



Tree Equity Handbook

A Practical Guide to Closing the Canopy Gap Between Neighborhoods

ACTIVITY 2.1

→ Stakeholder Inventory and Map

Toolkit 2: Build an Inclusive Coalition

Issued November 2025



Activity Map

Stakeholder Inventory
and Map

→ Community Partner
Cultivation

→ Modified SWOT
Partner Analysis

→ Coalition Recruitment

→ Coalition Roadmap

→ Coalition Mission,
Vision and Goals

→ Tree Equity
Commitment

Activity 2.1: Stakeholder Inventory and Map

Toolkit 2 Overview:

Build an Inclusive Coalition

Urban forests are managed by and for people. They thrive on collaboration. To advance Tree Equity in your community, you will need the support of a strong, inclusive coalition of stakeholders.

Research shows that urban forestry is most impactful when it is positioned as a solution that helps other sectors address their challenges. Seek out coalition members who share your vision, but who might not yet be aware of issues and opportunities related to Tree Equity, to forge new alignments. In this toolkit, you will follow a step-by-step process to bring together diverse, credible and vocal members of a dynamic coalition that will activate a community-wide vision for people and forests.

Stakeholder Inventory and Map



Overview & Basic Steps

To build an inclusive and effective coalition, you must first understand who your potential supporters are – and how they can help.

Start by creating a comprehensive inventory of potential stakeholders, then use stakeholder mapping to organize them into groups. This simple exercise will help you better understand the dynamics of your stakeholder base and be more strategic in your interactions.

Instructions

- 1** Build a comprehensive **Stakeholder Inventory** ([page 4](#)), a list of all entities with a vested interest in advancing Tree Equity in your community.
- 2** Create a **Stakeholder Map** ([page 7](#)) to organize all these stakeholders into groups based on their influence in the community and their level of interest in the outcome of your initiative.
- 3** Evaluate the results. Which entities should you engage with deeply, and which require a lighter touch? Seeing where stakeholders fall on your map after this exercise will inform how you build strategic relationships.

Suggested Time: 2–3 days

Level of Difficulty: Low

Participants: 2–4 individuals with diverse networks who bring comprehensive knowledge of the stakeholder landscape

After you complete this activity:

- Look for opportunities to cultivate community partners. → [Activity 2.2](#)
- Assess stakeholders for strengths, opportunities and limitations. → [Activity 2.3](#)
- Assemble a coalition, engage members and identify roles. → [Activity 2.4](#)
- Develop a Community Engagement Plan. → [Activity 3.1](#)

TOOLKIT 2: Stakeholder Inventory and Map | Activity 1 – WORKSHEET 1

Create a Comprehensive Stakeholder Inventory



Start an inventory of all possible organizations, agencies, businesses, frontline community groups and other parties who have a stake in the equitable distribution of trees and access to urban green spaces. Use the categories below as a guide.

<p>Government</p> <ul style="list-style-type: none"> • Local government • Primary urban forestry department and supporting departments • Advisory bodies (committees, boards, commissions) • Regional planning authority • State and federal agencies • Elected and appointed officials • State urban and community forestry coordinator (or volunteer coordinator) 	<p>Nonprofit Sector</p> <ul style="list-style-type: none"> • Community organizations (environmental, social justice, community development) • Environmental groups/organizations • Environmental advocates • Economic development organizations • Community foundations
<p>Community Groups</p> <ul style="list-style-type: none"> • Affected residents • Neighborhood associations • Homeowner, condominium and renter associations and forums • Community advocacy and activist groups representing under-resourced community members • Community development advocates 	<p>Institutions</p> <ul style="list-style-type: none"> • Schools, colleges and universities • School leadership and committees • Educational associations • Health care institutions (hospitals, clinics or medical centers) • Public health organizations • Religious organizations and faith leaders • Museums and other institutional holdings
<p>Private Sector</p> <ul style="list-style-type: none"> • Developers • Real estate businesses and associations/boards • Small businesses and local retailers • Banks and insurance companies • Other large businesses and corporations • Local business leaders • Business alliances • Business improvement districts • Chambers of commerce • Major corporate gifts and grants 	<p>Media/Marketing</p> <ul style="list-style-type: none"> • Journalism (local newspapers and radio stations, reporters, magazines) • Advertising (print, TV, radio, digital, outdoor, direct mail, brand collabs, event sponsorship) • Podcasts and streaming • Social media influencers • Television, film and documentary • Sports team fan engagement and branding opportunities

See [page 6](#) for the Stakeholder Inventory Worksheet.

If this list seems overwhelming, here are two good places to start:

- ➔ **Engage your state’s urban forestry coordinator.** Most state forestry agencies designate at least one staff member solely to urban and community forestry. This person or office can help you identify potential stakeholders and connect you with technical assistance and resources. (Their title may be “urban forester,” “urban forestry manager,” “community forestry coordinator” or similar.)

Find your state’s urban forestry coordinator here:

<https://www.americanforests.org/urban-and-community-forestry-coordinators/>

- ➔ **Engage community foundations.** You can engage nearby community foundations to find potential allies and learn about existing projects. If you can’t find any foundations based in your town or city, broaden your search to the nearest major metro area.

Find your nearest community foundations here:

<https://cof.org/page/community-foundation-locator>

Treat your Stakeholder Inventory as a living list that evolves as your initiative progresses and your network grows.

An Atlanta, Georgia planting gives partners Trees Atlanta, Trust for Public Land, Chattahoochee River Lands, Travelers Insurance, and American Forests a moment to connect.



Stakeholder Inventory Worksheet

List all possible stakeholders for your initiative here. Start with just the organization, business or agency names for now; you can identify individual contacts in a later exercise.



Government	Nonprofit Sector
Community Groups	Institutions
Private Sector	Media/Marketing

See [page 9](#) for an example of a completed inventory.

TOOLKIT 2: Stakeholder Inventory and Map | Activity 1 – WORKSHEET 2

Create a stakeholder map



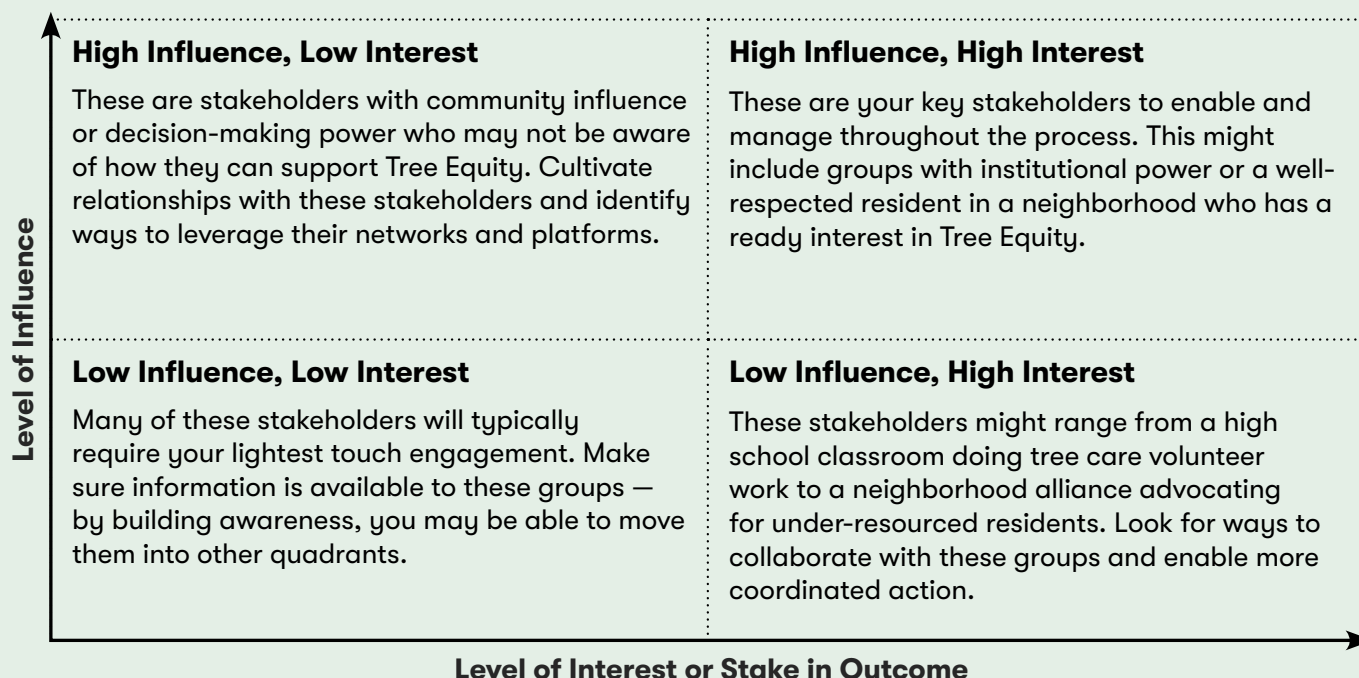
With your **Stakeholder Inventory Worksheet** ([page 6](#)) in hand, create a visual map of stakeholders based on each entity’s level of *influence* and level of *interest*. This exercise will help you understand how to engage potential partners so that you can begin to form a strong, effective coalition.

How it works:

1. Draw two axes to create a simple chart. The X axis (left/right) indicates a stakeholder’s level of interest — or stake — in the outcome of your initiative. The Y axis (up/down) indicates a stakeholder’s level of influence in the community. Divide the chart into four equal quadrants.
2. Select an organization from your Stakeholder Inventory and place a point on the chart that corresponds with their level of interest and influence. For example, a city council member may have a high interest in Tree Equity for her constituents and significant influence in the community. This would place her mark somewhere in the upper right quadrant. A local mosque may have high influence but less interest, placing them in the upper left.
3. Repeat for all stakeholders in your Stakeholder Inventory. Don’t forget to label each mark with stakeholders’ names!
4. Evaluate the results. Where you have placed each stakeholder will determine how you engage with them: Organizations in the upper-right quadrant (high influence, high interest) will be your key partners, while entities in the lower-left (low influence, low interest) may require a lighter touch.

Make it your own: You might run out of space if you use the **Stakeholder Map Worksheet** on [page 8](#). Feel free to draw your own map on a larger sheet of paper or digitally — or turn it into a group activity with a whiteboard and sticky notes.

How to interpret your Stakeholder Map:



Stakeholder Map Worksheet



See [page 10](#) for an example of a completed map.

Sample Stakeholder Inventory

ARBORVALE TREE EQUITY INITIATIVE

Government

City of Arborvale Urban Forestry Department
 Urban Sustainability Division
 Metro Sierra Verde Conservation Authority
 Lakeview County Urban Tree Commission

Nonprofit Sector

Community Health and Wellness Center
 Green Community Alliance
 EcoAction Coalition
 Affordable Housing and Development Initiative
 Environmental Justice Network
 Urban Roots Youth Collective
 Green Guardians Coalition

Community Groups

Sunset Heights Neighborhood Association
 Equity Alliance for Riverside Park Community
 Tree Enthusiasts Society

Institutions

Meadowbrook Hospital & Rehabilitation Center
 Greenwood College
 Arborvale Community Church
 Wellness Alliance for Urban Residents

Private Sector

Meadowbrook Savings & Loan
 Arborvale Business Consortium
 Sierra Verde Valley Chamber of Commerce
 Rosa's Nursery and Garden Center

Media/Marketing

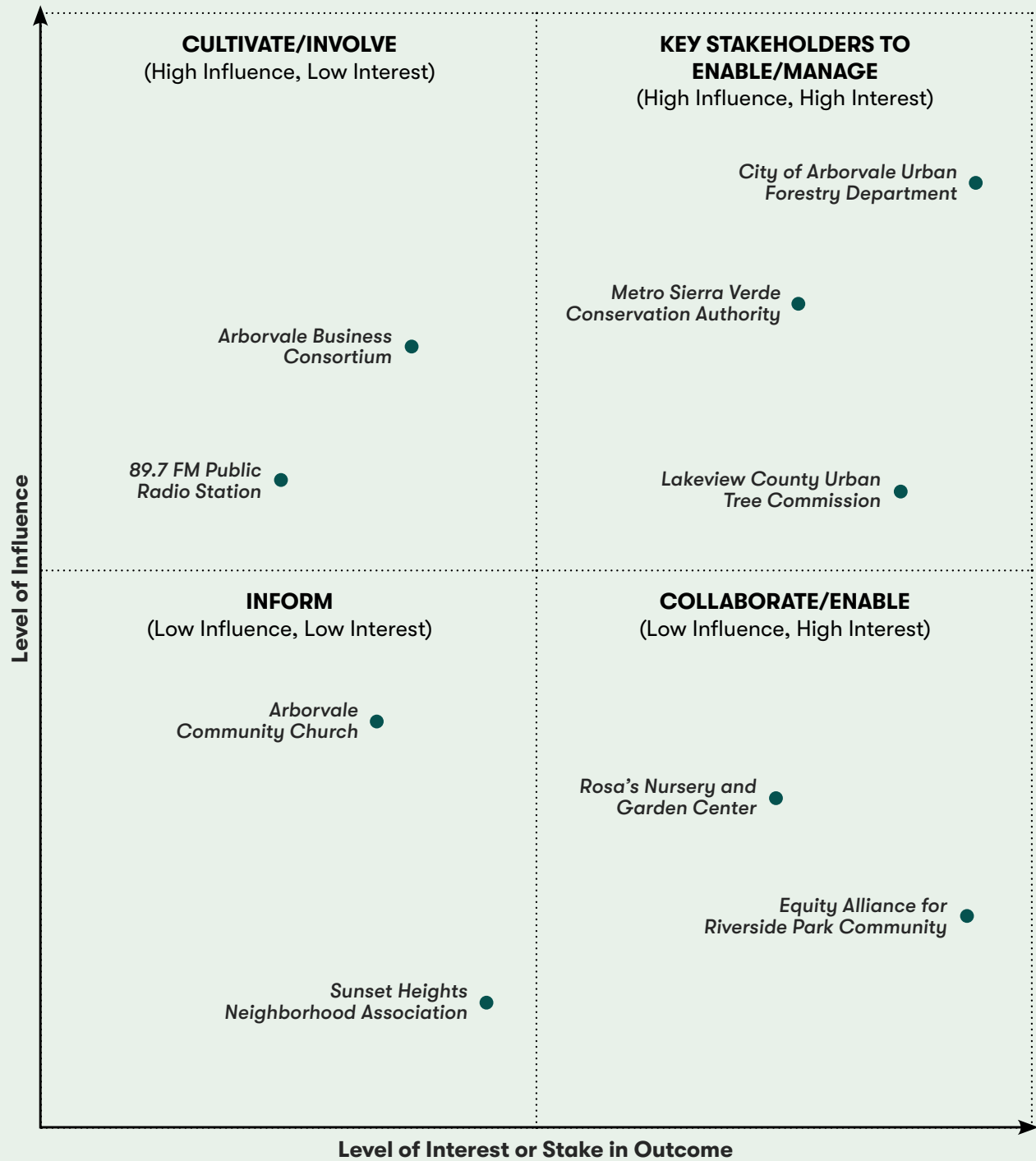
89.7 FM Public Radio Station
 Lakeview Eagles (Baseball)
 Arborvale Gazette



Local arborists connect with representatives at Bronx Community College at a tree climbing and care demonstration in Bronx, New York.

Sample Stakeholder Map

ARBORVALE TREE EQUITY INITIATIVE





Activity 2.1: Stakeholder Inventory and Map

Toolkit 2: Build an Inclusive Coalition

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