



Additional Research Supporting the Case Study Findings

In 2018, the [Network for Landscape Conservation](#) released two reports that support and complement the case study conducted by Leigh Goldberg Consulting and commissioned by the California Landscape Stewardship Network: *Capacity Building for Collaboration: A Case Study on Building and Sustaining Landscape-Scale Stewardship Networks in the 21st Century*¹.

- 1) [Pathways Forward: Progress and Priorities in Landscape Conservation](#)²: Published in August 2018, this document shares the insights that emerged from the November 2017 National Forum on Landscape Conservation, which convened 200 leading landscape conservation practitioners from the United States, Canada, and Mexico.
- 2) [Assessing the State of Landscape Conservation Initiatives in North America: A Survey and Report](#)³: Published in March 2018, this document outlines the results of a 2017 survey of 132 self-identified landscape conservation initiatives in North America.

The following matrices provide examples of how these two national reports support or add to the case study findings. Note: All report titles have been abbreviated, and all text is directly excerpted from the cited report unless otherwise noted.

Capacity Building for Collaboration: Most Significant Financing Challenges (excerpted from page 6)	Similar Findings in NLC Research <i>Pathways Forward: Major Challenges to Collaboration</i> (excerpted from page 10) <i>Assessing the State: Key Insights and Challenges</i> (excerpted from pages 7, 8, and 18)
1. Landscape Stewardship Networks Have Unique Capacity Needs	<ul style="list-style-type: none"> • Major Challenge to Collaboration #1: Insufficient capacity, most notably difficulty funding the “backbone” leadership and coordination identified as critical to these efforts, as well as difficulty finding funding in the longer timeframes required for this work. (<i>Pathways Forward</i>; page 10) • Practitioners are having to face new challenges specific to the landscape conservation approach as they work to sustain healthy, interconnected landscapes. (<i>Assessing the State</i>; page 8; Key Insight #7)
2. Deep, Cross-Boundary Collaboration is Still a Maturing Field	<ul style="list-style-type: none"> • Major Challenge to Collaboration #2: Insufficient skills and experience in working collaboratively; lack of access to training, models, and expertise in this evolving field. (<i>Pathways Forward</i>; page 10)

¹ Goldberg, L. (2018). *Capacity Building for Collaboration: A Case Study on Building and Sustaining Landscape-Scale Stewardship Networks in the 21st Century*. Retrieved from: http://landscapeconservation.org/wp-content/uploads/2017/12/CLSN_Case-Study_11_30_18_Print_Ready.pdf

² Network for Landscape Conservation. (2018). *Pathways Forward: Progress and Priorities in Landscape Conservation*. A report on the 2017 National Forum on Landscape Conservation. Retrieved from: http://landscapeconservation.org/wp-content/uploads/2018/08/Pathways-Forward_2018_NLC.pdf

³ Network for Landscape Conservation. (2018). [Assessing the State of Landscape Conservation Initiatives in North America: A Survey and Report](#). Summary Report prepared by Jonathan Peterson and Emily Bateson based upon the results compiled and analyzed by Mickelson and Thomsen. Retrieved from: http://landscapeconservation.org/wp-content/uploads/2018/04/NLC-2017-Survey-Report_Final-Report.pdf

	<ul style="list-style-type: none"> While examples of landscape conservation initiatives can be traced back to the early days of conservation at turn of the 20th Century, it is only in the last two decades that such initiatives have become widely prevalent. Nearly 90% of the initiatives surveyed have been founded since 1990, with 45% having been founded in the years since 2010. (<i>Assessing the State</i>; page 7; Key Insight #1)
3. There is a Shortage of Significant, Stable Public Funding to Steward and Sustain Conserved Lands	<ul style="list-style-type: none"> Major Challenge to Collaboration #1: Insufficient capacity, most notably difficulty funding the “backbone” leadership and coordination identified as critical to these efforts, as well as difficulty finding funding in the longer timeframes required for this work. (<i>Pathways Forward</i>; page 10) In the 2017 survey, the most frequent category of responses to the open-ended question “What do you perceive as the three greatest challenges to achieving your initiative’s goals?” was “Funding.” Examples of responses included: “reduction in available state and federal funding; higher donor value placed on on-the-ground project work than collaboration and networking for long-term collective impact; donor fatigue; and a general dearth of funding available for this collaborative work – particularly in the necessary longer-term time frame.” (<i>Assessing the State</i>; page 18; Section 12: Challenges)
4. Landscape Stewardship Tends to Hold Less Overt Funder Appeal	<ul style="list-style-type: none"> Major Challenge to Collaboration #3: Communications challenges, including connecting in meaningful ways with a broad range of partners on landscape values, communicating effectively with funders and elected officials on the pivotal importance and urgency of this work, and more fully capturing and sharing the key elements to success. (<i>Pathways Forward</i>; page 10) See note above about funding-related challenges from the 2017 survey. (<i>Assessing the State</i>; page 18; Section 12: Challenges)
5. Natural Landscape Problems Are Often “Out of Sight, Out of Mind”	<ul style="list-style-type: none"> Major Challenge to Collaboration #5: Difficulty measuring/demonstrating success, especially demonstrating how the partnership is adding value in ways that may be different than “bucks and acres” evaluation metrics (e.g., measuring the value of increased social capital, better and more widely shared information, and more democratic and inclusive processes). (<i>Pathways Forward</i>; page 10) The second-most frequent category of responses to the open-ended question “What do you perceive as the three greatest challenges to achieving your initiative’s goals?” was “External Social Factors.” Examples of responses included: “lack of understanding of landscape value for full range of ecosystem services.” (<i>Assessing the State</i>; page 18; Section 12: Challenges)

<p>Pathways Forward: Lessons for Landscape-Scale Collaboration from Joanne Marchetta, Tahoe Regional Planning Agency (excerpted from page 12)</p>	<p>Capacity Building for Collaboration: Capacity Building Advice for Rising and Sustaining Landscape Stewardship Networks (excerpted from pages 15 and 22)</p>
<p>Think in Systems: “For us working in landscape conservation, it is the web of interdependencies to be understood and the geography around which to organize.”</p>	<ul style="list-style-type: none"> Track and measure your progress and develop network-relevant metrics tied to increased scope and scale of relationships and trust; systems-level problem solving; resource sharing; operations and communications efficiencies; crisis preparedness; diversity, equity and inclusion benefits; and community resiliency. (page 22; #12) When initiating collective work, strategically align and leverage partner budgets and funds to maximize the impacts and benefits. (page 22; #1)
<p>While We Love Our Politics and Turf, We</p>	<ul style="list-style-type: none"> Seek to include diverse interests and understand your role within the larger network’s efforts. (page 22; #2)

<p>Must Get Over It: “We had to admit our silo was no better than anyone else’s. We had to move from MY way to OUR way.”</p>	<ul style="list-style-type: none"> • Develop landscape-scale funding priorities through the network; create a menu of investment opportunities; and leverage network staff expertise to pursue joint funding from diverse sources. (page 22; #3) • On large-scale, cross-boundary projects, determine which partner is best positioned to negotiate the most cost-effective rates with contractors, universities, and other involved agencies. (page 22; #4)
<p>Partnerships and Collaboration are Everything: “In the last two decades, we’ve secured and invested over \$2 billion with contributions from every sector. How have we done this? . . . through epic collaboration. . . and 20 years of hard work.”</p>	<ul style="list-style-type: none"> • Even with only modest funding, find ways to leverage significant human capital: your most important asset. (page 15; #3) • Focus on incremental, small asks to build trust with new funders. (page 15; #7) • Ask funder to help you fundraise. (If a funder gives you 10% of what is needed for a project/program, ask that funder to help you raise the remaining 90% by identifying potential funders and introducing you to them.) (page 15; #8) • Know the funders and policymakers in your region and actively include them in your network. (page 22; #9) • Think of funders as key influencers first; find opportunities to align with them beyond just financial resources and cultivate relationships built on trust. Avoid transactional thinking and behaviors and instead plan for the long term. (page 22; #10)
<p>Think Creatively—Unearth Old Assumptions, and Don’t Be Rule Bound: “Be creative with your ideas. Are you stuck in old stale models? Inertia has a way of thwarting change.”</p>	<ul style="list-style-type: none"> • Keep finding ways to do the work regardless of whether a funder is supporting it. Stay scrappy and bold and utilize all possible resources, no matter how small. (page 15; #6) • Generate impact! Then make every effort to tell your impact story. (page 22; #11) • Use non-technical language and the power of metaphor to increase resonance and visibility with policymakers and funders. (page 22; #11) • Never rely on a single sector for funding. Develop a multi-year business model that leverages multiple funding streams (e.g., public and private funding; fee-for-service income). (page 22; #5)
<p>Provide Clear Governance of the Partnership: “Whether your governance is formal or informal, make it intentional. Assess its effectiveness often, and adapt those structures when circumstances call for change.”</p>	<ul style="list-style-type: none"> • Start with a small group of partners and demonstrate value to those partners first. (page 15; #1) • Early on, focus less on the money and more on the goal and generating impact. Success attracts funding. (page 15; #2) • Pilot small projects, events, or programs. Demonstrate success incrementally and build upon that success. (page 15; #4) • If you have a diverse network of personally invested stakeholders and effective leadership willing to convene those stakeholders, don’t give up. (page 15; #9)
<p>Reinvent Yourself Continuously—Change Your Culture for Results: “To make landscape conservation successful, we simply have to get better and better at working together.”</p>	<ul style="list-style-type: none"> • Keep working to improve your business strategy, fundraising, and communications efforts. Seek out resources, specialized training, peer-to-peer learning, and mentoring. (page 22; #13) • Resist the temptation to accept money when there are too many constraints, the funding is not flexible enough for your genuine programs, or the investment will take you in a direction you do not believe in. (page 15; #5)

Pathways Forward:

Five-Year Benchmarks That Will Support Capacity Building (excerpted from page 45)

At Local and Municipal Government Levels:

1. Community leaders understand and promote the practical importance of landscape conservation in producing tangible ecosystem services, including reduction of exposure to natural hazards.
2. County and municipal governments are aligned with appropriate state, federal and nongovernmental programs to support landscape conservation, including not building in flood, fire, climate resilient, and habitat connectivity zones.
3. Associations of local government (for example, National Association of Counties, American Planning Association, regional planning and transportation agencies) are actively supporting landscape conservation and advancing model state legislation.
4. Municipal bonds for conservation are widely proposed and implemented as a key landscape conservation strategy.
5. Children of all backgrounds, as citizens and future policymakers, are educated in their urban or rural communities about the natural world around them and the many essential ecosystem services that broader landscapes provide.

At State Government Level:

1. Landscape conservation objectives are incorporated into existing state policies and programs—in traditional conservation programs like State Wildlife Action Plans and in other key program areas such as transportation and energy—to both advance on-the-ground goals and improve collaboration across state agencies.
2. Prioritized state conservation strategies incorporate robust conservation science and planning tools to conserve ecosystem health and cultural heritage at multiple scales.
3. State policies and funding also support landscape conservation at the local level, including new incentives for local governments to work within and across their boundaries to achieve enduring conservation at the landscape scale.
4. States have significant dedicated funding for conservation through fees (e.g., license plate programs), taxes (e.g., real estate transfer tax), bonds, and other long-term sources of funding—the goal is all 50 states and U.S. territories.
5. States adopt policies that incentivize carbon retention through a price on carbon, no net loss policies, or other incentives—recognizing the critical value of our natural landscapes for both climate resilience and their ability to store carbon from the atmosphere and serve as a highly significant climate mitigation strategy.

At Federal and Tribal Government Levels:

1. Current land, air, water, and cultural protection and conservation statutes and funding are sustained and increased, and additional landscape conservation elements are incorporated into federal policies and programs—both within and across natural resource agencies and agencies such as Department of Transportation, Federal Emergency Management Agency (FEMA), Department of Defense (DOD), and Department of Housing and Urban Development (HUD).
2. Federal agencies have been directed to manage for ecological connectivity and also to use the mitigation hierarchy on federal lands and waters.
3. The collaborative approach to landscape conservation is expanded through federal incentives and programs that support people and organizations working together across boundaries (for example, through the National Estuary Program, Natural Heritage Areas Program, and Regional Conservation Partnership Program in the Farm Bill).
4. Private landowners (including large individual and corporate landholders) have more opportunities to participate in federal conservation programs that incentivize land management, restoration, and conservation to sustain or enhance ecosystem benefits and achieve durable landscape conservation.
5. Tribal and federal conservation programs are better coordinated and integrated, with shared data sets and increased use of Traditional Ecological Knowledge in landscape conservation planning, allowing for improved collaboration among Tribes and public and private partners.