global environmental crisis and the UEC’s theory of change. The UEC model is introduced, showing the power of revitalizing urban neighborhoods through natural areas, addressing urban inequity, urban crisis, and separation from nature. Participants see the potential of what the UEC model offers (Leinbach, *Urban Ecology*, Introduction, Chapters 1, 6, & 10).*

- Collective Impact.
- Theory of change: if conditions are created to make sure that the children in one neighborhood grow up with and experience – with the help of adults as mentors – an environmental ethic, a way of being in concert with the natural systems on this planet, then it could be replicated in other neighborhoods. If enough neighborhoods participate, a whole city could be transformed. Then, the system could be transferred into neighborhoods and cities worldwide. The goal is to transform the human/nature relationship so that the lifestyles of all humans on our beautiful planet would support the connected relationships of the ecosystems of Earth, which sustain us.
- Ancillary impacts.
Mental Models and the Ladder of Inference

Participants begin applying ideas to their own community through an activity called the “Ladder of Inference,” which enables participants to identify mental models present in themselves and in their communities (Leinbach, Urban Ecology, Chapter 2).

Lunch & Abundance Exercise

Participants begin a dialogue about finding abundance to address the overwhelming sense of need and the many steps that are required in order to realize goals. When it is hard to know where to start, this will help (Leinbach, Urban Ecology, Chapter 5).

- “Abundance,” according to John McKnight, the author of The Abundant Community, means having enough. In the UEC model, having a sense of abundance as part of the fabric of your work builds community through the power of asking for help, the joy in finding people’s passion, and the value of a shared vision.
- Learn the Urban Ecology Center’s four steps to finding abundance.

Power of Prototype

Illustrating the prototype approach for developing and expanding successful programs (Leinbach, Urban Ecology, Chapter 4).

Breakout sessions

Participants will choose one. Both deepen understanding of how design interacts within the model, and will feature community partners/architects who participated in the process (Leinbach, Urban Ecology, Chapter 7).

1) Architecture Tour with Decision-making & Design Lens: Explore the power of collaborating with a design team for a mission-driven, “green” building created through community collaboration. Learn about the UEC’s guiding lenses created during the building design process.

2) Program Tour with Decision-making & Design Lens: Take a deep dive into the UEC’s first building from the perspective of programming. Learn how the space and program build on each other. Learn about the design process from the program lens.

Wrap up and optional evening tour activities
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<tr>
<th>Time</th>
<th>Activity</th>
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<tr>
<td>8:00 AM</td>
<td>Cycles of Volunteerism and Volunteers as part of the Ecosystem</td>
<td>Understanding Community Projects through Garnering Resources. Focus on Community Science and Land Stewardship at Washington Park Urban Ecology Center (Leinbach, <em>Urban Ecology</em>, Chapter 8).</td>
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<td>- Research and Community Science: Introduce the multiple purposes of engaging the community in monitoring of the parks and learning how the park is responding to programs that encourage restoration of natural systems.</td>
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<td>- Land Stewardship: Introduce the habitat areas of the parks and how their restoration brings volunteers into the shared work of the center, and contributes to community health.</td>
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<td>11:00 AM</td>
<td>Understanding Community Partnership through Community-based development</td>
<td>Case study of each UEC branch. Branch managers will outline the uniqueness of each branch and their approaches to remaining cohesive with the larger organization while reflecting the culture of their neighborhoods. Will discuss approaches to building programs, engaging neighbors, and working with community partners (Leinbach, <em>Urban Ecology</em>, Chapters 3 &amp; 10).</td>
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<td>12:00 NOON</td>
<td>Lunch with free time for exploring and paddling</td>
<td>(Leinbach, <em>Urban Ecology</em>, Chapter 13).</td>
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<td>1:30 PM</td>
<td>Outreach with Intention</td>
<td>Focus on Equity, Dignity, Justice (Leinbach, <em>Urban Ecology</em>, Chapter 12).</td>
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<td>- Demonstrate the kinds of differences that can and must be recognized in order to achieve the greater goals of the Urban Ecology Center model.</td>
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<td>- Share the explicit approach to achieving greater levels of engagement within and across communities that are conventionally recognized as diverse in order to cross borders that persist.</td>
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<td>- Provide new definitions and understanding that can overcome the challenges in efforts to be inclusive in a more conventional sense.</td>
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<td>4:00 PM</td>
<td>Introduction to Board evolution and structure</td>
<td>Introduction to Board evolution and structure, shared with an operational and community abundance lens (Leinbach, <em>Urban Ecology</em>, Chapter 9).</td>
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<td>4:30 PM</td>
<td>Introduction to Urban Ecology Center Board of Directors</td>
<td>Meet and be recognized by the Board as part of the expanding network of the Urban Ecology Center.</td>
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<td>6:00 PM</td>
<td>Share your project with the UEC Community! Pizza Party</td>
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Thursday  

**Menomonee Valley Urban Ecology Center: Study of Partnership in Administration & Leadership**

8:00 AM  
**Business Model & Fundraising**

*Introduce and explore means of developing and sustaining revenue and programs that meet the community’s needs and the center’s mission. Understand the value of business models; provide examples of “finding abundance” to help the business planning process; learn about tools that can help with the process, including business planning, fundraising pipeline, Matrix Map, manager engagement, and budget process* (*Leinbach, Urban Ecology, Chapter 11).*

10:00 AM  
**Small Group Break-outs**

*Explore individual potential and goals that align with the work of the Intensive. Consider opportunities presented by the Urban Ecology Center model that connect with ongoing personal and professional ambitions in one’s own community* (*Leinbach, Urban Ecology, Chapter 6).*

- What is the current status of the opportunity?
- What about the UEC model appears applicable?
- What are the next steps in your community to move forward with the UEC model?
- What questions or concerns do you have or do you anticipate you will encounter among stakeholders in your community?

11:30 AM  
**Defining Partnership: Strategic alliance, deep partnership, and the game of navigating Lunch with Leaders Panel** (*Leinbach, Urban Ecology, Chapter 10).*

- Examine the contributions and motivations of those who support the Urban Ecology Center, including direct questions and conversation
- Introduce the engagement of leaders at multiple levels

1:00 PM  
**Case Study: Menomonee Valley Urban Ecology Center – Brownfield Restoration**

- The Menomonee Valley campaign launched as a series of interconnected projects that respond to these interconnected needs. It was a comprehensive approach to environmental, community and economic development that benefits tens of thousands of residents throughout the region. More than 415,000 people (100,000 of whom are under age 18) live within three miles of this area. The effort was led through a unique partnership of Menomonee Valley Partners, Inc., an organization with expertise in economic development and large scale urban revitalization and the Urban Ecology Center, Inc. with a nationally recognized model in community engagement through environmental education and park restoration.
- Case Study tour will highlight the conversion of a rail yard into a 24-acre park including economically and spatially significant bike & pedestrian bridges, new miles of bike trail, renovation of a vacant tavern to become an Urban Ecology Center, year-round environmental education and outdoor recreation programs, construction of in-stream and riverbank improvements and shared storm water management.
2:00 PM  Reflection on Implementation
   • Further exploration of ways that change is built on understanding of what is needed and what is possible.
   • Individual and group sharing and planning, with additional opportunities to seek expertise and examples from the Urban Ecology Center model for application in new settings.

5:00 PM  Dinner and Closing Circle on the Lakefront (Leinbach, *Urban Ecology*, Chapter 13).

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**Friday**  Riverside Park Urban Ecology Center: Application

8:00 AM  Customization to needs that have surfaced throughout the week

8:30 AM  Impact Assessment
   • Introduction to the various ways programs are reviewed, evaluated, and reinvented, including direct questions and conversation
   • Deep Dive into strategy and workplan with guided questions and discussion. Personal plan development and group plan development

12:30  Lunch with presentations of your plan to your attendees (Leinbach, *Urban Ecology*, Chapters 10 & 14).
   • Articulate new insights, key learning, clarified concepts, and next steps

2:00 PM  Workshop Concludes!