



# Tree Equity Handbook

## A Practical Guide to Closing the Canopy Gap Between Neighborhoods

**ACTIVITY 2.3**

### → **Modified SWOT Partner Analysis**

**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 2.3: Modified Partner SWOT Analysis

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.

# Modified SWOT Partner Analysis



## Overview & Basic Steps

As you develop relationships with stakeholders and potential partners, it will be helpful to clearly understand the assets they might bring to your coalition. Conducting a modified SWOT (strength, weaknesses, opportunities, threats) analysis can better prepare you to leverage partners' resources, capitalize on opportunities and meet them where they are.

Rather than a traditional SWOT analysis, this exercise assesses partners based on:

- Resources and assets
- Opportunities
- Limitations

Understanding potential partners through this lens will help you build stronger relationships that advance the goals of your initiative.

**Suggested Time:** 1–2 days

**Level of Difficulty:** Moderate

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

### Before starting this activity, you might need:

- A comprehensive Stakeholder Inventory and Map → [Activity 2.1](#)
- Community Partner Profile worksheets → [Activity 2.2](#)

### Instructions

- 1 Consider partners who might contribute to your initiative. Reference your **Stakeholder Map Worksheet** ([Activity 2.1](#)) for ideas.
- 2 Write a partner name in each matrix and mark any attributes that apply to the partner. Repeat this process for each potential partner that you'd like to analyze.
- 3 Evaluate your results. Reflect on how partners' assets and needs may inform future recruitment efforts.

### After you complete this activity:

- Identify entities that stand out in your analysis to recruit to your Tree Equity coalition. → [Activity 2.4](#)
- Work with partners who have strong networks and community leadership potential to co-develop a Community Engagement Plan. → [Activity 3.1](#)
- Leverage partners' diverse expertise to map out a collaborative Coalition Action Plan. → [Activity 3.4](#)

**TOOLKIT 2: Modified SWOT Partner Analysis | Activity 3 – WORKSHEET**

## Resources and Assets Matrix

List several potential partners and add check marks next to each one to indicate ways that they can strengthen your Tree Equity initiative. Resources and assets include:

- **Expertise and resources:** This partner has expertise in urban forestry, environmental justice, community engagement or other relevant areas, or resources such as funding, staff or equipment.
- **Strategic network:** This partner has established networks and their relationships within communities can help facilitate outreach, engagement and implementation efforts.
- **Influence and authority:** This partner has influence or authority within government, academia, the private sector or key constituencies and can help advocate for policy changes and secure support for the initiative.
- **Credible/trusted:** This partner has credibility with key audiences or can serve as a trusted messenger.
- **Other:** Write in a resource or asset that is not represented in the matrix.

<b>Stakeholder</b> The name of the organization, department, group, or business. Each stakeholder may be listed in more than one matrix.	<b>Expertise and resources</b>	<b>Strategic network</b>	<b>Influence and authority</b>	<b>Credible/trusted</b>	<b>Other (write-in)</b>	<b>Notes</b>
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## Resources and Assets Matrix (continued)



<b>Stakeholder</b> The name of the organization, department, group, or business. Each stakeholder may be listed in more than one matrix.	<b>Expertise and resources</b>	<b>Strategic network</b>	<b>Influence and authority</b>	<b>Credible/trusted</b>	<b>Other (write-in)</b>	<b>Notes</b>
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# Opportunities Matrix

List several potential partners and add check marks to indicate how you might leverage their skill sets, leadership and networks. Opportunities include:

- **Collaboration potential:** This partner has potential to participate in collaborative projects and initiatives that use the strengths and resources of multiple partners to achieve shared objectives.
- **Funding leadership:** This partner has capacity to secure funding and resources, or can provide leadership in grant writing, fundraising or resource allocation.
- **Policy advocacy:** This partner can engage in advocacy efforts to promote policies and regulations that support your initiative.
- **Public awareness campaigns:** This partner can leverage their expertise in communication and outreach to develop public awareness campaigns that promote the importance of your initiative.
- **Other:** Write in an opportunity that is not represented in the matrix.

<b>Stakeholder</b> The name of the organization, department, group, or business. Each stakeholder may be listed in more than one matrix.	<b>Collaboration potential</b>	<b>Funding leadership</b>	<b>Policy advocacy</b>	<b>Public awareness campaigns</b>	<b>Other (write-in)</b>	<b>Notes</b>
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## Opportunities Matrix (continued)

<b>Stakeholder</b> The name of the organization, department, group, or business. Each stakeholder may be listed in more than one matrix.	<b>Expertise and resources</b>	<b>Funding leadership</b>	<b>Policy advocacy</b>	<b>Public awareness campaigns</b>	<b>Other (write-in)</b>	<b>Notes</b>
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# Limitations Matrix

List several potential partners and add check marks to anticipate challenges that could affect a partner’s ability or willingness to participate. Use your understanding to find creative ways to reduce barriers to engagement, build trust and meet your partners where they are. Needs and limitations include:

- **Capacity limitations:** This partner may have limited capacity, funding constraints or red tape, which could impede their ability to contribute effectively.
- **Competing priorities:** This partner may have divergent interests, political constraints, conflicting agendas or limited bandwidth, potentially limiting their sustained engagement and commitment.
- **Relationship hindrances:** Past conflicts or tensions between organizations or stakeholders may hinder trust-building and relationship-building efforts with this partner.
- **Physical needs:** This partner may have physical needs that limit participation due to geographic distance, language and cultural differences, technology constraints, resource or time constraints, or physical accessibility and accommodation needs.
- **Other:** Write in a limitation that is not represented in the matrix.

<b>Stakeholder</b> The name of the organization, department, group, or business. Each stakeholder may be listed in more than one matrix.	<b>Capacity limitations</b>	<b>Competing priorities</b>	<b>Relationship hindrances</b>	<b>Physical needs</b>	<b>Other (write-in)</b>	<b>Notes</b>
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## Limitations Matrix (continued)

<b>Stakeholder</b> The name of the organization, department, group, or business. Each stakeholder may be listed in more than one matrix.	<b>Capacity limitations</b>	<b>Competing priorities</b>	<b>Relationship hindrances</b>	<b>Physical needs</b>	<b>Other (write-in)</b>	<b>Notes</b>
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## Sample Resources and Assets Matrix

<b>Stakeholder</b> The name of the organization, department, group, or business. Each stakeholder may be listed in more than one matrix.	<b>Expertise and resources</b>	<b>Strategic network</b>	<b>Influence and authority</b>	<b>Credible/trusted</b>	<b>Other (write-in)</b>	<b>Notes</b>
City of Arborvale Urban Forestry Department	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Lakeview County Urban Tree Commission	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
EcoAction Coalition	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Affordable Housing and Development Initiative	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Community Health and Wellness Center	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Environmental Justice Network	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Greenwood College	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Well-funded geospatial lab
Sierra Verde Valley Chamber of Commerce	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Rosa's Nursery and Garden Center	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## Sample Limitations Matrix

<b>Stakeholder</b> The name of the organization, department, group, or business. Each stakeholder may be listed in more than one matrix.	<b>Capacity limitations</b>	<b>Competing priorities</b>	<b>Relationship hindrances</b>	<b>Physical needs</b>	<b>Other (write-in)</b>	<b>Notes</b>
Equity Alliance for Riverside Park Community	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Urban Roots Youth Collective	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Transportation & scheduling constraints
Green Guardians Coalition	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Translation and childcare needs
Arborvale Business Consortium	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Metro Sierra Verde Conservation Authority	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

## Activity 2.3: Modified SWOT Partner Analysis

Toolkit 2: Build an Inclusive Coalition

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