

COMMUNITY-BASED COLLABORATIVE CONSERVATION NETWORK GATHERING

SUMMARY REPORT FROM THE FIRST REGIONAL GATHERING OF THE
COMMUNITY BASED COLLABORATIVE CONSERVATION NETWORK

COLORADO STATE UNIVERSITY
FORT COLLINS, COLORADO

FEBRUARY 28TH & MARCH 1ST, 2019



“When it [the West] fully learns that cooperation, not rugged individualism, is the quality that most characterizes and preserves it, then it will have achieved itself and outlived its origins. Then it has a chance to create a society to match its scenery.”

— Wallace Stegner, *The Sound of Mountain Water*

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EXECUTIVE SUMMARY

Thirty leaders from the community-based collaborative conservation gathered in an interactive Gathering hosted by the Center for Collaborative Conservation at Colorado State University on February 28th and March 1st, 2019. Gathering participants represented diverse geographies, conservation and livelihood issues, communities, scales and entities across the seven states of Idaho, Montana, Wyoming, Colorado, Arizona, New Mexico and Utah. Gathering participants included members of the emerging Community Based Collaborative Conservation (CBCC) Network Leadership Team, past CBCC Workshop participants and new potential partners from the community of practice.

The purpose of the workshop was to affirm CBCC Network design components, confirm priority activities of the Network, move from the design phase into the implementation phase of the Network, and build an engagement plan and event plan to launch the CBCC Network across the Intermountain/Rocky Mountain West region.

Participants affirmed support for the emerging CBCC Network.

The Gathering engaged key CBCC leaders and practitioners in the development and design of the CBCC Network. Participants synthesized, refined, adopted and created components of the Network's Design. Network Design components included: work plans; Network definitions and Approach; name & tagline, mission and logo; charter outline, current and future structure; membership; and values and principles.

The Gathering also initiated conversations and the development of a business plan for the Network and an approach to address regional funding capacity to support CBCC efforts across the region.

The Gathering also laid the groundwork for a launch of the Network by: a) identifying key collaborators and developing a plan to engage key members of the community of practice from across the region; b) describing and committing to next steps for moving from Network Design to Network Implementation; and c) agreeing to establish a team to design an event plan for a regional launch of the CBCC Network in the fall of 2019 or late winter/early spring of 2020.

At the end of the two days, participants recognized they had successfully participated in the first Gathering of a regional Community Based Collaborative Conservation Network.

BACKGROUND & RATIONALE

The American West has long been defined by aridity, dispersed populations, large private working lands and a high concentration of federal public land. More recently, the region boasts many of the fastest growing states and communities in the country, and represents the most rapidly urbanizing region in America. This change has triggered a movement of voluntary private lands protection. Several studies conclude that people are moving to the West to enjoy the open spaces, outdoor recreation, and other amenity benefits.

Civic leaders throughout the American West are stepping forward to convene and facilitate community-based forums to address natural resource management, economic and livelihood challenges. Community-based collaborative conservation (CBCC) is a public process where multiple stakeholders work together to solve a common problem or achieve a common objective. These processes are community or practitioner driven, place-based, multi-stakeholder, and multi-objective. They vary in terms of purpose and spatial scale given that each process is homegrown, tailored to the particular needs and interests of a community, watershed, or ecosystem.

Although CBCC is not a panacea, it is increasingly the forum of first resort for one reason – it works. The conservation community and other stakeholders increasingly recognize that collaboration leads to more inclusive participation, more complete information, buy-in among diverse stakeholders, better and more widely supported decisions that are more likely to be implemented, and more effective and enduring outcomes. CBCC is often used to generate widely supported on-the-ground efforts in planning, implementation, and monitoring of land, water, and other natural resources projects. It is also used to resolve long-standing conflicts over water and other natural resources, restore and manage public and private forests and rangelands, and create local and regional economic benefits. In addition to solving particular problems, CBCC has also proven to be an effective strategy for communities to adapt and be resilient in the face of new challenges. It builds social, political, and intellectual capital, and this civic currency can then be applied to issues facing communities, watersheds, and ecosystems.

Although there is no single model for CBCC, there is an emerging community of practice and an evolving set of best practices, resources, and learning opportunities to support these efforts. Given the challenges facing the American West, along with the success of CBCC to build resilient communities and landscapes, *it is clearly time to scale-up and amplify these efforts across the American West.*

In response to this growing interest in CBCC, Colorado State University's Center for Collaborative Conservation (CCC) conducted a needs assessment in 2016/2017 to assess the capacity of collaborative conservation practitioners to catalyze, enable, and sustain CBCC. Sixty-four practitioners from the American West were interviewed to help identify the most needed collaborative skills and tools, preferred delivery methods, priority target audiences, and challenges for building capacity among CBCC practitioners.

The needs assessment confirmed: (a) many resources and opportunities to build collaboration skills are available; (b) awareness and use of existing offerings can be increased by reducing barriers that limit access and participation; (c) new learning opportunities and resources need to be created to fill current gaps; and d) critical gaps in capacity affect the success of CBCC efforts.

In the winter 2017, the CCC initiated an inventory of existing collaboration learning opportunities and resources to: (a) further understand current availability relative to gaps; and (b) start the development of a single, easily accessible and searchable database of existing collaboration resources and trainings for the CBCC community.

Building on both the needs assessment and inventory, the CCC, in partnership with the University of Montana's Center for Natural Resources & Environmental Policy, concluded that the next step in determining how to fill the gaps in collaborative capacity was to convene CBCC practitioners in an interactive workshop. The seven states defining the Intermountain West region were chosen as an appropriate scale. Sixty members of the CBCC community, representing diverse geographies, organizations, livelihoods, and conservation challenges were invited to convene at a workshop in the spring of 2018.

The purpose of the workshop was to create an Action Plan to build the collaborative capacity of CBCC efforts across the Intermountain West region. In the final analysis, workshop participants agreed on the need to strengthen and build the capacity of CBCC in the Intermountain West region. They recognized that there is currently no overarching network or community of practice to connect CBCC practitioners, to share information, build collaborative capacity, solve problems, and to promote and support this growing movement.

CBCC Workshop participants created the framework for a regional CBCC Network and Action Plan. The goal of the Network and Action Plan is to promote and support community-based collaborative conservation (CBCC) efforts that strengthen and sustain livable communities, vibrant economies, and healthy landscapes.

Twenty-four workshop participants volunteered to form a Leadership Team to carry this effort forward. The Leadership Team committed to working together over the next 2-3 years to build a regional CBCC Network to: a) increase awareness and support for CBCC efforts, b) advance the practice of CBCC efforts, c) support existing statewide and sub-regional organizations, d) prepare and inspire the next generation of leaders, e) influence policy that supports CBCC, and f) create a regional funding strategy for CBCC efforts..

The Leadership Team decided to reconvene again one year later, in the spring of 2019. Leadership Team members, key conservation partners and potential new Network members, gathered to finalize the Action Plan and Network design, and develop an engagement plan to lay the groundwork for a launch of the Network later in 2019.

We believe that human communities and landscapes are healthier and more resilient when diverse groups of people come together with the best available information in communities, watersheds, river basins, and ecosystems to address issues of common concern.

THE GATHERING

On February 28 and March 1st, 2019, thirty conservation practitioners and resource people gathered on the campus of Colorado State University to affirm Network design components, confirm priority activities of the Network, and build an engagement plan to launch a Community Based Collaborative Conservation (CBCC) Network in the Intermountain/Rocky Mountain West region.

The objectives of this workshop were to:

1. Engage key CBCC leaders and practitioners in the development and launch of the CBCC Network, including current Leadership Team members, past CBCC Workshop participants and new potential partners from the community of practice.
2. Synthesize, refine and adopt components of the Network Design and Action Plan. Components include Action Plan goal, objectives and work plans, and Network definitions, name & tagline, mission and logo, charter, structure and membership, and Values and Principles document.
3. Initiate the development of a business plan for the Network and a regional funding strategy through a working session.
4. Lay the groundwork for a launch of the Network by:
 - a. Identifying key collaborators across the region;
 - b. Developing a plan to engage key Network leadership and members of the community of practice from across the region;
 - c. Describing next steps (2019 To Do List and Timeline) for moving from Network Design towards Network implementation; and
 - d. Considering the objectives, participants, and timeline for a public launch event.
5. Celebrate the launch of CRAFT: a searchable database of existing CBCC learning opportunities and resources located on the Center for Collaborative Conservation (CCC) website.
6. Demonstrate the value of the Network as a mechanism for gathering and sharing information and best practices, such as the recent survey on the intersection between Land and Water management efforts.

Participants were invited to represent seven states -- Arizona, Colorado, Idaho, Montana, New Mexico, Utah and Wyoming. Participants included members of the CBCC Leadership Team and Working Groups, past attendees from the CBCC Workshop and key partners from the region.

The Gathering was designed to be participatory and highly interactive. Matt McKinney and Shawn Johnson from the University of Montana's Center for Natural Resources & Environmental Policy, and Heather Knight from Colorado State University's Center for Collaborative Conservation in the Warner College of Natural Resources, facilitated the Gathering.

Prior to the Gathering, participants reviewed materials produced by members of the CBCC Network Leadership Team. Network Design materials included Action Plan goal and objectives, Network approach, values and principles, definitions, current and future structure, Leadership Team and Working Group membership, and charter outline. Working Group materials included work plans, network business plan, regional funding strategy outline, engagement plan, launch event plan, 2019 To Do List and Timeline.

During the Gathering, Leadership Team and Working Group members delivered short informational presentations to prepare participants for working sessions. Following each presentation, participants divided into groups of varying sizes supported by Gathering facilitators and Network members. Participants captured the discussions and recommendations from each working session on flip charts and poster-size documents. Groups reported out after each working session and those discussions and reports were captured both in written form by the Gathering conveners.

Following the Gathering, all notes were compiled and synthesized into this summary report. Gathering participants were invited to review the draft report and provide feedback and input prior to the report's finalization. Key messages and recommendations that emerged from the Gathering were used to finalize Network Design and Work Plan components, develop an engagement plan and event plan for the launch of the Network, and move the Network from a phase of design and development to implementation and action.

NETWORK DESIGN

Network Guidance Documents

The first working session of the Gathering was designed to synthesize, refine and adopt components of the Network Design and Action Plan. Building from the Action Plan, the Network Design Team presented draft guidance documents for participants to review and comment on. Documents included definitions, Network Approach (3 C's), Values and Principles, current and future structure, membership, and charter outline.

Following are the results of the working session.

Definitions.

A selection of definitions derived from the collaborative conservation literature, were presented for participants to indicate which best supported the intent of the Network. The complete Definitions document with participant's comments is found in Appendix 1. Only a small number of participants provided comments on the definitions document.

The definition for *Collaboration* that more participants selected was:

Collaboration is a process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible... Those parties with an interest in the problem are termed stakeholders. Stakeholders include all individuals, groups, or organizations that are directly influenced by actions other take to solve the problem. Each stakeholder has a unique appreciation of the problem. The objective of collaboration is to create a richer, more comprehensive appreciation of the problem among the stakeholders than any one of them could construct alone. (Emerson et al. 2011)

One participant suggested the following could be added to this definition.

- solutions emerge by dealing constructively with differences
- joint ownership of decisions is involved
- stakeholders assume collective responsibility for the future direction of the domain

This definition of *Conservation* that was liked, but considered to be "too wordy" was:

Conservation: an ongoing interaction between people and their natural environment that is meant to sustain and improve natural resources and human communities, and prioritizes sustaining diversity and resiliency to multiple stresses. Importantly, the stakeholders required to construct the collaborative are diverse and may bring different values, perspectives, and cultural world views to the process. The collaborative process allows groups to produce outcomes that would not have been possible without collaboration. (Definition from 2010 exercise in defining CC with Stacy Lynn, Robin Reid, Lee Scharf, Jill Lackett and Ch'aska Huayhuaca-Frye)

The following definitions were affirmed by participants.

Community-based Collaboration: 1) a group that has been convened voluntarily from within the local community to focus on a resource management issue(s) or planning involving public lands or publicly owned or regulated resources whose management impacts the physical, environmental, and/or economic health of the local community; 2) Was brought together by a shared desire to influence the protection and use of natural resources through recommendations or direct actions that will impact the management of the resource; 3) Has membership that includes a broad array of interests, some of which may be in conflict; and 4) utilizes a decision-making process that requires participation by local stakeholders. (Dukes et al. 2011)

Collaborative initiatives: are a dynamic set of actors connected by their shared commitment to undertaking a sustained process of interaction in order to collectively address environmental or social-ecological situations that cross boundaries and are linked to a geographic place. (Ch'aska Huayhuaca-Frye)

Collaborative conservation: is the process of creating a sustainable future for peoples and places by inviting diverse and inclusive groups of stakeholders to jointly solve problems through collective learning and action. (Reid et al., 2011)

This definition of **Community-based Conservation** was liked with the change of the word *biodiversity* to **wildlife**.

Community-based Conservation: reverses top-down, center driven conservation by focusing on the people who bear the costs of conservation. In the broadest sense, then, community-based conservation includes natural resources or **biodiversity** protection, by, for, and with the local community. The deeper agenda, for most conservationists, is to make nature and natural products meaningful to rural community. As far as local communities are concerned, the agenda is to regain control over natural resources and, through conservation practices, improve their economic well-being." (Western & Wright, Natural Connections, 1994, p.7)

Network Approach (3 C's)

The Network Approach lays out how the Network will interact in the region; it's role and function. Detailed comments on the document are found in Appendix 2.

Participants supported the Network Approach the Network playing the role at the regional scale of "Connector", "Convener", and "Catalyst". There was one suggestion of also incorporating the word "change". Change in the context that if the Network creates connections across the region to share knowledge, co-learn, leverage resources and identify common regional issues, the network would convene groups to problem solve and develop solutions, and then bring groups from across the region together to catalyze resources and take action. That process would result in change. That change would further support the collaborative approach and result in greater conservation impact at the regional scale.

Participants commented extensively on the Approach language. Particularly wanting to clearly indicate that the Network is not a doer of conservation but has a connecting and networking function. Connections result in sharing and co-learning, capacity building and leveraging of knowledge and resources.

In addition, the Network operates at the regional scale, linking to and across existing support and resource organizations that are in turn linked to and providing support to the myriad of Community-based Collaborative (CBCCs) groups that are doing the on-the-ground conservation work in diverse communities at different scales within their state or sub-region. The support and resource organizations work at the state, sub-regional and national scales. Hence, the CBCC Network can be a connector between state CBCC “hubs”. These hubs can be identified in each state within the region. Some states have larger hubs while others are only now establishing this level of organizational support.

Hubs are comprised of:

- state level CBCC support organizations, like the Colorado Watershed Assembly or Montane Watershed Coordinating Council, and
- sub-regional CBCC groups, for example Cross Watershed Network, and
- state level resource organizations including academic institutions, such as University of Wyoming Haub School for the Environment, and
- professional consulting and training entities such as Southwest Decision Resources, and
- key local, state, natural resource public agency partners, for example county open space programs, and
- national or larger scale organizations, like tribal nations and Western Landowners Alliance, and funding organizations.

The Network also convenes these hubs to identify needs and gaps and create solutions for the CBCC community and to then together catalyze action by bringing together resources to address these regional scale issues to advance the practice of collaborative conservation.

Values and Principles

Participants were very supportive of the draft Values and Principles document. Minor comments were suggested (see Appendix 3). There was strong support for the Values and Principles of:

- Listening to Understand,
- Yesterday, Today and Tomorrow,
- Sense of Place, and
- Inclusivity.

Current and Future Structure and Membership

Current Structure. The current structure diagram with notes from participants is included in Appendix 4.

Participants supported continuing to seek diverse representation from across the region on the Leadership Team, Working Groups and Committees. Different geographies, kind of organizations and communities, and landscapes should be included. Strategically identifying individuals who have multiple and diverse connections and partnerships, and work at different scales, makes good sense. Participants noted suggestions on the current Leadership Team and Working Group lists. The goal of membership on each Working Group of; a) at least one CBCC representative and one CBCC support organization on each Working Group, plus b) 1 or 2 key partner organizations, and c) choosing those representatives from across the seven states, was acknowledged as a challenge, but good goals.

A few structural changes were suggested for consideration. These changes included: combining the Future Leaders Working Group into the Advance the Practice Working Group, forming a Launch Event Team, incorporating the Engagement Plan into the Increase Awareness Working Group Launch Event Team.

Future Structure. Participants liked the proposed draft 4 future structure. The following recommendations were offered by participants and are detailed in Appendix 4.

Include tribes and private landowners, and also agencies and organizations that operate beyond the scope of state, sub-region or region, and represent the latter on the structure diagram. There was support for the Network recognizing “hubs” in each state, with each hub comprised of existing organizations and groups that support on-the-ground CBCC efforts in each state. The Network would link to these hubs and connect the hubs across the region. One or two Leadership Team members who already work with hub organizations, could act as Network liaisons or connectors for that hub. The Network Coordinating Committee could be adjusted to be comprised of the hub liaisons/connectors. The Coordinating Committee’s responsibility would be coordination and engagement across the region with the hubs as well as Network Design and guidance.

Charter Outline. A charter has yet to be developed for the Network. A draft charter outline was presented and reviewed at the Gathering. Appendix 4 includes the draft charter outline and one comment from a Gathering participant. A charter needs to be developed using examples from other networks that have comparable functions and structures. Development of the charter falls under the preview of the Network Design Team, with feedback from the Network Leadership Team.

Network Name/Tagline, Logo, and Mission Statement

Prior to the Gathering the Network was referred to as the regional Community Based Collaborative Conservation (CBCC) Network. This name is long and descriptive, and evolved

out of the process of developing the Network. The Network Leadership Team recognized that no clear decision had been formerly made to “name” the Network.

During the Gathering participants were asked to use their knowledge of the development of the Network to create options for a Network name and or tagline, logo, and mission statement.

During the evening activity there was discussion about whether to choose a name that would be more descriptive of geography and purpose of the Network, and hoping for a crafty abbreviation, or a name that was shorter and catchier, coupled with a short but descriptive tagline. Following are results of the brainstorming activity to develop name, tagline, logo and mission statement options.

Key Words and Phrases. The following key words and phrases were used during this activity.

- conservation, watersheds, landscapes, places, natural resources, stewardship
- western, west, rocky mountain west, intermountain west, mountains, mesas, rangelands, forests, watersheds, deserts, plateaus, seven states, C7
- network, alliance, forum, guild
- community based, place based, from the ground up, community driven, inclusion, diverse voices, well-being, livelihoods, economies, culture, community, sense of place, durable solutions, people and place, lasting solutions
- connect, convene, catalyze, links, linkages, hubs, nodes, collaborative, create, enhance, improve, sustain, advance, advance the practice, share, accelerate, impact, amplify, co-learn, pace and scale

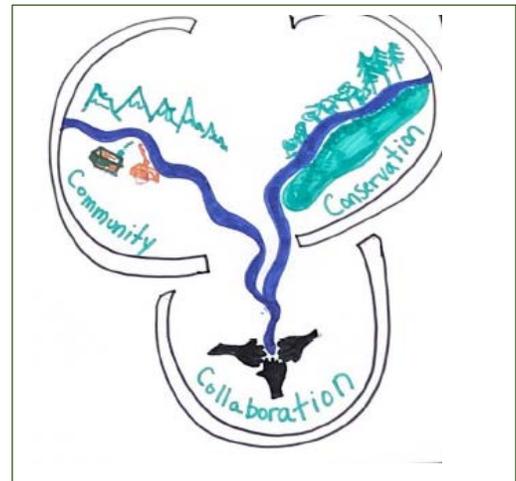
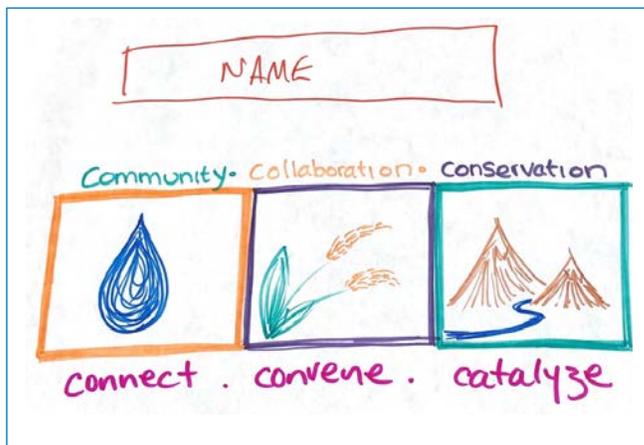
Network Name. The following name options were developed during the activity.

- The Collaboration Network
- Collaborative Conservation Network
- Collaborative for Western *Landscapes* (Lands) (Watersheds)
- Collaboration Learning Network
- C7 Network
- Connecting Western Lands
- Community based Collaborative Conservation Network
- Network of Western Collaboratives
- Intermountain West Collaboration Forum (or Network)
- Western Community Collaboration Learning Network
- Western Community Collaboration Learning Network
- Western Collaborative Conservation Network (WCCN)
- Western Lands Network
- Western Lands Collaborative(s) Network (WCN)
- Western Lands Collaboration Network
- Western Network of Collaboratives
- Western Natural Resources Collaborative (WNRC)
- Western Stewardship Alliance

- Western Stewardship Collaborative
- Western Community based Stewardship
- Society for Western Collaboration
- Alliance of Western ...

Network Tagline. The following tagline options emerged out of the activity.

- Collaborating for People and Places
- Collaborating for healthy landscapes, vibrant communities and livable communities
- Transforming Conservation through Collaboration
- Healthy landscapes, vibrant economies, livable communities
- Connecting lands through people
- Building a collaborative culture



Network Mission Statement. Participants formulated the following options for mission statements.

- Building a collaborative culture across western lands
- Building a collaborative culture across western landscapes
- Building a collaborative culture across western watersheds
- Building a collaborative culture across the (Intermountain *or* Rocky Mountain) West
- The [name] links conservation practitioners to promote and support collaborative capacity.
- The [name] links conservation practitioners to build collaborative capacity and develop resources that transform communities.
- The [name] builds a collaborative culture (*or* advances the practice of collaborative conservation) across 7 western states by:
 - **Connecting** community based collaborative conservation groups to share knowledge and experiences, tell stories, co-learn, pool resources, and create a stronger collective voice.

- **Convening** the community of practice and its support organizations to identify barriers, needs, gaps and opportunities for collective action.
 - **Catalyzing** resources and expertise to enable CBCCs to create durable solutions, solve problems, reduce barriers and fill gaps to build collaborative capacity.
- The [name] links communities across the Intermountain west to balance natural resource management, rural economies and community values.
- The [name] supports community conservation practices that includes natural resources, well-being and economic goals.
- The [name] promotes, links and supports community groups to collaborate to conserve their livelihoods and natural resources.
- The [name] connects and supports (promotes) collaborative culture approach to natural resource management in the Intermountain west.
- Building (supporting) community collaboration in the Rocky Mountains by connecting communities, identifying needs, and supporting local efforts.

WORK PLANS

The second working session of the Gathering was designed to synthesize, refine and or adopt four of the Network Working Group work plans. Since the CBCC Workshop, Working Groups were established to develop work plans for each of the Network's programmatic objectives. Four of the Working Groups, Advance the Practice, Increase Awareness, Future Leaders and Public Policy, presented the following highlights of their work plans.

Advance the Practice.

- The purpose of our working group is to build the collaborative skills, tools and capacity in the CBCC practice community across the Intermountain West region. We have identified some existing efforts and challenges as well as what we believe are the crucial gaps that need to be addressed - these are laid out in greater detail in the document. Here are our four overarching strategies with priority actions. Some actions are already underway or could be launched quickly and easily.
- Strategy 1 - Gather and share existing collaboration tools, learning opportunities and resources - CCC already has funding to develop a web-based searchable database of existing learning opportunities and resources but will need a system to keep it maintained and updated.
- Strategy 2 - Use a variety of methods to provide collaboration skills and tools to CBC groups in the region - Priority actions under this strategy include identifying existing organizations that could host peer-to-peer learning opportunities and creating a peer-to-peer learning directory, create a register of trusted/qualified mentors and coaches and act as a match-maker, and create a list of internship opportunities acting again as a match-maker. We may need some help prioritizing here!
- Strategy 3 - Develop new funding mechanisms to advance practice - is focused on creating a list of practitioners who could offer services to paying members of the network at a discount, therefore not dependent on grants or donations.
- Strategy 4 - Create a CBCC regional learning toolbox - listed here but should probably be under Strategy 2 - Launch a virtual facilitated peer learning group - project already designed by Deb and ready to go, creates a facilitated confidential space for collaborative practitioners to problem solve, learn from each other etc. Would be discounted for paying members of the network.

Increase Awareness.

- Define CBCC by creating a mission statement and adopting a set of principles to increase awareness of the impact of the CBCC approach.
- Create a template for CBCC stories and/or conservation project flyers. Reach out to CBCC participants for existing templates and flyers. Assign a subcommittee to work on

creating a draft template and flyers. Distribute draft templates for comments. Provide template for creation of stories or flyers, then identify who to provide this to and or partner with.

- Solicit, collect, and create CBCC stories, flyers, and conservation project information. Request existing stories, and flyers from CBCC members. Collect stories, and flyers from each state. Request pictures and data on completed conservation projects. Provide a place where stories, flyers and information can be stored and retrieved. Engage university students to help create stories, and flyers
- Distribute CBCC stories. Provide access to stored stories, flyers, pictures and data/information. Continue to update participant list in data base. Adopt a method of distributing stories and flyers
- Engage with conservation groups and stakeholders, by participating in existing events, workshops, conferences, etc. Create a calendar where CBCC members can add events, workshops and conferences that they are aware of. Continue to update the spreadsheet with new conservation groups contact information. Engage in media events.
- Evaluate progress

Future Leaders.

- Transform the graduate degree in Natural Resources Conflict Resolution at University of Montana into a Regional Leadership program.
- Provide imbedded and meaningful internships, practicum opportunities, and other hands-on learning opportunities; linking students to CBCC practitioners and groups across the region.
- Build on existing graduate programs by promoting those programs throughout the region.
- Market the region's expertise in community-based collaboration; seek to attract students throughout the country (and around the world) to study CBCC in the Rocky Mountain region; with particular recognition of increasing diversity and engaging under-represented populations .

Public Policy.

- Develop a list of Keys to Success for public policies that create community-based collaboration, particularly in rural communities in the West.
- Develop a list of characteristics that are necessary for agency personnel to work in local rural communities and be successful at community-based collaboration.
- Develop a professionally designed one-page document, including the keys to success and characteristics of agency personnel.
- Plan and host a meeting with the Public Policy Working Group, and some additional invited guests, in Sheridan, Wyoming - April 16-17, 2019. Develop action items for moving forward public policies that embrace community-based collaborative processes.

- Work with local communities to formulate ways to retain good federal and state employees – build trust and credibility. Share these ideas broadly with agency leaders throughout the west.

Participants then divided into four groups and rotated between work plan stations, providing feedback on priority strategies and activities. Work plan strategies and activities tables with participants’ notes are included in Appendices 6 through 9. A summary of feedback from Gathering participants is provided below.

Advance the Practice.

- Working Group overlap. There is overlap with Future Leaders Working Group on some skills, resources, tools and learning opportunities. Consider combining Advance the Practice and Future leaders Working Groups? Both address collaboration tools, resources and skill building; one for current practitioners the other for future leaders.
- Communication. Collaboration Podcasts could amplify impact stories and or monthly drop in calls could be used to introduce collaboration skills and tools and connect hubs across the region.
- CRAFT. Coordinate with other state level organizations and networks to make CRAFT a one stop shop. Include the Lincoln Institute Resilient Community Starter Kit in CRAFT.
- Include coaching as part of peer-to-peer learning. Identify the “home” for peer-to-peer learning.
- Trainings, Learning and Tools. Consider developing a rapid readiness assessment tool to help evaluate community preparedness for effective collaborative conservation action. Of importance are tools, trainings, and mentoring and or coaching following training. Target audience in mid-level agency managers for collaboration training; emphasizing relationship building.

Increase Awareness.

- Partners. Two additional partners were identified for this work plan; Rivers Edge West and USFWS Matt Grabau CCAST case studies platform.
- Build support through impact stories. Amplify best practices and case studies of successful CBCC efforts to build support from leadership and decision makers. Podcasts and webinars could be used as communication vehicles for CBCC impact stories. Podcasts can make connections between urban and rural communities.
- Target audiences. Focus audiences might be under-represented rural communities, mid-level and upper level agency leaders, and urban communities.

Future Leaders.

- Internships. Not all interns are students. Also include others that are not students, i.e., internships should go beyond students. Add a list of facilitators with support internships. Internships require good design to be effective and capacity to support both the hosting organization and the intern. Internships provide invaluable experience and training to future leaders and if designed well can provide needed and meaningful capacity to CBCC hosts.

Public Policy.

- Training. There is a need for funding to get more collaboration training into agencies. Funding from agencies and from external sources. Create a list of agencies doing collaboration. Target mid-level agency managers for training.
- New policies. Is there a role for drafting new policies?
- Changing agency the culture.
 - Target new agency personnel.
 - Be strategic on the messenger.
 - Institutionalize collaboration for all agency staff.
 - Need to approach this through agency leadership.
 - Embed decision maker in the collaborative process.
 - Make collaboration part of performance. This performance starts at the leadership and goes to all levels of agencies.
 - Collaboration should be a competency considered in the hiring process.
 - Engage with partners like WLA and RVCC to build an even stronger collective voice across the region.
- Transition of agency personnel.
 - Need a better transition process to deal with staff turnover.
 - Ways to transition over time so that skills, knowledge, culture and relationships are passed on.
 - Create ways to ensure training and information transfer upon start of a job. Overlap for transfer of ideas, relationships, knowledge and history.
- Communication. Use the CBCC Network to circulate public policy information.

NETWORK BUSINESS PLAN AND REGIONAL FUNDING STRATEGY TO SUPPORT CBCCs

The purpose of this working session was two-fold, a) to initiate the development of a business plan for the Network, and b) to develop an approach to address funding capacity to support CBCCs across the region. A draft of a Network Business Plan and Regional Funding Strategy document are found in Appendix 10 and 11.

Highlights from the draft Network Business Plan and Regional Funding Strategy to Support CBCCs were presented as follows:

Network Business Plan.

- What does it cost to operate a Network? It requires backbone support, operating costs, and program costs. Backbone support has proven to be critical in determining the success or failure of Network efforts.
- What are the options to fund these Network costs? The following options could be individually applied or a combination could be used.
 - Consortium of funders, representing each of the seven states for example.
 - Secure one or two long-term funders, either regional or national.
 - Create a membership fee for services. Organizations that derive benefit from the Network, then financially stand up the Network.
 - Identify an existing organization with capacity to provide backbone support. Supplement this core support with grants, fees, and other options mentioned above.

Regional Funding Strategy to Support CBCCs. Practitioners have indicated that CBCCs across the region face funding capacity issues. It is important to understand what those issues are, what gaps exist, what actions are currently or have been implemented. Then the Network can determine what might be possible to attempt and with whom. We need some data/information to support our knowledge of the situation. Convening representative from the funding and CBCC community to explore this topic is a logical next step to developing an approach.

- What is the current situation?
 - Reductions in agency to fund projects.
 - Private philanthropy has shifted resources from capacity building to fill the project gap.
 - This has resulted in reduced funding for capacity/backbone support.
 - There are now more collaboratives than ever, but more competition for resources that have not expanded at the same pace and scale as CBCCs.
 - Limited funding is available to sustain the capacity of CBCCs.
- What are the existing gaps in funding capacity?
 - Lack of funding to support existing CBCCs for:
 - Training.

- Backbone support (coordinator positions) and annual operations.
 - Rural landowner and other community stakeholder participation.
 - More established collaboratives to mentor and support smaller beginning/struggling organizations.
 - Matching funds for capacity for facilitators, trainers and leaders.
- Lack of funding for Capacity Building.
 - Better coordination for grants instead of collaboratives competing with each other. (e.g., watershed groups competing for BOR WaterSmart grants)
 - Diversification of income streams for rural livelihoods.
 - Seed funding to start collaborative initiatives.
 - Ways to pool and leverage funding from agencies and others through partners like National Fish and Wildlife Foundation; to increase capacity and raise awareness.
 - How to connect funders to rural communities to raise money for CBCC projects, training, etc.
- Possible strategies or actions include:
 - Establish new funding sources.
 - Develop sustainable business models for CBCCs.
 - Create finance and funding training.

During the discussion portion of this working session, the following points we raised.

- Build case for funding the Network.
 - Focus on the outcomes and deliverables that meet the needs of the community of practice. That is, ask what value does the Network add? Then tie the business plan to Network success.
 - How can the Network help sort out the players in the collaborative conservation community in the West? What are some of the issues that connect CBCCs? How can the Network help address them?
 - How do you capture value of decreased conflict and litigation by using the collaborative approach?
 - Who are the potential buyers/customers of the Network, willing to support fee for service structure.
- Managing a Mix of Funding. There is a challenge of managing mixed fiscal sponsorship. How does an organization best manage a mix of public, private, and multi-source funding?
- Operations versus Programmatic Funding. There is a need to fund both operations/backbone support and programs/activities of the Network. The former are usually harder to fund.
- There is and remains a tension between supporting annual and long term needs. Agencies might be a potential source for longer term funding.
- State based efforts might be easier to fund than regional efforts.

- Models to consider:
 - If Network members receive value from the Network, they may be willing to make member contributions. Such fees may serve as match to other funding sources and also represent buy-in from across the region.
 - Is there an opportunity for the Network to assist CBCCs across the region by sharing or pooling capacity across CBCC efforts? For example communications or marketing?
 - Need to think about funding/supporting the whole Network, that is the network itself and CBCCs across the region.
 - The Network wants to amplify and support CBCCs efforts, not compete with those efforts. The Network could act as a pass through organization, distributing funding to CBCCs across the region. Consider the example of DDCF/OSI along the east coast with land trust community
 - Some groups, such as the ADV Forum, which is an example of a peer learning exchange, sell advertising on their site to provide operations funds.
 - Other groups act as aggregators. For example of Water Funders Initiative (Network) in California. They are a consortium of funders and they aggregate their funding to leverage impact. They act like a private equity firm. They don't pool money per se, but the each support projects to act at scale and create impact. The Initiative identifies projects for funding.
 - Another model is the statewide land trust coalition in Colorado. They represent a portfolio approach based on best practices from other states. They are starting with a 3-year launch phase.
 - Create/connect with funders in each state and sub-region that can help support the Network. The Network works with state level and sub-regional groups to identify CBCCs for priority funding. Some part of the funding also support the Network.

NETWORK ENGAGEMENT PLAN

The purpose of this session was to create and adopt a plan to facilitate engagement of the CBCC community in the Network and across the region. By reaching out across the region to the Network will inform, gather broader input, develop relationships, and build support and interest in the Network. Such engagement supports the Network as it moves from the design phase into the implementation phase. Additionally, engagement lays the foundation for a future Network launch. Using a set of solid talking points and consistent outreach materials as well as being strategic about how and who to engage will result in more effective outreach.

CBCC Regional List. To support the engagement plan, the Network has been compiling a growing list of Community Based Collaborative Groups. The list is organized by state as well as at two scales; local and state level or larger. The current list was presented to Gathering participants. Participants provided additions to the list.

Draft Engagement Plan. Participants then reviewed the draft engagement plan (Appendix 12) and were asked to provide comments on the following:

- Are these the right goals, target audiences, strategies and tactics?
- How broad should the engagement plan should be? For example should it be used to advance the work plans or should it be used more broadly to tell the story of the Network? and
- How do we implement the engagement plan to assure alignment with the Action Plan goals and objectives?

The following comments were provided by participants on the draft engagement plan.

Engagement Plan Purpose and Goals.

- Finalization of language describing Network goals, mission, purpose, etc., will then inform the engagement plan.
- Be aware of sensitivities of audiences to some of the draft language. Words in some audiences carry baggage; such as collaboration, practitioner, conservation.

Target Audiences.

- Include Network participants, customers and members.
- Think about people inside and outside the Network.
- Ensure people from the community of practice that represent different scales; local, state, sub-regional, regional, national, etc., are included.
- Add Tribes.
- Tie into land grant universities e.g., CESUs and Extension service.

Delivery Mechanisms. Additional delivery mechanisms for consideration include:

- An online forum. If well attended these forums can sell advertising as fund raising mechanism
- Use Podcasts and other accessible online media and make them downloaded.

EVENT PLAN FOR NETWORK LAUNCH

The purpose of this session was to discuss and develop the idea of an event to launch the Network in the fall 2019 or late winter/early spring of 2020. A draft event plan for a Network launch (Appendix 13) was presented.

Participants were asked to consider:

- Initial vision for launching the Network.
- Does it make sense to do a launch or do we want to do something else like this?, and
- If we want to launch the Network, then consider components of when, where, what and how.

A facilitated group discussion followed. Generally, participants were supportive of building on current momentum and aiming to launch the Network within the proposed timeframe. Participants also expressed concern about capacity to achieve a quality and impactful event. The idea of piggybacking with other groups in the region to co-convene in association with other high quality and recognized conservation events was highly supported. The initial thought of co-convening in Montana with key state level CBCC support and resources organizations was also supported a great idea, however that opportunity is now delayed until fall of 2020 based on partner needs.

Participants first offered the following comments on specific parts of the draft event plan for a Network launch.

Purpose of Launch.

- What does success look like for this event and for the Network?
- The launch event can be used to clarify purpose and build community.
- Frame this as an opportunity to engage people in designing an approach that works on the ground.

Timing and Location of Launch.

- Montana is moved to fall 2020.
- Wyoming is a possibility. There is good support from different sectors; agriculture, water, state and agency leadership. Not sure there is sufficient capacity.
- Colorado is probably best place for a fall 2019 or late winter 2020 convening.
- Do we have capacity and time for preparation? More time might be needed. Aim for spring 2020 to pull it all together, but do it before March 1.
- Should we consider a synchronous meeting format in multiple locations?

Potential Hosts, Organizers and Backbone Support.

- Contact potential partners to explore co-convening opportunities.
- How are we organized to move this package of work forward? Do we have the capacity?
- Form an ad hoc sub-committee of the Leadership to synthesize this conversation and propose an event(s).

- The following participants volunteered to help further develop an event plan for the launch: Tahnee and Karen (AZ), Rox and Deb (WY), Paul, Alan, Rick and maybe Greg (NM), maybe Dave and maybe Jay (UT), Shannon (CO), and 4 CSU students.

Participants.

- Push down as far to the ground as possible.
- Take a regional approach to the event.
- Make sure the planning committee includes rural voices, partners, tribes, and state level groups. For tribes connect via National Congress of American Indians and National Tribal Association.

Agenda of the Event.

- Can/should we think about a different format? That is, not a “conference” for the launch event?
- Could we share perspectives of states from across the region and frame the event round a series of questions?
- Include activities that are value added. Trainings for example.
- Host a soft launch (synchronous event) in the fall and then hard launch in the spring? For soft launch use technology to connect people remotely. This approach is more cost effective and climate friendly.
- Identify the need by asking the CBCC community, design based on need, and provide activities that are needed and valued and so build support for the network.

Outreach Prior to the Event.

- What steps are needed to prepare for a launch? Broad engagement with state/regional hubs can inform planning and outreach for a large event. Do outreach and get feedback from state hubs by fall 2019.
- Next steps.
 - Solidify our approach/message for the Network.
 - Confirm state “hubs” and members of those hubs and whom on the Leadership Team will be the connectors with those hubs.
 - Start a conversation with each state/regional groups (“hubs”) to gauge interest and needs.
 - Check feedback from hubs against work plan priority activities.
 - Invite participation and build support.
- Make connections with other regional groups (WGA, ITEP, others) to engage a broad audience and potentially co-convene and or support the event.

MOVING FROM NETWORK DESIGN TO IMPLEMENTATION

The last session of the Gathering was designed for participants to reflect on the previous working sessions and then chart a pathway forward to start to implement priority activities of the Network. A draft 2019 To Do List and Timeline (see Appendix 14), were used as reference.

Participants divided into four groups to discuss priorities and lay out next steps. Groups formed as follows:

- **Network Design**-name, logo, mission, guidance documents and business plan.
 - Alan, Wanda, Greg, (Karen and Tahnee)
- **Integrated Capacity Building**-training and support for practitioners, agency partners, future leaders, CRAFT.
 - Bill, Karen, Steve (Deb as resource)
- **Event Design for Launch (soft and full) and State Hub Engagement.**
 - Deb, Tahnee, Shannon, Paul Burnett, Dave, Rick
- **Public Policy.**
 - Wanda, Bill, Paul B, Heather J, Rick, Steve, Bill
- **Sustainable funding to support CBCCs across the region.**
 - Approach maybe to bring together funders and conservation practitioners to explore issues, identify needs, and develop strategies

Groups reported out.

Network Design.

- How to fund the Network was the largest part of the discussion. Consider impact investing.
- What can the Network offer to experienced practitioners?
 - Interact with national officials to develop policy.
 - Training the next generation.
 - Needs assessment indicated address collaborative capacity gaps.
- Next steps
 - Communicate with CBCCs on list.
 - Assess status of groups in terms of expertise and needs.
 - Categorize and determine what the Network can provide to CBCCs.
 - Accommodate state, local, sub-regional differences.

Integrated Capacity Building.

- Support development of the Regional Leadership Program that Matt and Shawn are leading.
 - Review concept, act as sounding board for components of curriculum, help promote and identify target audiences.

- Can it include early career agency leaders and managers as well as current graduate students and recent graduates?
- Collaboration training for future agriculturalists (farmers and ranchers)
 - Inventory current programs (Quivira, Pima County, MSU-One Montana, Larimer County, Boulder County).
 - Role of the Network is to add collaboration to training and identify CBCCs for internships and experiential learning.
- Internships
 - Identify CBCCs willing to host interns.
 - Develop a mechanism to match interns to CBCCs.
 - Explore partnerships with organizations like AmeriCorps and academic institutions.
 - Create structure for effective internships.
- CRAFT
 - After launch, promote CRAFT through the Network.
 - Encourage additions and updates to CRAFT.
- Build Capacity of and Support CBCCs
 - Work with state level hubs to identify CBCCs that need help.
 - Select CBCCs representing different situations and needs for capacity building pilots.
 - Assess pilot CBCC needs-training, sustainable business model, mentoring, coaching, peer-to-peer exchange, leadership succession, capacity building, etc.
 - Convene and catalyze resources from across the region to build capacity of selected CBCCs.
 - Tell story of change (impact stories) throughout the process of capacity building.
 - Scale up and out across the region.
 - Fund this by engaging foundations from each state. Engage foundations in the design, implementation, storytelling and assessment.
- Practitioner Leadership Program
 - Inventory existing programs, explore with the idea of developing an agency collaboration/ leadership program.
 - Look at other examples outside of conservation and natural resources. For example; CALP-Colorado Ag Leadership Program
- Explore the idea of Collaborative Conservation Circuit Riders to travel to CBCCs across the region.

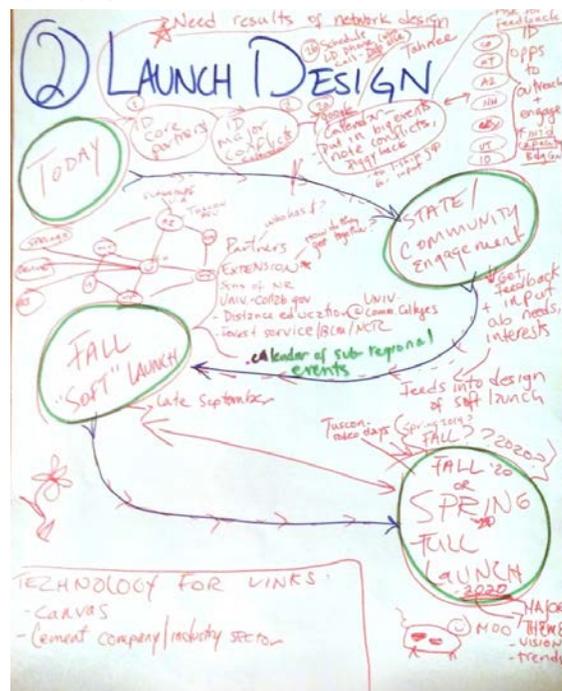
Public Policy

- Long term affects with this Working Group if we are to succeed.
- Need new Working Group members.
- Cross pollination with other Working Groups.
- We want agencies to know that Collaboration is not just a buzz word. Allow for full engagement at all levels in agencies.

- How to prioritize? Add to agenda for Sheridan meeting.
- Network meetings with congressional leaders, i.e., Western Caucus, and decision makers- such as WGA.
- Idea. A new public policy requiring collaboration for all bureaus.
- Next steps
 - Finalize white paper
 - Host workshop
 - List of workshop action items
 - Who/what are we missing
 - Training-multi-faceted approaches with built in evaluation
 - Tie in with larger Network

Launch Design. See diagram below for process.

- State Coordinators (for now)
 - Utah-Dave and Paul B
 - Colorado-Shannon and ?
 - Wyoming-Deb and Rox?
 - Montana-Bill, Shawn and Matt
 - Arizona-Tahnee and Karen
 - New Mexico-Alan and Rick
 - Idaho-John and Jeske?
- State coordinators request
 - Ask for feedback
 - Identification of patterns and opportunities to engage in spring and summer
 - Fill in calendar
 - Deadline mid-March



APPENDICES

The following documents are the materials used during working sessions including notes and comments from participants and flip charts notes developed during the Gathering.

Appendix 1: CBCC Network – Definitions

The following definitions are relevant to the development and implementation of the CBCC Network. These definitions are gathered from professional literature.

Collaboration

- Collaboration is a deliberate and inclusive process of two or more people, groups or entities coming together to respond to an important issue. (Definition from 2010 exercise in defining CC with Stacy Lynn, Robin Reid, Lee Scharf, Jill, and Cha)
- Collaboration is a process in which autonomous or semi-autonomous actors interact through formal and informal negotiation, jointly creating rules and structures governing their relationships and ways to act or decide on the issues that brought them together; it is a process involving shared norms and mutually beneficial outcomes". (Thomson & Perry, 2006, p. 23)
- Collaboration is a process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible... Those parties with an interest in the problem are termed stakeholders. Stakeholders include all individuals, groups, or organizations that are directly influenced by actions other take to solve the problem. Each stakeholder has a unique appreciation of the problem. The objective of collaboration is to create a richer, more comprehensive appreciation of the problem among the stakeholders than any one of them could construct alone. (Emerson et al. 2011)
- Collaboration involves a process of joint decision making among key stakeholders of a problem domain about the future of that domain. (Gray,1989, p. 11. Five features are critical:
 - the stakeholders are interdependent
 - solutions emerge by dealing constructively with differences
 - joint ownership of decisions is involved
 - stakeholders assume collective responsibility for the future direction of the domain
 - collaboration in an emergent property

Community-based Collaboration: 1) a group that has been convened voluntarily from within the local community to focus on a resource management issue(s) or planning involving public lands or publicly owned or regulated resources whose management impacts the physical, environmental, and/or economic health of the local community; 2) Was brought together by a shared desire to influence the protection and use of natural resources through recommendations or direct actions that will impact the management of the resource; 3) Has membership that includes a broad array of interests, some of which may be in conflict; and 4) utilizes a decision-making process that requires participation by local stakeholders. (Dukes et al. 2011)

Conservation: an ongoing interaction between people and their natural environment that is meant to sustain and improve natural resources and human communities, and prioritizes sustaining diversity and resiliency to multiple stresses. Importantly, the stakeholders required to construct the collaborative are diverse and may bring different values, perspectives, and cultural world views to the process. The collaborative process allows groups to produce outcomes that would not have been possible without collaboration. (Definition from 2010 exercise in defining CC with Stacy Lynn, Robin Reid, Lee Scharf, Jill Lackett and Ch'aska Huayhuaca-Frye)

Collaborative Groups: are coalitions of interested parties affected by land-use policies, organized to develop and present a consensual resource management plan to the relevant federal agency. In contrast to traditional teams of advocates for a particular land-use policy, collaborative groups consist of parties

who formerly have often held adversarial positions on use of the public lands, typically pro-development or pro-conservation..." (Barker et al. 2003)

Collaborative initiatives: are a dynamic set of actors connected by their shared commitment to undertaking a sustained process of interaction in order to collectively address environmental or social-ecological situations that cross boundaries and are linked to a geographic place. (Ch'aska Huayhuaca-Frye)

Community-based Conservation: includes, at one extreme, buffer-zone protection of parks and reserves and, at the other, natural resources use and biodiversity conservation in rural areas. The term covers both new and traditional conservation methods, as well as conservation efforts that originate within or outside a community, so long as the outcome benefits the community. Community-based conservation reverses top-down, center driven conservation by focusing on the people who bear the costs of conservation. In the broadest sense, then, community-based conservation includes natural resources or biodiversity protection, by, for, and with the local community. The deeper agenda, for most conservationists, is to make nature and natural products meaningful to rural community. As far as local communities are concerned, the agenda is to regain control over natural resources and, through conservation practices, improve their economic well-being." (Western & Wright, *Natural Connections*, 1994, p.7)

Collaborative Conservation:

- "Although no single strategy, process, or institutional arrangement characterizes this movement, collaborative conservation emphasizes the importance of local participation, sustainable natural and human communities, inclusion of disempowered voices and voluntary consent and compliance rather than enforcement by legal and regulatory coercion. In short, collaborative conservation reaches across the great divide connecting preservation advocates and developers, commodity producers and conservation biologists, local residents, and national interest groups to find working solutions to intractable problems that will surely languish unresolved for decades in the existing policy system" (Brick, Snow & Van de Wetering, 2001).
- "...efforts to bring opposing stakeholders together to work toward win-win policy outcomes." (Sousa & Klyza, 2007)
 - Emerged from intensifying conflict over public lands management in the West
 - Usually involves bringing together environmental groups, commodity interests, and recreation groups. Government officials are often at the table, but they are limited in their ability to participate b/c of their role as enforcers of federal laws and because of fed laws regarding advisory boards (FACA).
 - Usually non-agency actors are attempting to influence the activities of agency actors (regarding timber harvests, grazing, wilderness designation, etc.)
 - Usually integrate environmental and economic goals, with mainly local participation rather than higher (national) level actors
 - Collaborations are usually informal and ephemeral

Collaborative conservation: is the process of creating a sustainable future for peoples and places by inviting diverse and inclusive groups of stakeholders to jointly solve problems through collective learning and action. (Reid et al., 2011)

- Collaborative conservation is a sustained effort to link social and environmental goals through formal or informal arrangements. Such processes bring diverse combinations of state and non-state actors together as power-sharing partners to jointly address scale-defined problems in social-ecological systems. (Ch'aska Huayhuaca-Frye, 2012)
- Collaborative conservation is a process that openly invites diverse and inclusive groups of stakeholders to create a sustainable future for peoples and places by jointly solving problems through collective learning and action. (Robin Reid CSU class, 2013)

Formal and informal processes and arrangements that invite diverse stakeholders to the table to participate in collective learning, visioning, planning, evaluating, coordinating, and/or carrying out action crucial for bridging boundaries to address social and environmental goals. (Arren Mendezona Allegretti and Ch'aska Huayhuaca-Frey)

Appendix 2: CBCC Regional Network Approach (3 C's)

The Network will work across scales (work across the region) to support collaborative community groups (efforts) at different scales to accelerate the pace and scale of conservation on the ground, by taking the following approach.

Connector: The Network will **connect** community based collaborative conservation groups, state and sub-regional hubs across the intermountain west region to: share knowledge and experiences, tell stories, co-learn, pool resources, and create a stronger collective voice.

Convener: The Network will **convene** the community of practice and its support organizations to identify barriers, needs, gaps and opportunities for collective action.

Catalyst: The Network will **catalyze** resources and expertise to enable CBCCs to create durable solutions, solve problems, reduce barriers and fill gaps to build collaborative capacity.

More Notes from Gathering

- How is the Network going to be a catalyst?
 - Joint annual meetings
 - Build a resource base
 - How do we bridge gaps or bring people to the table
 - Bridging gaps at the community level
 - Building Trust in the Listening and Understanding (from Values and Principles)

 - Regional Network  collaborative support groups
 - This Network is developing collaboration as a practice
 - Do we want to include/change the term collaboration
 - Collaboration as a process
 - Promoting and Supporting (link)
 - Less meetings/Discussions...more on the ground

- Catalyst and Network
 - Do more and be active
 - Share Tools, Share Solutions
 - Sharing concepts and resources with other groups, oversight and direction, ask network for assistance/resources. Share information through website and phone.
 - Structure and model is always available
 - Network to go to legislature in the future?
 - What can be accomplished without spending a lot of \$\$\$\$  connecting to others with financial efficiency
 - Forum can help with the to do's
 - Foster/catalyze dialogue on key topics

Appendix 3: Values & Principles

CBCC Values and Principles: Draft 2-17-19 Increase Awareness Work Group

Mission Statement:

Provide an opportunity for everyone to, sustain, improve, and enhance our inter-mountain West's landscapes and communities that steward and depend on them for generations to come by utilizing CBCC processes across boundaries.

Listening to Understand:

PRINCIPLE: Listening to Understand requires trust, respect, and civility; everyone is responsible to ask questions, listen to others answers/solutions, and then invite participation; putting aside differences, and always searching for common values and solutions. Listening to understand will lead to adaptive innovation.

Yesterday, today and tomorrow:

PRINCIPLE: Recognizing and understanding the past, provides a foundation for the present and direction for the future.

Sense of place and Community:

PRINCIPLE: Individuals within communities develop deep historical and emotional connections where they work, worship and play. As stakeholders, it is critical that these individuals and communities have a voice in the management and decisions made within their landscape/watershed.

NOTES: We take ownership and invest in the resources of our community. Our voices are critical to making and keeping a durable solution. A sense of place and community comes from caring about, preserving and utilizing landscapes/watersheds. CBCC is about supporting and connecting to viable local economies, including nearby landscapes from which a community derives its' economic, cultural, social and recreational values.

INCLUSIVITY:

PRINCIPLE: Healthy landscapes and watersheds benefit everyone, even those who don't live within the landscape/watershed. There is a need to understand and protect all the values our natural resources provide. By collaborating with diverse groups, we can work on durable solutions that recognize and meet our common goals. Sometimes these different solutions create conflict. When conflict arises, understanding and respecting the values of the affected community should provide a valuable guidepost in determining solution(s).

More Notes from Gathering:

- What level of detail
- Less words are better

Appendix 4: Current and Future Structure

CBCC Regional Network Current Structure & Leadership Team

Working Groups

Network Design Team
(combined Regional Network and State level organization Working Groups)

- Mark Brehl (AZ)
- Alan Barton (NM)
- Claire Harper (CO)
- **Tahnee Robertson (AZ)**
- Casey Dawsonhill (CO)
- Jay Olsen (UT)

Increase Awareness

- Jay Olsen (UT)
- Rox Hicks (WY)
- **Rich Alper (CO)**

Gary Burnett (MT)

Advance Practice

Lorien Belton (UT)
Deb Kleinman (WY)
Jim Burchfield (MT)
Retta Bruegger (CO)
Heather Knight (CO)

Future Leaders

Matt McKinney (MT)
Tom Sheridan (AZ)
Karen Simms (AZ)

Elaine Kohrman (NM)

Funding Strategy

Amy Verbeten (ID)
Erin Farris-Olsen (MT)
Gary Burnett (MT)

Public Policy

Jessica Western (WY)
Heather Johnson (CO)
Wanda Burget (WY)
Jessica Crowder (WY)
Pat O'Toole (WY)

Erin Farris-Olsen (MT)

Rae Robinson (CO)
Stephanie Minnaert (UT)
John Rizza (CO)

LT member but not on WG: Shannon Wadas (CO)

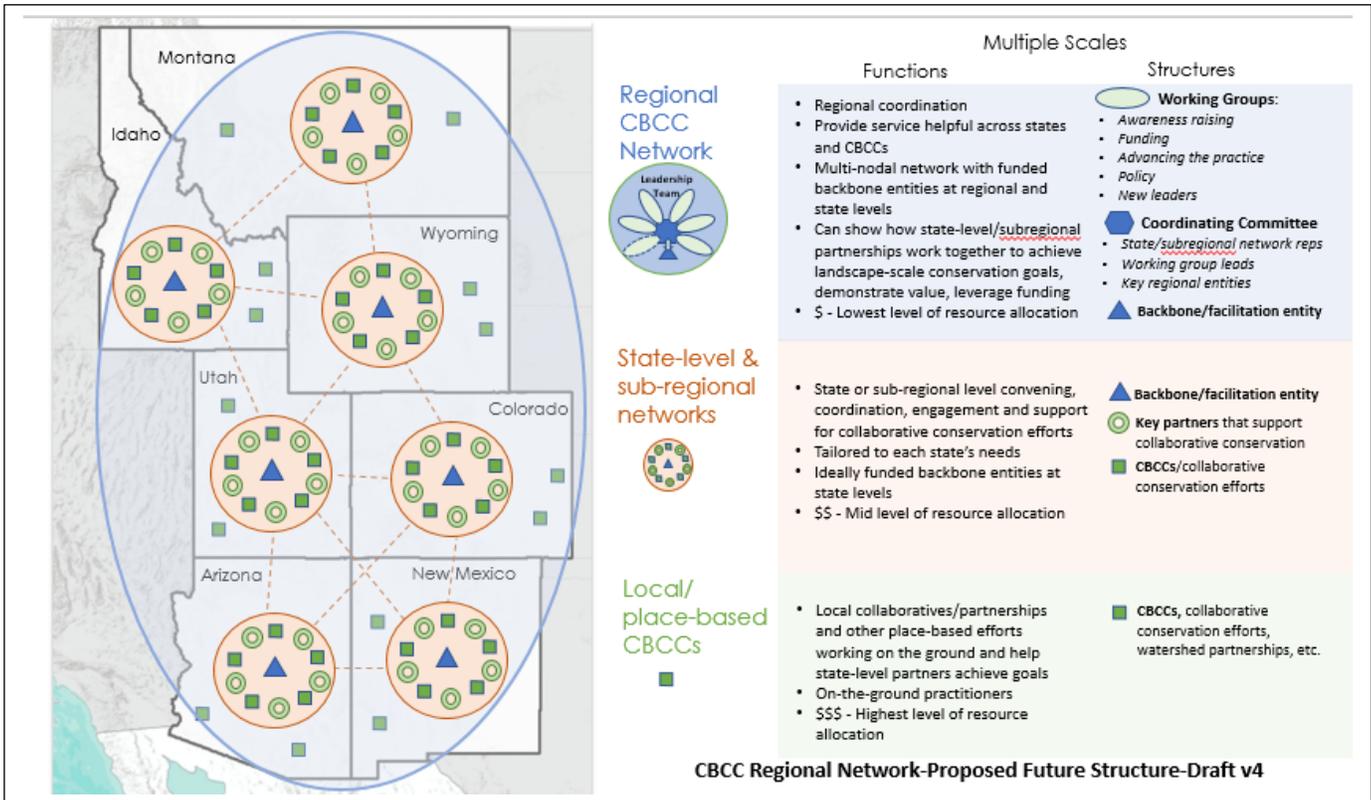
Coordinating Committee

Tahnee Robertson (AZ, Regional Network)
Rich Alper (CO, Increase Awareness)
Jim Burchfield (MT, Advance Practice)
Future Leaders ?
Karen Simms ? (AZ, Future Leaders)
Funding Strategy ?
Heather Johnson (CO, Public Policy)

Backbone Support

Shawn Johnson, Heather Knight, Matt McKinney

Red=WG Coordinator
Brown=WG Co-Coordinator
Blue=Advisor
Looking for alternates or additions



Appendix 5: Charter Outline

Draft for Leadership Team Discussion

Overview and Purpose

Background, why, what, core functions, mission

Geographic Scope

Structure and Teams

[Structure diagram]

LEADERSHIP TEAM

Purpose:

Members (and member selection):

Roles and responsibilities:

Facilitation/Coordination:

Meetings:

COORDINATING TEAM

Purpose:

Members (and member selection):

Roles and responsibilities:

Facilitation/Coordination:

Meetings:

WORKING GROUPS

Purpose: [addressing shared needs across the regional network]

Formation: [how formed, who decides what is part of the network, etc.]

Leadership:

STATE/SUB-REGIONAL NETWORKS

Purpose: [serve as nodes in the network and connection to practitioners and CBCCs]

Decision Making

Funding

Communications

[Different ways communications will work across groups, with the wider network, and beyond]

Principles

[insert the agreed upon principles from the values and principles working group]

Amending the Charter

Appendix 6: Advance the Practice Work Plan Table

Strategies	Actions	Leader for Strategy/Action	Partners &/or Resources Needed
1. Gather and share existing collaboration tools, learning opportunities and resources	1. Launch a web-based searchable data base of existing collaboration learning opportunities and resources	Underway at the CCC. Launch expected in January 2019.	CCC has current funding for development. Need ongoing maintenance funding. Need organizations to annually add & edit records to keep it up-to-date.
	2. Share the database with CBCCs throughout the Rocky Mountain region	CBCC Network	Members of CBCC Network, participants in CBCC Workshop, Needs Assessment participants, etc
	3. Create an application	Not a priority right now	
2. Use a variety of methods to provide collaboration skills and tools to CBC groups in the region.	1. Identify & "map" existing organizations who can create and host peer-to-peer learning opportunities (i.e., exchanges, problem-solving clinics and workshops), and identify gaps.	Advance Practice WG	Partner with existing individuals or groups; such as XWN, CWA, NGOs, extension service, conservation districts, etc. Potentially use an NNWFRI's "opportunity map" tool http://www.nmcounties.org/wp-content/uploads/2017/04/2017-WUI-New-Mexico-Opportunity-Mapping-Project.pdf
	2. Create a Peer-to-Peer Learning Directory. Groups willing and qualified to design and host peer-to-peer trainings, and groups needing these trainings. Act as connector/match maker.	Advance Practice WG	Local conservation organizations, state-wide offices of NGO's, and state-wide collaborative networks (eg Idaho Forest Restoration Partnership or the Montana Forest Collaboration Network) have data bases and directories which can be linked to regional resources.
	3. Create a Register of trusted and qualified mentors /coaches/trainers. Act as connector between mentor and mentees, CBCCs and trainers/coaches.	Advance Practice WG	Current agency staff, extension officers, and county-level officials could offer insights into experiences with current trainers, facilitators, etc.
	4. Create a list of individuals/groups willing to offer internships. Track a list of potential interns. Act as connector/match maker interns and CBCC groups.	Advance Practice WG	Statewide offices of NGO's and groups like state-level conservation corps can offer internship opportunities. State universities have faculty with internship responsibilities.
	5. Develop best practice guidelines for a) designing and hosting peer-to-peer trainings, b) mentoring/coaching programs, and c) internship programs.	Advance Practice WG	In conjunction with other Network LT members who have experience in this; such as Tahnee Robertson, Cross Watershed Network, etc.
	6. Determine the set of willing individuals in extension, watershed groups, etc. who desire	Jim Burchfield	Conduct interviews with existing local organizations on which groups have needs

*

	engagement with CBCC groups (or wish to create a new one) and make site visits to meetings of their organizations to discern relevant issues and discover joint projects.		or interests in external support or additional information on resource management.
	7. Convene existing groups to develop new collaboration skills and tools trainings to fill gaps.	Advance Practice WG	Look for opportunities at existing conferences. Offer at annual Network Gathering. Consider use of technology and social media to provide resources at lower costs, to more diverse audiences, at more places and to more remote locations
	8. Facilitate creation of trainings for a future cadre of collaboration trainers		
3. Develop new funding mechanisms to advance practice	1. Identify & create a list of service providers who will offer reduced costs to paying members of the Network.	Advance Practice WG.	Pilot with Deb Kleinman & Tahnee Robertson.
	2. Tell stories-create a persuasive message to get funding to support CBCC efforts, and increase awareness of the need to sustain these groups via funding.	Jim Burchfield	In partnership with Increase Awareness WG. Describe what works. Communicate message to inform decision makers at a variety of levels. Design field visits around stories. Include testimonials, photos, videos.
4. Create a CBCC regional learning toolbox	1. Gather existing curriculum materials, resources, tools, and case studies together.	Could maybe be done by student interns	Forest Service, BLM, and state DNRC offices maintain records of recently completed projects and could highlight those completed through the engagement of collaborative groups.
	2. Launch a virtual facilitated peer learning group; called Collaborative Mastermind Learning Group.	Deb Kleinman	Pilot around theme of collaborative leadership with Deb Kleinman in January
	3. Identify gaps in curriculum materials, resources, tools, and case studies and ways to fill them.	Advance Practice WG	Review existing materials gathered in action 1, above and then id gaps and ways to fill gaps.

Appendix 7: Increase Awareness Work Plan Table

Strategies	Actions	Leader for Strategy/Action	Partners &/or Resources Needed
1. clearly describe CBCC to help increase awareness and to be able to identify the kinds of stories we want to collect	1. define CBCC		Erin Farris-Olsen, RiversEdge West
2. create a template for additional CBCC success stories and invite others to produce or contribute success stories using the template also templates for metrics we look for.	1. check with Erin on their template and program.		Erin Farris-Olsen MT. Watershed Coordination council (Erin has template) CCAST Matt Grabau case studies platform
	2. support partnership with existing platform, or develop a new platform		
3. solicit and collect CBCC success stories and (before and after) pics from asking groups for names of conservation leaders who want to push CBCC and may have success stories	1. develop guidelines for success stories		John Tubbs, Montana Director, DNRC
	2. solicit success stories from the network, their associates, and ensure stories are local, regional and national		
	3. ask state local, ag and environmental groups for names of conservation leaders		
4. distribute CBCC success stories to conservation leaders of healthy watersheds and landscapes and prospective leaders	1. use the new platform to distribute success stories		network member websites,
5. use existing events, conferences and workshops of different sub groups of the conservation community to tell and share success stories of CBCC	1. request notifications from the network on upcoming events 2. build a calendar of events on the platform		Network for Landscape Conservation, Western Landowners Alliance, MT Watershed Coordination Council

Appendix 8: Future Leaders Work Plan Table

Strategies	Actions	Leader for Strategy/ Action	Partners &/or Resources Needed
1. Transform the graduate degree in Natural Resources Conflict Resolution at University of Montana into a Regional Leadership program	1. Create concept paper	Matt McKinney and Shawn Johnson	University of Montana, other academic partners, funding
	2. Shop concept to potential partners and funders		
	3. Adapt existing program		
	4. Promote for first cohort		
	5. Run the first cohort		
2. Provide imbedded and meaningful internships, practicum opportunities, and other hands-on learning opportunities; linking students to CBCC practitioners and groups across the region for experiential learning opportunities and at the same time provide capacity to CBCCs	1. Create a list of academic institutions that offer internships that already or could include internships with CBCCs	CBCC Network-Future Leaders Working Group	Time to create a directory and do the homework and make calls. Then design a web-based match making process.
	2. Contact academic institutions about the opportunity to promote their internship programs and connect to potential CBCC groups		
	3. Create a list of CBCCs & facilitators/trainers looking for interns (students & recent graduates). Contact those groups regarding creating a directory and match making with academic institutions.		
	4. For willing institutions and CBCCs, include in a directory		
	5. Create a match making process for linking academic institutions and CBCC groups		
3. Build on existing graduate programs	1. Gather existing curriculum materials from universities in the region	CBCC Network-Future Leaders Working Group	
	2. Compare notes and look for opportunities to share resources		
	3. Identify gaps and ways to fill gaps		
4. Market the region's expertise in community-based collaboration; seek to attract students throughout the country (and around the world) to study CBCC in the Rocky Mountain region; with particular recognition of increasing diversity and engaging under-represented populations			

Appendix 9: Public Policy Work Plan Table

Strategies	Actions	Leader for Strategy/Action	Partners &/or Resources Needed
<p>Change culture and leadership of public agencies to move towards greater community-based collaboration in the policies they develop and implementation of existing ones.</p>	<p>Develop a list of Keys to Success for public policies that create community-based collaboration, particularly in rural communities in the West. Craft the above items into a one-page professionally produced document to be used to engage leadership of public agencies.</p>	<p>Heather Johnson</p>	<p>Partners for Fish and Wildlife Program</p> <p>Western Landowner Alliance</p> <p>Partners for Conservation</p> <p>Ruckelshaus Institute, Haub School of Environment and Natural Resources -- University of WY.</p> <p>Montana Watershed Coordination Council.</p> <p>Accord Resource Solutions, LLC</p> <p>Resource needs: Funds are needed to complete the layout and design of the one-page document.</p>
	<p>Develop a list of characteristics that are necessary for agency personnel to work in local rural communities and be successful at community-based collaboration in the work they do each day. Include these characteristics in the one-page document on Keys to Success, so it can be a stand-alone document.</p>	<p>Heather Johnson</p>	<p>Partners for Fish and Wildlife Program</p> <p>Western Landowner Alliance</p> <p>Ruckelshaus Institute, Haub School of Environment and Natural Resources -- University of WY</p> <p>Partners for Conservation</p> <p>Montana Watershed Coordination Council</p> <p>Accord Resource Solutions, LLC</p> <p>Resource needs: Funds are needed to complete the layout</p>

			and design of the one-page document.
	Work with local communities to formulate ways to retain good federal and state employees within the local communities, to provide consistency and the ability to build trust and credibility. Share these ideas broadly with agency leaders throughout the west.	Heather Johnson	Western Landowner Alliance Partners for Conservation Accord Resource Solutions, LLC Resource Needs: Need one lead coordinator to develop the suggested list in a format that is concise and professionally laid out.
Plan and host a meeting with the Public Policy Working Group, and some additional invited guests, to brainstorm and design a strategy that allows the CBCC community to be more connected and coordinated, to have a larger voice, in how we approach the development of new public policy or seek to modify existing public policies.	Host a meeting in Sheridan, WY, with the option to join via video conferencing, and have a facilitated discussion on ways that we can work together to be more connected and coordinated, in order to have a bigger voice in how public policy is written, modified and delivered by agency personnel within local communities.	Heather Johnson Jessica Western Wanda Burget	Ruckelshaus Institute, Haub School of Environment and Natural Resources -- University of WY, Jess Western Facilitating Partners for Fish and Wildlife Program, Heather Johnson -- meeting planner. Western Landowner Alliance Accord Resource Solutions, LLC Montana Watershed Coordination Council
	Develop action items for moving forward public policy that embrace community-based collaborative processes. Share these action items with the broad CBCC community.	Heather Johnson Jessica Crowder Jessica Western	Ruckelshaus Institute, Haub School of Environment and Natural Resources -- University of WY Partners for Fish and Wildlife Program Western Landowner Alliance Montana Watersheds Accord Resource Solutions, LLC

Appendix 10: Network Business Plan

INTRODUCTION

The American West has long been defined by aridity and the high concentration of federal public land. More recently, the region boasts many of the fastest growing states and communities in the country and represents the most rapidly urbanizing region in America. Several studies conclude that people are moving to the West to enjoy the open spaces, outdoor recreation, and other benefits associated with federal public lands.

Civic leaders throughout the American West are responding by stepping forward to convene and facilitate community-based forums to address conservation and other objectives. Community-based collaborative conservation (CBCC) is a public process where multiple stakeholders work together to solve a common problem or achieve a common objective. These processes are citizen-driven, place-based, multi-stakeholder, and multi-objective. They vary in terms of purpose and spatial scale given that each process is homegrown, tailored to the particular needs and interests of a community, watershed, or ecosystem.

CBCC while not a panacea it is increasingly the forum of first resort for one reason – it works. The conservation community and other stakeholders increasingly recognize that collaboration leads to more inclusive participation, more complete information, buy-in among diverse stakeholders, and better decisions that are more likely to be implemented. CBCC is often used to generate widely supported on-the-ground efforts in planning, implementation, and monitoring of land, water, and other natural resources projects. It is also used to resolve long-standing conflicts over water and other natural resources restore and manage public and private forests and rangelands and create local and regional economic benefits. In addition to solving particular problems, CBCC has also proven to be an effective strategy for communities to adapt and be resilient in the face of new challenges. It builds social, political, and intellectual capital, and this civic currency can then be applied to issues facing communities, watersheds, and ecosystems.

Although there is no single model for CBCC, there is an emerging community of practice and an evolving set of best practices, resources, and learning opportunities to support these efforts. Given the challenges facing the American West, along with the success of CBCC to build resilient communities and landscapes, *it is clearly time to scale-up and amplify these efforts across the American West.*

In response to this growing interest, the Center for Collaborative Conservation (CCC) and the Center for Natural Resources & Environmental Policy completed a needs assessment and hosted a workshop that convened leaders of sixty CBCC initiatives in early 2018. Workshop participants recognized that there is currently no overarching “network” to promote and support CBCC initiatives in this unique and distinct region, and to thereby enhance the capacity and impact of this movement.

Goal and Initial Objectives

Workshop participants agreed to create a regional network, and twenty-four people stepped forward to serve on an initial Leadership Team. The participants agreed that the goal of the emerging network is to

promote and support CBCC initiatives that are designed to build and sustain livable communities, vibrant economies, and healthy landscapes.

The initial objectives for the emerging CBCC network are as follows:

- Increase awareness of and support for the CBCC approach;
- Advance the practice of CBCC;
- Create a regional network/community of practice;
- Promote and support existing statewide CBCC networks;
- Engage, inspire, and prepare future collaborative leaders;
- Promote public policy to enable and sustain CBCC; and
- Create a regional funding strategy to support CBCC.

Members of the Leadership Team and others are currently developing work plans to achieve these objectives.

PRIORITIES FOR 2019

To move this initiative forward, the Leadership Team is currently planning the following activities and strategies during 2019:

- ❖ Identify additional CBCC practitioners and other individuals and groups potentially interested in this emerging network;
- ❖ Work with the Western Landowners' Alliance, Rural Voices for Conservation Coalition, Partners for Conservation, Network for Landscape Conservation, and other resource groups to clarify opportunities to work together;
- ❖ Finalize preliminary work plans around the themes mentioned above; and
- ❖ Launch the network during the fall 2019 via a regional gathering.

WHAT DOES IT COST TO OPERATE A NETWORK?

To operate and sustain the CBCC Network, resources are required to provide both operational and program support.

Operational support includes funding for staff capacity and resources to support basic ongoing administration and organizational functions. Sustained backbone support has proven essential for the success of any organization. It is an ongoing annual need and provides consistent and reliant capacity to ensure program delivery.

Program support includes resources to implement priority activities as identified in the work plans for each Network objective. Examples of activities include mentoring and internship programs, peer-to-peer exchanges, annual network gathering, maintaining databases, small grants or capacity building programs, developing new tools and creating skills trainings. Programming may vary from year to year. Some programs will be short term while others will occur over multiple years.

OPTIONS TO FUND THE CBCC NETWORK

Based on conversations with a number of public and private funders -- including philanthropic foundation, federal agencies, and community foundation -- there seem to be several options on how to fund the CBCC network. The following options are numbered for ease of reference; the numbers do not imply any sort of priority or preference.

Option 1: Create a consortium of funders to support the CBCC network. Based on the work of Jason Blau at the Redstone Strategy Group, which helped create and manages the Water Funders' Initiative (<http://waterfunder.org>), there is a spectrum of ways that funders might work together:

- ❖ **Information sharing:** Organizations share whatever information about current funding that they can/want on a regular schedule. There is minimal central organization, perhaps only to organize an event or two. There are many examples of this: *Environmental Grantmakers Association*, *Consultative Group on Biological Diversity*, *Confluence Philanthropy*, *The Mission Investors Exchange*, *Grantmakers for Education*, *Funders Network for Smart Growth*, and so on. This level of commitment requires only minimal funding for administration. However, this model may struggle to drive funding since networks are large, no one is in charge, and institutions can free-ride with no consequence.
- ❖ **Collaboration:** Organizations agree to share as much information as possible about funding, as frequently and widely as possible. Some partners fund a small central organization. The central organization manages information flow, organize regular events, and spots opportunities for collaboration. Donors work together by choice to further their own complementary goals. The Ouagadougou Partnership is one example that Redstone has worked on. This model creates major value for institutions working in the space with incomplete information. Institutions that fund the central organization generate enormous leverage. As a coalition of the willing, it can fall apart if attitudes or personnel shift. Since so much depends on personal relationships, it works best with a relatively small group.
- ❖ **Formal coordination/aligned funding:** Organizations commit to specific levels of transparency on their prospective funding and some support to a central organization. The central organization performs analyses, makes recommendations, and facilitates discussions among donors to come to agreement on strategies and priorities (e.g., you fund there, we'll fund here). The current *ClimateWorks* and *Water Funder Initiative* fit this model. It creates synergies between funders while still preserving autonomy. However, this requires a lot of work to pull off and likely falls short of the benefits of pooled resources. Funders need to be willing to support back office functions, and individual funders need to vest decision-making in a small number of representatives to speak on their behalf.
- ❖ **Pooled resources:** Organizations commit funding to a communal pot and develop a strategy and organization to administer those funds. Examples include *ClimateWorks* and the *Energy Foundation* in their original versions. It ensures funding is coordinated in service of a specific goal. However, building new organizations is very risky, and many funders may balk at giving up control. Funders should agree strongly on goals and strategies to pursue.

Option 2: Secure one or two long-term funders, either regional or national.

Option 3: Create a membership fee for services, similar to the Land Trust Alliance model. Organizations that derive benefit from the Network, then financially stand up the Network.

Option 4: Identify an existing organization with capacity to provide backbone support. Supplement this core support with grants, fees, and other options mentioned above.

Appendix 11: Regional Funding Strategy to Support CBCCs

At the March 2018 CBCC Workshop, conservation leaders and practitioners suggested a regional funding strategy was needed to address funding capacity gaps. Addressing these gaps would support the efforts of community based collaborative conservation groups across the Intermountain West Region.

Below is information generated at that CBCC Workshop with additions made by CBCC Network Leadership Team.

The purpose of this activity is to use this information to:

- a) clarify the issues and gaps associated with funding capacity across the region,
- b) suggest strategies or activities that would be most important for the Network to address, and
- c) offer an approach for the Network to start to tackle those most important strategies or activities.

The information generated during this session will be used to start to develop a funding strategy to support CBCCs across the region.

Current Situation and Issues:

Funding resources exist to support on-the-ground collaborative conservation efforts. However, funding to sustain the capacity of CBCC organizations themselves has always been more limited than funding to support conservation programs.

Recent reductions in agency funding for on-the-ground conservation, has resulted in more financial resources further shifted from capacity building to fill the gap in funding to support on-the-ground conservation.

Collaborative conservation efforts have significantly increased in recent years. Resources have not expanded at the small pace and scale to meet the need. Consequently, competition for these resources has increased amongst CBCCs.

Many funders include partnerships and collaboration as part of the funding programs. But still, few CBCCs truly collaborate to propose combined projects that could achieve larger scale higher impact. Funders hence are usually faced with numerous applications, many of which are doing similar practices to achieve similar conservation outcomes; but only a small number of projects can be supported. A few funders currently encourage applicants to combine such applications.

Conservation groups struggle annually to maintain resources to retain staff for the programs/projects they run. Operations funding is obtained by building it into on-the-ground project proposals. Annual cycles of funding proposals requires significant time. Staff are needed to write proposals and manage the funds to get conservation work done on the ground. Some organizations have considered and tried sharing/pooling some staff resources. This sounds good theoretically, but the reality is shared staff means more coordination, lack of control, competition for shared time and disconnects.

Many funders look for collaboration in proposals. Collaboration sometimes takes more time compared to just doing a project alone or with a partner or two. Often the funding that requires collaboration does not recognize the additional time for collaboration.

Critical Gaps/Needs:

1. Support and understanding from leadership of conservation, decision-making and funding organizations for CBCC approach.
 - A strong coordinated and shared funding strategy could build a better understanding of the value of CBCC approach that will in turn led to increased support for CBCC capacity building.
2. Gaps exist in Funding Capacity.
 - To support existing CBCCs
 - The current financial capacity does not meet the training needs nor the need for financially sustaining CBCC efforts themselves.
 - Funding is needed for
 - Training.
 - Coordinator positions.
 - Rural landowner and other community stakeholder participation.
 - Larger rock star collaboratives to mentor and support smaller beginning/struggling organizations.
 - Matching funds for capacity for facilitators, trainers and leaders.
 - For Capacity Building
 - Better coordination for grants instead of collaboratives competing with each other. (e.g., watershed groups competing for BOR WaterSmart grants)
 - Diversification of income streams for rural livelihoods.
 - Seed funding to start collaborative initiatives.
 - How to pool and leverage funding from agencies and others through partners like National Fish and Wildlife Foundation; to increase capacity and raise awareness.
 - How to connect funders to rural communities to raise money for CBCC projects, training, etc.
3. Need long term funding models.
 - To support staff and operations of CBCCs.

Possible strategies or activities:

- Create a collective impact strategy to allocate financial resources more effectively.
- Grow and sustain dedicated funding to coordinate CBCC efforts and to facilitate cross learning.
- Explore and nurture new funding mechanisms and partnerships.
- Develop case studies to demonstrate the success of CBCC approach
- Ways to measure impact of CBCC approach versus other approaches
- Create a fund (like Restore the Rivers) to build regional funding capacity for scholarships, travel costs, cross visits, and support a convening network of conveners/facilitators.
- Seek/tap into new funding sources/partners: e.g., foundations, Bureau of Reclamation of Water Smarts, industry, support for CBCC through ballot initiatives and creation of sales tax programs.
- Need for sustainable funding models for CBCC efforts; learn from the business community how to build and sustain organizations.
- Need for training in effective fiscal management of CBCCs; including tracking real and total costs of projects; and how to value the cost of added value/benefits of collaboration, economic value on avoided costs, economic impact of CBCC.
- Increase the ability to pool and leverage existing financial resources.

Appendix 12: Draft Network Engagement Plan

Overview:

Following is a draft engagement plan designed to support the emerging network of Community-Based Collaborative Conservation efforts in the seven state Intermountain West.

Engagement Goals:

- Raise awareness of the importance of community-based collaborative conservation as a critical strategy to provide sustainable solutions for communities and their surrounding landscapes.
- Create interest in the Network, emphasizing the value added of Network activities (workshops, gatherings, etc.) and products (directory, searchable database of tools and resources, etc.) and the associated community-based benefits that additional capacity provides to communities.
- Increase participation in the CBCC Network at all levels, including in the Network Leadership Team, state- and regionally-based Networks, individual CBCCs, and by individuals/organizations/agencies/foundations that support CBCCs.

Target Audiences:

- Leaders and members of CBCCs
- Conservation organizations, land trusts, private landowners, and others who have a key role in the use and conservation of land and water resources
- Elected officials and other key decision-makers
- Foundations and other donors
- Academics, including researchers, scientists, graduate and undergraduate students

Strategies:

- Build a robust directory of CBCCs in the Intermountain West, including their partners and affiliates.
- Provide information about available tools, models, and trainings that support community-based collaborative efforts.
- Provide timely updates on new policy or technology advances that support CBCCs.
- Through communications and messages, emphasize the relevance of CBCC to key partners, stakeholders, funders, and elected officials.

Tactics:

- Identify key audiences
- Develop key messages
- Develop communication materials
- Develop a toolkit of communication materials to be shared with all CBCC partners. The kit will provide partners with the tools needed to spread the word about CBCC and the Network.
- Track key metrics, such as attendance at events and numbers of people reached, to measure the success of the engagement plan.

Appendix 13: Draft Event Plan for Network Launch

Purpose of Launch:

- Build awareness and support for the Network: explain the origin, purpose, and emerging structure of the CBCC network
- Start to expand the CBCC Network
- Convene leaders of CBCCs throughout the 7- state region to exchange information, build capacity, identify needs and gaps, and explore opportunities to work together
- Encourage participation by a broad group of agency, organization and industry representatives, private landowners, CBCCs, and CBCC support and bridging organizations

Timing and Location of Launch:

- Fall 2019, Montana – is there capacity?
- Other options?
- combined meeting Montana Watershed Coordination Council and Montana Forest Collaboration Network, Oct 14-16, 2020, in Butte, Montana

Potential Hosts:

- CBCC Network
- If in Montana: Montana Watershed Coordination Council, Montana Forest Collaboration Network, Montana Congressional delegation, and Montana Governor
- If somewhere else?

Organizers/Backbone Support and Roles: ???

Participants:

- Leadership from CBCCs and state level/sub regional CBCC support organizations from across the region: Colorado Watershed Assembly, Cross Watershed Network, Idaho Forest Restoration Partnership, Utah Watershed Coordinating Council
- Bridging organizations/resource organizations: RVCC, WLA, Partners for Conservation, National Forest Foundation, Heart of the Rockies
- Representatives of local, state, tribal, and federal agencies: Partners for Fish and Wildlife Program, USFS
- Academic partners: Utah: Jack H. Berryman Institute, Utah State University, University of Wyoming Ruckelshaus Institute of Environment and Natural Resources, Center for Collaborative Conservation, Colorado State University, New Mexico Forest and Watershed Restoration Institute, University of New Mexico, Colorado Forest Restoration Institute, Colorado State University
- Foundations:
- Consultants: Accord Resource Solutions, LLC
- Industry: Wyoming Mining Natural Resource Foundation
- Politicians:

Agenda for the event:

Outreach prior to the event:

Appendix 14: 2019 Draft To Do List and Timeline

Task	Start Date	Due Date	Assigned to Lead	Notes
Short Term Tasks-within approx. 1 month of the Gathering				
Confirm next LT check-in meeting after Gathering	Feb 28/Mar 1	Mar 8	HK	HK to send doodle poll within 1 week after Network Gathering
2019 To Do List	Feb 28/Mar 1	Mar 15	HK	Review at Gathering, finalize within 2 weeks after Gathering
2019 timeline of activities	Feb 28/Mar 1	Mar 15	HK	Review at Gathering, finalize within 2 weeks after Gathering
Confirm new LT member recommendations	Feb 28/Mar 1	Mar 15	Network Design Team	Recommend to LT within 2 weeks after Gathering
Invite new LT members	Feb 28/Mar 1	April 1	HK and LT members	
Definitions document	Feb 28/Mar 1	Mar 15	Network Design Team	
Values & Principles document	Feb 28/Mar 1	Mar 15	Increase Awareness WG	Finalize within 2 weeks of Gathering
Revisions to work plans	Feb 28/Mar 1	Mar 29	Working Groups	Working Groups build in revisions to work plans and send to HK by Mar 29
Finalize Network Charter and structure	Feb 28/Mar 1	Mar 29	Network Design Team	Network Design Team builds in revisions from Gathering and sends to HK by Mar 29
Summary of Gathering	Feb 28/Mar 1	Mar 29	HK	HK works with Matt and Shawn
Business Plan	Feb 28/Mar 1	Mar 15	Matt	Build in revisions from Gathering
Regional Funding Strategy	Feb 28/Mar 1	Mar 15	Heather & Erin	Build in revisions from Gathering and develop next steps for approach
Engagement Plan for Network	Feb 28/Mar 1	Mar 29	Shawn & Increase Awareness WG	Increase Awareness WG builds in revisions from Gathering by Mar 29
Event Plan for Network Launch	Feb 28/Mar 1	Mar 29	Matt and Public Policy WG	
Revised Network Action Plan	Feb 28/Mar 1	April 9	HK	HK works with SJ and MM to build work plans into Action Plan
CBCC partner support letter	Oct 2018	Mar 8	Matt	Matt drafted Oct 2018; HK sent revisions to Matt 10/08/2018; needs final edits and LT list added, send to LT for review by Mar 8
List of potential partners and funders to send letter to		April 5	Shawn	SJ to draft, HK and Matt offer additions, then send to LT

2019: CBCC Network Timeline

