



Western Collaborative Conservation Network (WCCN)

# Inaugural CONFLUENCE 2020 Report

March 10-12 | Colorado State University



WARNER COLLEGE  
OF NATURAL RESOURCES  
COLORADO STATE UNIVERSITY







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### Confluence (n)

“A coming or flowing together, the junction of two rivers, especially rivers of approximately equal width, an act or process of merging, joining, meeting place, gathering, a point of mixing”.

### Confluence 2020

The Western Collaborative Conservation Network (WCCN) was launched during an inaugural event held at Colorado State University, March 10<sup>th</sup> – 12<sup>th</sup>, 2020. Members of collaborative conservation groups and their support organizations gathered from across the West to CONNECT to peers, CONVENE to learn new collaboration skills and practice new tools, and CATALYZE action on issues that limit conservation success.

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CONNECT

CONVENE

CATALYZE



## THE WESTERN COLLABORATIVE CONSERVATION NETWORK

### WHO WE ARE

The Western Collaborative Conservation Network is a network of community-based collaborative conservation efforts expanding across the West from originating states of: MT, ID, WY, UT, CO, AZ, NM, working in forests, rangelands, & watersheds.



### OUR OBJECTIVES

1. Increase awareness of and support for the CBCC approach.
2. Advance the practice of CBCC.
3. Promote and support state-level and sub-regional CBCC support organizations/networks.
4. Engage, inspire, prepare future collaborative leaders.
5. Promote public policy to enable and sustain CBCCs.
6. Create a regional funding strategy to support CBCCs.

### WHAT WE WORK ON

- Capacity Building
- Sustainable Funding
- Awareness & Engagement
- Public Policy

### OUR MISSION

The Western Collaborative Conservation Network (WCCN) promotes and supports community-based collaborative conservation efforts that strengthen and sustain healthy landscapes, vibrant communities, and thriving economies.

### HOW WE WORK

CONNECT regionally to build a stronger collective voice and community

CONVENE peers to build skills, tools and capacity

CATALYZE actions that strengthen collaborations and enhance conservation success



CONNECT

CONVENE

CATALYZE



## THE WESTERN COLLABORATIVE CONSERVATION NETWORK

### OUR LEADERSHIP TEAM

In its mission to effect change at the local and place-based scale through a regional network, the WCCN is comprised of:

- Private landowners, rural & agricultural communities, tribes
- Business and industry
- Community-Based Collaborative Conservation leaders and practitioners
- State, sub-regional, and national conservation organizations and local non-profits
- Local, state, & federal land-management agencies
- Academic institutions





# Confluence 2020



*Colorado State University - Conservation Leadership Graduates*

## CONFLUENCE 2020

Members of over 100 community-based collaborative conservation (CBCCs) groups and their support organizations were invited to gather and launch the Western Collaborative Conservation Network.

Invitees included private landowners from rural and agricultural communities, tribes, business and industry, state, sub-regional and national conservation organizations, local, state and federal land management agencies, academic institutions, funders, policy makers, students, and professional trainers and coaches.

The event was co-convened by the Center for Collaborative Conservation, Center for Natural Resource and Environmental Policy Cross Watershed Network, LandCAN, National Forest Foundation, Partners for Conservation, River Network, Western Governor's Association, and Western Landowners Alliance.

Main components of the event included: pre-Confluence Field Trip, Open Spaces, Plenary Speakers and Panels, Connecting Sessions, Peer-to-Peer Learning Sessions, and Capacity Building Working Sessions. Other activities offered during the event included: an opening welcome reception, Community Collaboration Board, silent auction, screening CBCC success stories, CBCCs podcast recordings, poster session and awards, co-convenor and sponsor recognitions, exhibitor tables, and opportunities to enter collaboration learning opportunities and resources into a searchable database called CRAFT. [See Confluence Schedule in Appendix.](#)



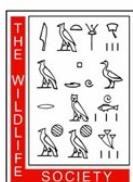
## OBJECTIVES:

- a) launch the WCCN through the inaugural "gathering" of collaborative conservation groups and their support organizations
- b) make connections across the region and expand opportunities for collaboration
- c) amplify a collective voice for the collaborative approach to conservation by demonstrating impact through storytelling and case studies
- d) build skills and practice tools that enhance collaboration through peer-to-peer learning, and
- e) develop strategies to fill the most critical capacity gaps for community-based collaborative conservation efforts, on topics such as funding,

## OUTCOMES:

- a) 120 new regional connections made across disciplines, between practitioners, decision makers, & funders
- b) 30 new stories shared & promoted
- c) 10 peer-to-peer learning sessions honed collaboration skills in 120 conservation leaders
- d) 8 working sessions catalyzed action on funding mechanisms, public policy, awareness, capacity building, emerging of leaders, and new tools & approaches
- e) 20 new members joined the WCCN Leadership Team
- f) 2 new WCCN working groups formed

## Confluence 2020 Sponsors & Co-Conveners



## CONFLUENCE 2020 | BY THE NUMBERS

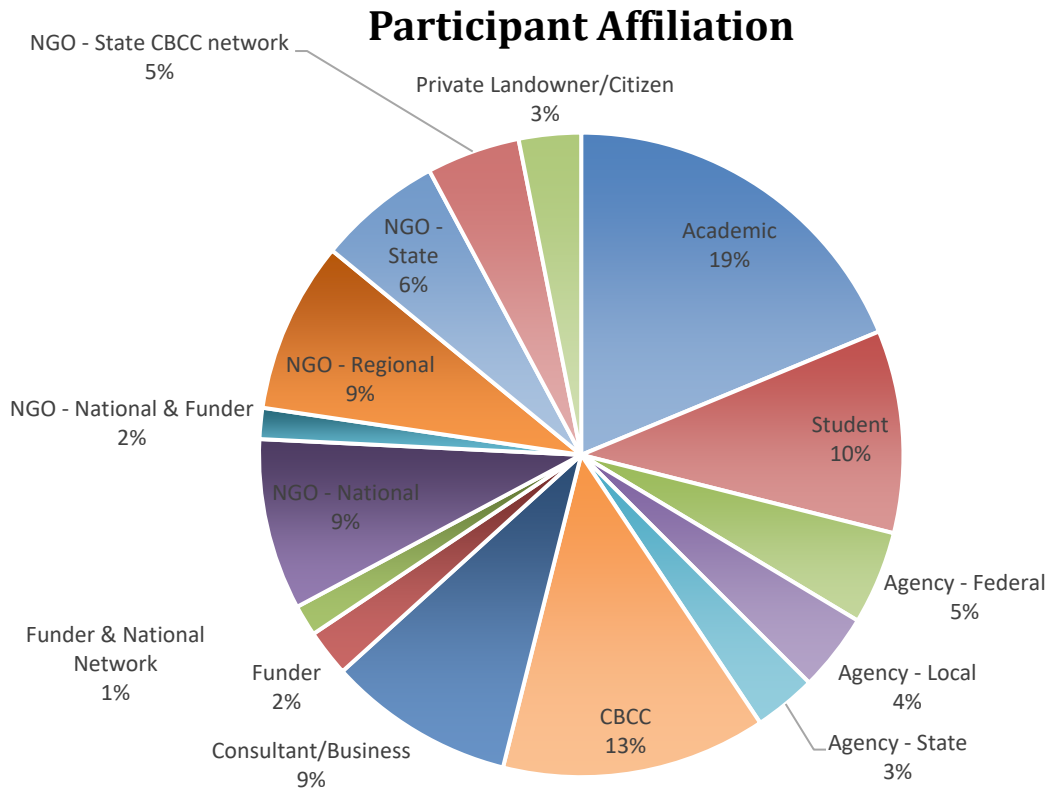
**146 people registered for Confluence 2020**

**128 people attended Confluence 2020**

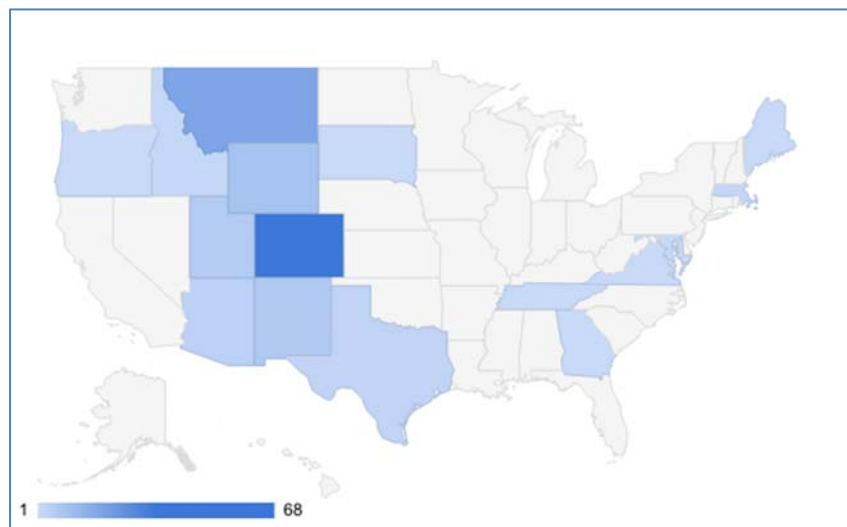
**The last event at CSU before COVID-19 Stay At Home order**

*Find Confluence 2020 Attendee List in Appendix & Find Confluence 2020 Bios @*

<https://collaborativeconservation.org/program/practice/wccn/>



### Participation by State





## CONNECTING & NETWORKING | IMPACT STORIES

### PRE-CONFLUENCE FIELD TRIP

Big Thompson Watershed Coalition (BTWC) hosted conference attendees on a tour of the Rist-Goss ditch diversion project across from Namaqua Park in Loveland, Colorado. The project was a partnership with the City of Loveland and Loveland Ready Mix Concrete, Inc. The old Rist-Goss ditch diversion was a large 6-foot high structure which diverted water to City of Loveland and Loveland Ready Mix. Historically the structure impeded fish passage and led to frequent sediment build-up. To address these issues and allow for more natural flows, BTWC and project partners replaced the diversion in early 2019 with a diversion consisting of natural features, such as large boulders. The replaced diversion allowed for better fish and sediment passage while still diverting appropriate amounts of allocated water for urban use.



### IMPACT STORIES

Twelve stories of community-based collaborative conservation groups were screened during breaks at Confluence 2020.

*Find videos @*

[https://collaborativeconservation.org/confluence\\_2020/](https://collaborativeconservation.org/confluence_2020/)

- WCCN video, WCCN
- Partnering to conserve sagebrush rangelands, Intermountain West Joint Venture
- The Hook we hang our hat on Ute Creek Cattle Company, Tuda and Jack Crews, Partners for Conservation
- Muddy Creek Wetlands, Little Snake River Conservation District
- Human spirit of riparian restoration, Rivers Edge West riverside stories
- Escalante River Watershed Partnership & Youth Corps, Grand Staircase Escalante Partnership
- Stewardship with a Vision-Betty Shahan, Western Landowners Alliance
- Private landowners and ESA, Partners for Conservation
- Pollinator Forest Management Project, Colorado Forest Restoration Institute
- Northern Great Plains and ranching, World Wildlife Fund
- Utah river and trout restoration, Trout Unlimited
- Malpai Borderlands Group, Western Landowners Alliance





## NETWORKING | CONNECTING SESSIONS

Two Connecting Sessions were designed to:

- a) create an energetic and welcoming atmosphere for the event,
- b) enable participants to quickly connect and learn about each other's work, and
- c) build new and strengthen existing collaborations.

### CONNECTING SESSION #1

18 organizations designed Poster 2.0s using the template - shown opposite. *Find Posters @*

[https://collaborativeconservation.org/confluence\\_2020/](https://collaborativeconservation.org/confluence_2020/)

The approach of Poster 2.0

<https://www.npr.org/sections/health-shots/2019/06/11/729314248/> is all about brevity, clarity and getting straight to the point.

Posters were grouped based on common themes and displayed on tables around the outer edges of the ballroom.

A person representing each organization was stationed at their Poster 2.0.

22 CSU graduate students assisted all other event participants to form small groups of 3-5 people.

Each group choose a Poster to start from. When all was ready the MC, Matt McKinney, started the clock, and in speed dating style, lightning talks will be delivered to each circulating group before time was called. Each group then moved to the next Poster 2.0.

### POSTER 2.0 TEMPLATE

List 3 top collaboration challenges	List 3 top collaboration successes
<div style="border: 1px solid black; padding: 10px; margin: 0 auto; width: 80%;">Name of organization</div>	
<div style="border: 1px solid black; padding: 5px; margin: 0 auto; width: 80%;">3 to 5 words to describe what your organization does</div>	
List 3 top collaboration needs	List 3 top collaboration offerings

### CONNECTING SESSION #2

Attendees worked in small groups to explore questions about doing collaborative conservation. Table hosts facilitated discussions and captured notes as attendees responded to 3 questions.

- What inspires and motivates you to do collaborative conservation?
- What has been your greatest success so far? and What has been your greatest challenge?
- What collaboration learning opportunities, tools and resources, or capacity building, do you need from this Network to support or advance your work moving forward?

*Find Connecting Session detailed notes @ [https://collaborativeconservation.org/confluence\\_2020/](https://collaborativeconservation.org/confluence_2020/)*

# CONNECTING SESSION #1 | POSTER 2.0s



### CHALLENGES

- Increase our user base
- Populating and maintaining a high quality directory
- Links from organizations and state & federal agencies

### SUCCESSES

- 19 years facilitating successful conservation connections
- Consistent annual traffic growth
- Support of local business

### NEEDS

- Self-maintenance of service provider listings
- Consistent financial support to insure our services remain free
- Effective marketing & outreach

### OFFERINGS

- Free and easy directory participation opportunities
- 24/7 365 access to conservation solutions and assistance

## LandAssistance

Conservation for a Better America

<https://www.landassn.org>

### Challenges

- Connecting across geographies
- Expectations of instant results
- Decision-making authority

### Successes

- 2018 Farm Bill improvements for western lands
- Inclusive processes for subject line committee development
- Customized for local and water investment policies in Colorado, Montana and New Mexico

## WESTERN LANDOWNERS ALLIANCE

STEWARDSHIP WITH VISION

### Policies and practices for whole and healthy working lands.

### Needs

- People for collaborative process, not specific outcomes
- Increasing willingness by all to get uncomfortable/feel silly
- Partners in Washington and Oregon

### Offerings

- Network of land managers stewarding 15M+ acres
- State and federal policy expertise on private land stewardship issues
- NW Print and Digital Magazine for collaboration stories

### Collaboration Challenges:

- Time
- Communication
- Trust

### Collaboration Successes:

- Landowner/Local Voice at the table nationally
- Broader buy in to the three-legged stool (ecology, economy, community)

## Partners for Conservation

Improving the Landscape through Communication

### Collaboration Needs:

- Improved Interpersonal Skills
- Enhanced Understanding of process
- Leadership Support

### Collaboration Offerings:

- Private Lands

### COLLABORATION CHALLENGES

- TAKING ON TOO MUCH
- SMALL STAFF
- CONNECTING PEOPLE ACROSS DIVERSE SPATIAL & VALUE SYSTEMS

### COLLABORATION SUCCESS

- \$10 MILLION TOWARDS 15 MILES OF RIVER & FOREST RESTORATION
- UNITED DIVERSE STAKEHOLDERS
- IMPROVED RELATIONS BETWEEN PUBLIC & AGENCIES

### COLLABORATION NEEDS

- SUSTAINABLE FUNDING
- INFORMATION SHARING & TECHNICAL EXPERTISE
- EQUAL REPRESENTATION ACROSS SECTORS

### COLLABORATION OFFERINGS

- CONNECTIONS & PARTNERSHIPS ACROSS SECTORS
- DEVELOPED RELATIONSHIPS WITH PRIVATE LANDOWNERS
- PROJECT MANAGEMENT SOCIAL SCIENCE EXPERTISE

## BIG THOMPSON WATERSHED COALITION

FROM COLLABORATIVE RECOVERY TO PROACTIVE RESILIENCE

### Collaboration Challenges

- Limited staff / financial resources
- Turn over of staff
- Competition for limited resources
- Over promising / under delivering

### Collaboration Success

- Place staff within local context
- Inclusion of landowners on all end
- Honesty / Trust / Respect
- Flexibility to make, make, make work for individual landowners

### Collaboration Needs

- Financial and technical assistance
- On-the-ground habitat restoration
- Voluntary

### Collaboration Offerings

- Financial and technical assistance
- On-the-ground habitat restoration
- Voluntary

## Partners for Fish and Wildlife Program

Voluntary Private Lands Habitat Restoration Program

### CHALLENGES

- FUNDING
- REACHING DIVERSE AUDIENCES

### SUCCESSES

- PARTNERSHIPS!
- WORLD WATER DAY
- EARTH DAY

## HEADWATERS INSTITUTE

Creating Sustainable Communities Through Rainwater Harvesting Education

### Challenges

- Lack of funding
- Dispersed nature of groups
- Watershed agency presence

### Successes

- Strong participation
- Diverse voices
- Equity for the West

### Needs

- Partnership

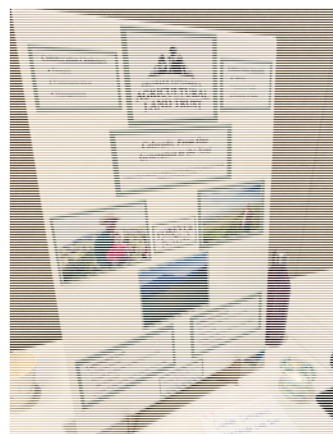
### Offerings

- Volunteer Projects
- Stewardship
- Advocacy

## NATIONAL WILDERNESS STEWARDSHIP ALLIANCE

Building a Wilderness Stewardship Community

Supporting Wilderness Stewardship Organizations



### Top 3 Collaboration Challenges

- We lack dedicated annual core funding to often require funding to collaborate
- We sometimes lack enough human resources to participate in partnership events and tasks
- We have incomplete data or lack access to certain key data for addressing several conservation priorities

### Top 3 Collaboration Successes

- Supported several of Colorado's highest conservation successes with quality data and science
- We have many tools that support conservation in Colorado (COMC, PPIC, Bat Mantis, Wetland Plant Guide App, COMAP, CODEM)
- We work closely with partners across a broad spectrum of fact to support conservation at all scales with data and science

### Top 3 Collaboration Needs

- Dedicated annual core funding to enable us to fully address the highest priorities, support more partnerships, do more outreach, engage more students/investors, and deliver more services
- Partnerships to aggregate more data efficiently and make the Heritage Database more comprehensive
- Engagement in key processes and decisions affecting conservation in Colorado

### Top 3 Collaboration Offerings

- Experts
- Data and Science
- Tools

## COLORADO NATURAL HERITAGE PROGRAM

Connecting Conservation and Science

### 3 top collaboration challenges:

- Funding
- Human capacity
- Marketing

### 3 top collaboration successes:

- Cross-platform integration & interoperability
- CSU-based projects
- Consulting partnerships

### 3 top collaboration needs:

- Funding resources
- Partnership
- Promotion, recognition & referrals

### 3 top collaboration offerings:

- Technological & research capacity
- Diverse governance & privacy models
- Scientific design expertise

## CitSci.org

helping you do great science

We develop technology-driven and science-driven capacity for anyone to do science. Anywhere.



## CONNECTING SESSION FINDINGS

### Challenges

### Inspirations



### Collaboration Successes



## CONNECTING SESSION FINDINGS

## COLLABORATION NEEDS

diversity  
trust capacity  
expertise  
partnerships  
**funding** technical  
information and  
communication recognition sharing  
promotion

## COLLABORATION OFFERINGS

stewardship  
marketing audience  
promotion network  
magazine and **tools** directory national  
events  
**expertise**  
collaboration data trust  
relationships advocacy monitoring  
knowledge individual  
education conservation  
restoration



## LEARNING | PLENARY SESSIONS

### OPENING RECEPTION



**Kate Greenberg** has served as Colorado's Commissioner of Agriculture since 2018. Prior to her appointment, Greenberg was the Western Program Director for National Young Farmers Coalition, where she established and grew the organization's presence and membership across the West. Greenberg has farmed on operations across the West, managed Western policy field programs through Whitman College, and worked in natural resource education and restoration from eastern Washington to Mexico's Colorado River Delta. She was involved in the development of the Colorado Water Plan and Colorado River Basin water policy and is a graduate of Water Education Colorado's Water Leaders flagship course. While she currently spends much of her time traveling the state, Durango, Colorado is home.

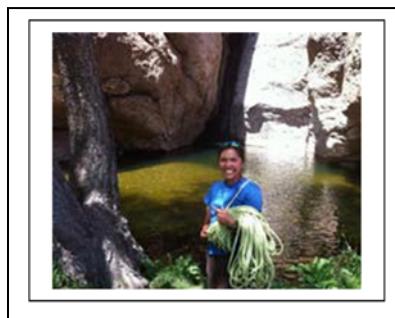
### WELCOME

Joyce McConnell is Colorado State University's 15th president, the first woman in that role. She is proud to lead one of the nation's leading land-grant universities and to embody the progress CSU has made in embracing and celebrating the diversity of its campus community. She recently announced CSU's Race, Bias and Equity Initiative, an expression of her own long-held commitment to diversity and inclusion in education and the workplace and to directly address challenges the University faces today. Prior to her arrival at CSU, McConnell was provost of West Virginia University, where she earlier served as dean of the WVU College of Law. An advocate for the preservation and protection of our environment, President McConnell finds both inspiration and relaxation in natural beauty and looks forward to exploring this beautiful mountain state



Michellsey is Diné who grew up Sháá'tóhí on the Navajo Nation. After receiving her degree in Parks and Recreation from Northern Arizona University, she made her love of the outdoors a lifestyle. She spent time instructing individuals on both mountaineering and rock-climbing in the mountains of Southeast Alaska. She racked several days instructing in the Yukon Territory, the slot canyons of Southern Utah, and the open waters of the Prince William Sound. In 2014 her adventures took her down a river that forged a passion in river restoration and conservation. This led to running raft trips down the Middle Fork of the Salmon, and then to co-leading restoration efforts on the Chehalis River. Returning to the southwest in 2017, Michellsey continued her river pursuits with the Escalante River Watershed Partnership. Now located in New Mexico, Michellsey continues her relationship with the natural environment by supporting the Ancestral Lands Program as their Program Director. *Find PPT slides @ [https://collaborativeconservation.org/confluence\\_2020/](https://collaborativeconservation.org/confluence_2020/)*

### OPENING - PRACTITIONER



### CLOSING - PRACTITIONER



**Bob Budd** is the Executive Director of the Wyoming Wildlife and Natural Resource Trust, a state program that enhances wildlife habitat and natural resources in Wyoming. Prior to helping launch the WWNRT, Budd was manager of Red Canyon Ranch, and Director of Land Management for The Nature Conservancy in Wyoming. Before his tenure with TNC, Bob spent 15 years with the Wyoming Stock Growers Association, ten as Executive Director. He holds degrees in Range Management (MS), Agricultural Business (BS) and Animal Science (BS) from the University of Wyoming. Bob is a past-president of the international Society for Range Management, past president of the Wyoming Section of the Wildlife Society, Greater Cheyenne Chamber of Commerce, and past chairman of Cheyenne Frontier Days Public Relations committee. He and his wife, Lynn, live in Cheyenne, Wyoming and have three grown children - Joe, Jake, and Maggie.

## LEARNING | PLENARY PANELS



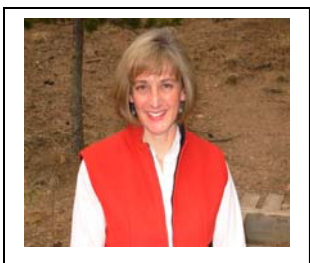
**Denny Iverson** ranches in the Blackfoot Valley in western Montana where the family runs a cow calf operation. He also worked in the timber industry for many years to help support his ranching habit. The next generation is landing back home to begin to take over the worries but he plans to continue the work part until he's all used up! Denny serves the Heart of the Rockies, Blackfoot Challenge and Five Valleys Land Trust organizations as a board member. He inherited his conservation ethic from his father and is now transferring that same ethic with all the new tools available to the next generation and enjoys helping young conservationists understand how ranching, logging and conservation of land, water and wildlife are and need to continue to be intertwined to have a healthy, sustainable landscape.



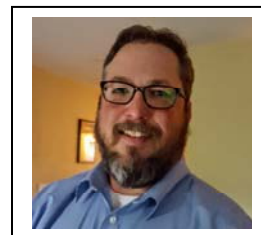
**Tuda Libby Crews** of Ute Creek Cattle Company is a seventh-generation New Mexico rancher. In high school she was active in 4-H with emphasis on feeding/showing livestock. At the University of Arizona, she met Jack Crews, married and returned to Cheyenne. They raised their children, Libby and Ted, and were actively involved in the community for over 30 years. In the late 1990's Crews published two books on cookie baking and operated a home-based custom-made cookie cutter business. In 2000 she inherited part of her family ranch and they returned to New Mexico focusing on ranch restoration. Their conservation achievements include the 2019 received the NCBA *Region VI Environmental Stewardship Award*. Tuda is especially proud her children and their families are involved in the ranching operation.



**Gary Severson** is a member of the USDA Forest Service, National Collaboration Cadre and has worked with forty-one national forests. He is the retired Executive Director of Northwest Colorado Council of Governments, earning the USDA Rural Community Leadership Award for collaborative work with federal agencies. He was a co-founder and chair of the Colorado Bark Beetle Cooperative. After retiring from NWCCOG, he served as coordinator of the Governor's Forest Health Advisory Council and served on the USDA Secretary's Collaborative Forest Landscape Restoration National Advisory Committee. Gary is a fifty-one year resident of Colorado and lives in Evergreen.



**Heather Johnson** is the Regional Chief for the Partners for Fish and Wildlife Program in the Mountain-Prairie Region with the U.S. Fish and Wildlife Service. She has been in this capacity since 2009 and with the Partners for Fish and Wildlife Program since 2004. Heather has an Associate of Science degree in Agriculture and Wildlife Biology from Northwest College in Wyoming and a Bachelor's of Science in Wildlife Biology from the University of Montana. Heather has been working for the U.S. Fish and Wildlife Service for the past 30 years, working in a number of different capacities in the Mountain- Prairie Region, as well as spending 10 years in the Alaska Region and three years in Washington, D.C. She worked in Refuge Management, Migratory Birds, External Affairs, International Affairs and Partners. Heather is a Wyoming Native, currently living in Evergreen, Colorado.



**Seth Gallagher** is the Manager for Conservation Programs in the Rocky Mountain Region for the National Fish & Wildlife Foundation. Seth is passionate about grassland conservation throughout the rural ranching communities of the west and manages grant portfolios for the Northern Great Plains, Rocky Mountain Rangelands and Western Big Game Migrations Programs for the Foundation. Prior to working at NFWF, Seth spent eleven years with Bird Conservancy of the Rockies managing their private lands program to provide technical assistance and habitat restoration expertise to landowners and two years managing partner positions for the Sage Grouse Initiative throughout the west.



Open spaces enable attendees to gather informally and organically to discuss topics of collective interest. Topics were either selected prior to the event through registrant surveys or proposed during the event by attendees. Some Open Spaces were used to extend Peer-To-Peer Learning Sessions or Capacity Building Working Sessions. Key Points of Discussion and Next Steps for the 9 Open Spaces are summarized below.

*Find Open Space notes @ <https://collaborativeconservation.org/confluence> 2020/*

OPEN SPACE TOPIC	KEY POINTS OF DISCUSSION	KEY NEXT STEPS
Colorado Collaborations	<ul style="list-style-type: none"> <li>•How to catalyze landowners through collaboration to get effective policy through is a common challenge.</li> <li>•There is a need to grow and share institutional knowledge with local communities.</li> <li>•Government agencies need to put more trust in their employees = this helps with community relationships, especially with on the ground employees.</li> </ul>	<ul style="list-style-type: none"> <li>•Sustained level of funding for administrative needs</li> <li>•Succession planning and making sure you have leadership and a champion</li> <li>•Need to focus on shared leadership- collective ownership and co-chair organizational structures</li> </ul>
How to use the collaborative approach with and without government mandates	<ul style="list-style-type: none"> <li>•Government agreements are a barrier. Agreements often make it difficult to complete projects despite programs that support conservation projects.</li> <li>•Doing projects on lands that involve multiple agency jurisdictions are often difficult because of communication barriers between and amongst agencies and differences in approaches to land management.</li> <li>•Using local resources is important for completing project.</li> <li>•The paperwork required for actions on species remains an issue.</li> <li>•Often it takes a crisis to get agencies to collaborative. We need to look at the entire tool box available and use all the tools to get to conservation success.</li> <li>•We need to be more preemptive or proactive in our conservation efforts. The lack of interagency coordination often does not all for preemptive action.</li> <li>•How do we incentivize communities to get energized to solve problems?</li> <li>•Too much middle level management to be able to work through and propose something new.</li> </ul>	<ul style="list-style-type: none"> <li>•More “local engagement” or more “popular” support for projects. Upper level in agencies might be more receptive to this technique if support comes from local communities.</li> <li>•More funding is needed for states. States can more easily then take the lead.</li> <li>•Leadership needs to be take a collaborative approach to their work as directed by top level management.</li> <li>•The next generation needs to be more collaborative by getting on the ground and learning from successful collaboratives.</li> <li>•Use collaboration success stories to show agencies how to be successful.</li> </ul>
How to get a collaboration going and how to sustain it	<ul style="list-style-type: none"> <li>•Getting state and federal involvement requires a champion</li> <li>•Utilize the 4 P Framework: Purpose, People (diverse), Process, Products to be developed (which serves the purpose)</li> <li>•Important things to consider for any collaborative:               <ul style="list-style-type: none"> <li>-Be transparent</li> <li>-Recognize strengths</li> <li>-Trust</li> <li>-Building capacity</li> <li>- Follow through</li> <li>-Volunteer recognition</li> <li>-Have fun</li> <li>-Face to face time</li> <li>-Stay nimble</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•Strategies for succession planning</li> <li>•Important things to keep in mind for cost share agreements:               <ul style="list-style-type: none"> <li>-Fiscal management</li> <li>-Transparency!</li> <li>-Know the system inside and out</li> </ul> </li> <li>•Tips for collaborating with private landowners</li> </ul>
Center for Collaborative Conservation listening session	<ul style="list-style-type: none"> <li>•Relationship—to each other and to nature—are vital for sustaining healthy environments and healthy communities.</li> <li>•Relationships can extend to a single leaf on a tree.</li> <li>•Story telling can nurture and deepen relationships.</li> </ul>	<ul style="list-style-type: none"> <li>•During strategic planning, the CCC will pay attention to the roles it can play to support bringing more indigenous voices, values, and practices into our collaborative conservation work.</li> </ul>

OPEN SPACE TOPIC	KEY POINTS OF DISCUSSION	KEY NEXT STEPS
Bridging forests and water	<ul style="list-style-type: none"> <li>• Better people skills within agencies</li> <li>• Communication Barriers - Silos</li> <li>• Partnerships in Flight-agreements were already in place</li> <li>• Saving Species on Private Lands book</li> <li>• Break the inertia</li> <li>• Government mandates-what is currently going on should continue, based on long standing relationships</li> <li>• Decline in state funding; need to secure funding</li> <li>• Hire the right people; turnover is a problem</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance collaboration between agencies</li> <li>• Path way is through communities</li> <li>• Push to state and local levels</li> <li>• Collaboration needs to include industry and NGOs</li> <li>• Create combinations that include economic sustainability</li> <li>• Design to the county level-fence post conversations</li> <li>• Demonstrate what conservation success looks like-storytelling &amp; case studies</li> <li>• Have audiences together</li> <li>• Lack of communication between state and private landowners</li> </ul>
Conflict Resolution, Negotiation, Facilitation, and Consensus Building	<ul style="list-style-type: none"> <li>• Establish Group/meeting Culture</li> <li>• Efficiency, Collaboration, and Latent Conflict</li> <li>• Arriving at Outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Free facilitation tools/trainings/toolkits/resources for collaborative groups</li> <li>• Panel discussion at the next Confluence conference with a Q &amp; A</li> <li>• Case studies compiled to discuss the “how to” techniques and examples of conflict, resolution, the process, and how to achieve stakeholder supported outcomes.</li> </ul>
Evaluation and measuring outcomes	<ul style="list-style-type: none"> <li>• Pick 1-3 variables to measure, then go from there in a systematic process</li> <li>• Get evaluation training</li> <li>• Have all stakeholders agree on what they want evaluated and how... this directly affects your project objectives</li> <li>• Do not add evaluation onto a project ad hoc – build it into the planning process from the beginning!</li> <li>• Know your cultural context – different cultures will need different evaluation methods</li> </ul>	<ul style="list-style-type: none"> <li>• How does the WCCN help share learning between participants? (CRAFT?)</li> <li>• Provide best practices fact sheets on evaluation (how-to, frameworks). Fact sheets should contain key resources and training opportunities as well as where to find more information.</li> <li>• Share case studies that are doing a good job in evaluation.</li> <li>• Synthesize templates to use for evaluation that have: <ul style="list-style-type: none"> <li>Key steps on how to do it</li> <li>Key questions that should be answered through evaluation</li> <li>The sequencing of steps to do in an evaluation process</li> <li>Commonalities/differences across frameworks and/or guides.</li> </ul> </li> </ul>
Catalyzing and sustaining collaboratives	<ul style="list-style-type: none"> <li>• Owning Your Collaborative</li> <li>• Addressing Collaborative Challenges</li> <li>• Keys to identify, record, or measure when conducting Situation Assessment and Evaluations</li> </ul>	
How to collaborate around the issue of human carnivore conflict	<ul style="list-style-type: none"> <li>• What is the measure of success of participatory stakeholder engagement?</li> <li>• CSU is strategically positioned to be a trusted, neutral authority on the wolf issue.</li> <li>• Collaborative process can be difficult</li> <li>• Economics of wolf restoration critical</li> <li>• Language analysis would be useful</li> <li>• Look at other good models</li> <li>• Wildlife can sometimes be unifier across political divides</li> </ul>	



## LEARNING | PEER-TO-PEER LEARNING SESSIONS

Prior to the event, registrants were asked to rank a list of potential collaboration skills and tools learning topics. Peer-to-Peer Learning Sessions were designed based on survey results. Conservation practitioners and highly qualified and credible professionals will host these sessions. Two concurrent Peer-to-Peer Learning Sessions were offered. Attendees chose from 5 topics during each session. Session hosts: a) framed the topic, b) introduced presenters, c) facilitated interactive discussions and or learning activities, and d) captured key takeaways and next steps. A summary of each topic follows.

Find Peer-To-Peer Learning Session outlines & notes and resources @ [https://collaborativeconservation.org/confluence\\_2020/](https://collaborativeconservation.org/confluence_2020/)

**Topic:** How to craft an effective story about the impact of your collaborative conservation efforts.

**Hosts:** Aaron Weiss, Center for Western Priorities & Kevin Jablonski, Center for Collaborative Conservation

**Case Studies:** Intermountain West Joint Venture and Rivers Edge West Riverside Stories

**Description:** An overview of tools and techniques that collaborative conservation leaders can use to tell the story of their conservation work framed the session. Topics covered included strategies for producing your own content, as well as framing your story so it's accessible and exciting for other media outlets to cover.

**Activity:** Small group activity: identify a new storytelling and/or media outreach tool or technique to execute.

### Key Points of Discussion/Takeaways:

- Take more photos
- Don't be afraid to try new things
- Message boxes help everyone

### Key Next Steps:

- Make a message box for your organization/ collaborative
- Find the best voices in your collaboration  
Identify reporters who may want to tell your story

**Topic:** How to build capacity through coaching, mentoring and internship programs.

**Hosts:** Kim Skyelander, Center for Collaborative Conservation & Ben Irely, National Forest Foundation

**Presenters & Case Studies:**

**Description:** Participants learned about, and interacted with, three mentoring and internship programs that build practitioner capacity. Participants also shared and discussed information about other existing mentoring, coaching and internship programs, kinds of capacity building programs that may be most effective for their organizations, and needed resources and training for implementing these kinds of programs.

**Case Study Panel:** CSU's Extension Internship Program-Rebecca Hill, PhD and John Starinieri, CSU Extension Intern, Quivira Coalition's New Agrarian Program-Sarah Wentzel-Fischer, National Forest Foundation Conservation Connect Fellowship Program-Ben Irely & Adam Snitker, Conservation Connect Fellowship Alumni.

**Activity:** Discussion about the importance, nuts and bolts, and challenges and successes of running mentoring, coaching or internship programs.

### Key Points of Discussion/Takeaways:

- Geography – getting interns to remote locations can be challenging. More remote equals less applicants.
- Need mentor training and right match between mentor and intern.
- Connecting interns to specific projects can be challenging.

**Resources:** National Forest Foundation PPT presentation, CSU Extension internship website  
<https://intern.colostate.edu/>

### Key Next Steps:

- Place within WCCN where organizations can find out about existing programs and resources available for starting your own program. For example Quivira Coalition has a manual on their apprenticeship program.
- Have resources available for outlining best practices for these types of programs.
- Establish a network of these programs that show opportunities, trainings, and projects for interns.

## LEARNING | PEER-TO-PEER LEARNING SESSIONS

**Topic:** Nonprofit planning & management 101 for conservation collaboratives.

**Hosts:** Shayna Jones, Larimer County Dept. of Natural Resources & Jan Engert, USFS retired

**Description:** The basics of managing a nonprofit as an effective organization requires good planning, the right human resources, systems and structures in place that enable success and commitment & structures to build capacity. This session used an Open Space Forum Technique. Session attendees agree on four of the most important key management elements of an effective nonprofit organization. Attendees then worked in self-organized groups to bring their experiences together to develop what works for each element.

**Activity:** Four stations around the room, one for each of the four most important elements any nonprofit organization needs to be effective, were established. Suggested titles: Planning, People, Systems and Money. Attendees visited all the stations and wrote down what they know that works very well in that category. Stations reported out followed by group discussion.

### Key Points of Discussion/Takeaways:

- How do we create a broader funding base for conservation that goes beyond charitable donations/foundation model?
- There are many virtual tools available for managing non-profits. How do you determine simple, effective tools for your organization?
- We lack diversity and a sense of inclusion in conservation field. How do know we are addressing key issues into the future?

### Key Next Steps:

- Learn availability of mgmt. tools in a concise way (one pager) and look to learn from other sectors and entities
- How do we get more diversity and inclusion and address suite of conservation issues – training on effective strategies
- More discussion/session on broader funding models

**Topic:** Tips for Individual, Corporate and Foundation Fundraising.

**Hosts:** Jonathan Clifton, Colorado State University & Wanda Burget, Accord Resource Solutions, LLC

**Presenters & Case Studies:** Jayne Thompson, Colorado Cattlemen's Agricultural Land Trust, Lisa Runkel River Network & Isaac Dudley, Friends of the Verde River

**Description:** "Do you struggle to generate sufficient philanthropic resources for your organization or collaborative? Does the word "fundraising" send a shiver down your spine? Join Jayne Thompson (Colorado Cattlemen's Land Trust), Lisa Runkel (Lisa Runkel, LLC) and Isaac Dudley (Friends of the Verde River). Three accomplished professional fundraisers offered practical tips and best practices related to developing financial resources to support your organization's mission.

The session provided concrete and applicable guidance to assist you as you pursue gifts from individuals, foundations, and corporate donors and prospects. Subjects included: planning for development efforts, when and how to make the "ask," relationship-building strategies, corporate sponsorships, nuances of working with foundations, and much more."

### Key Points of Discussion/Takeaways:

- Relationships are key—person to person contact is best
- Follow-up is sometimes neglected, and is essential for the next gift (or even the first gift!)
- Understand donors as individual entities with their own interests and objectives

### Key Next Steps:

- Consider this a process of true relationship building, and don't be afraid to be vulnerable
- Identify an opportunity for a quick win to help energize you and/or your board
- Develop both donors, advocates and partners (not just folks to write checks)

**Resources:** Association of Fundraising Professionals (AFP) Sample Fund Plan, Indiana University School of Philanthropy



## LEARNING | PEER-TO-PEER LEARNING SESSIONS

**Topic:** Conservation Collaboratives 101: Practical advice from your peers

**Hosts:** Tahnee Robertson, Southwest Decision Resources; Alan Barton, New Mexico Forest & Watershed Restoration Institute; Shawn Johnson, Center for Natural Resources & Environmental Policy, University of Montana

**Description:** In this session, hosts provided a brief overview of types of collaborative groups and two initiatives: the Southwest Coalition of Collaboratives, a peer-to-peer project to share lessons and approaches for the design and support of place-based collaboratives, and an emerging conversation about developing a collaborative leadership curriculum for practitioners and partners. Participants then dove deeper into their main interests through open space exchange of strategies and ideas to address key challenges.

**Case Studies:** Southwest Coalition of Collaboratives capacity building effort (Arizona, New Mexico, Colorado, Utah), Emerging conversation about developing a Collaborative Leadership curriculum for practitioners and partners (Montana, California, Michigan)

**Activity:** Group discussion then open space peer-to-peer strategy sharing on topics identified by participants.

### Key Points of Discussion/Takeaways:

- Maintaining collaborative “resilience” over time (leadership changes, etc.)
- Developing clear understanding, messaging and communications about the value of the collaborative
- Collaborative leadership capacity
- Enlarge the tent - early engagement of all key stakeholders and taking a whole community when that will deepen value for participants

### Key Next Steps:

- Review and synthesize the various resources on collaborative tools, collaboratively create a decision tree with toolbox
- Better link research and practice, and the role of evaluation to inform process design, improvement of a collaborative, research needs, etc.
- Develop a federal agencies collaborative directory

**Topic:** Optimizing Social Media for Conservation.

**Hosts:** Designed by Erin Reilly and Gregg Elliott. Supported by Nick Schrader & Nicole Reese

**Description:** When and where should I use a hashtag? How many characters can I use in a tweet? What’s an Instagram story? These questions and more were answered in our Optimizing Social Media for Conservation workshop. Social media is constantly changing making it difficult for marketers to keep up with the latest trends, features and strategies. The session included a high-level overview of three major social media platforms, focus on best practices, and develop the skills needed to optimize content by platform.

**Activity:** Small breakout groups created Instagram, Twitter and Facebook posts optimized by platform using content provided by the session hosts and the information they learned during the presentation overview. Groups presented their posts, followed by a larger group discussion reviewing and critiquing each group’s work.

### Key Points of Discussion/Takeaways:

- Social media is one leg of a communications strategy (social, email, and website)
- Identify your audience, platform, and best practices to optimize content for the platform you’ve chosen
- Be positive with your messaging (most of the time)

### Key Next Steps:

- WCCN Tutorial: how to get started using social media; best practices for social media
- For those just starting to use social media: Over-prepare content before beginning to post online
- Schedule posts! This is a huge time saver if you’re in charge of managing social media for your organization

**Resources:** Find session PowerPoint presentation and 3 handouts

## LEARNING | PEER-TO-PEER LEARNING SESSIONS

**Topic:** What's the forecast? Budgeting and Planning for Conservation Funding

**Hosts:** Leigh Whelpton, Conservation Finance Network & Paul Hudnut, New Belgium Family Foundation

**Description:** The session opened with an overview of budgeting and planning for conservation organizations. The participating panelists discussed how their collaboratives have approached fundraising and financial management, and how they are connected. Topics included: best practices, hurdles, target setting, and evaluating progress/results. The session also captured ideas on how to develop and improve training and tools for these topics.

**Case Studies:** Courtney Gutman, Big Thompson Watershed Coalition, and John Geerdes, Coalition for Upper South Platte

### Key Points of Discussion/Takeaways:

- Planning to weather boom and bust
- Resilience- trying to have reserves and rainy day funds
- Creative workarounds- partnerships, fiscal sponsors (reduced insurance costs), loans to cover reimbursable grants, contract employees
- Need for longer term funding and planning from funders; understand impact on grantees of grant vehicle and time line (e.g., reimbursable grants cause non-profit cash flow challenges)

**Resources:** session PPT slides & BTW Board Engagement and Fundraising

### Common Obstacles:

- Competition-how to turn competition into partnership
- Struggling partnerships-how to evaluate and reconsider struggling or taxing partnerships
- Apathy-dealing with apathy-communicate prevention ahead of crisis
- Cash flow-cash flow regarding reimbursement grants, consider fiscal sponsor
- Staffing-consider building a stable of consultants or contractors until you can make the leap to full-time employees
- What to do when you project a deficit?
  - Diversify sources
  - Adjust operations
- Event and donation timelines are tough to plan around and manage
- What's our risk appetite around revenue generation?
- Challenge planning operations and programming beyond 2-3 year grant cycles

**Topic:** Incorporating more diversity, equity and inclusion into your work.

**Hosts:** Dr. Rickey Frierson, CSU Warner College of Natural Resources & Dominique Gómez, CSU Salazar Center

**Description:** This session provided participants an opportunity to gain insight into best practices and lived experiences from other professionals within diversity, equity, and inclusion. Participants learned from the perspectives of three speakers, as well as discussion on how to implement innovative and sustainable change in their respective workplace. Participants were exposed to available resources and knowing how to intervene skillfully while empowering others to respond proactively to ensure clear movement towards a more diverse, equitable and inclusive environment.

**Presenters/Case Study:** Arielle Quintana, Cochiti Pueblo, Education and Outreach Director for the Quivira Coalition and session 2 hosts.

### Key Points of Discussion/Takeaways:

- Be "intentional" in your outreach efforts to solicit new talent. Don't rely on traditional approaches
- Challenging to go from a homogenous environment to more diverse – both to attract diverse candidates and for them to feel welcome
- Resources: Center for Diversity & Environment, underrepresented organizations, diverse community stakeholders

**Resources:** Assumption Exercise Handout

### Key Next Steps:

- Supportive Workplace Climate- Prepare your workplace and employees to be welcoming to all new hires (Inclusive-mindedness)
- Discovery- Look beyond the usual places you advertise/publicize positions. Think about visual/qualification/systemic barriers to larger diverse pools of candidates
- Belonging- Provide resources of support for new hires where possible. Go to where diverse clientele are, do not wait for them to come to you.



## LEARNING | PEER-TO-PEER LEARNING SESSIONS

**Topic:** 5 key elements that lead to engagement of diverse and multiple partners in a collaborative

**Hosts:** Laura Calandrella, Collaboration Strategist, Dialogue Facilitator, and Leadership Coach & Steve Smutko, University of Wyoming-Haub School for the Environment and Natural Resources

**Description:** Engaging diverse stakeholders in collaborative initiatives requires thoughtful approaches that bring together multiple perspectives. In this session, leaders from Partners for Conservation, Wyoming's Landscape Conservation Initiative and Utah Diné Bikéyah will share their experiences, successes, and challenges. These case studies served as a springboard to guide participants through five thematic areas that are essential to the success of highly participatory collaboratives. Participants explored the role that clear definition of purpose, outcomes, stakeholders, and invitations to collaborate provide leaders with the ability to define the best strategic approaches to their initiatives. Case studies provided participants with the opportunity to see how these themes have been applied in various contexts across the West.

**Case Studies:** Russell Davis, Rancher-Wineinger-Davis Ranch, Board-Partners for Conservation, Justin Caudill, Agriculture Program Coordinator, Wyoming Department of Agriculture, Jonah Yellowman, Spiritual Leader and UDB Board Member

**Activity:** Co-hosts introduced a thematic framework for managing diverse and multiple partners within a collaborative. Themes included: purpose, outcomes, stakeholders, invitation, and strategic approach. These themes are core to any collaborative initiative and, when intentionally considered, can create a strong container for engagement of diverse and multiple partners. Case studies highlighted the framework.

### Key Points of Discussion/Takeaways:

- Relationships are built on trust, trust takes time
- Diversity can initially create fear and distrust, but ultimately is an advantage
- "Embracing your enemy" is a process of discovering what you have in common

### Key Next Steps:

- Recognize that diversity means many different things and evolves over time
- Find points of alignment, respect points of difference, come from the heart
- Patience, patience, patience

*Ancestral Lands, Legacy Program*



## CAPACITY BUILDING | WORKING SESSIONS

Two Capacity Building Working Sessions were offered, each comprised of 4 concurrent topics. Working sessions were designed to be highly interactive, using a problem solving approach to develop strategies to build capacity and advance the collaborative approach to conservation. Diverse examples of case studies will be used to illustrate success stories and challenges. Session topics were identified as critical by conservation practitioners and their partner organizations. The purpose of the activities in each session was to discuss strategies presented, identify additional approaches and propose actions for the network in partnership with others. [Find all Capacity Building Working Session outlines & notes and resources @ https://collaborativeconservation.org/confluence](https://collaborativeconservation.org/confluence) 2020/

**Topic:** Sustainable Funding Strategies for Community-based Collaborative Conservation (CBCCs) Groups: Challenges and Opportunities

**Hosts:** Gary Burnett-Heart of the Rockies & Gary Wolfe, Cinnabar Foundation

**Description:** Community-based Collaborative Conservation groups and their support organizations, report a constant struggle to financially support their organizations from year to year, but also over the longer term. Funding for operations and capacity building is reported as the most difficult to raise. Funders report difficulties in deciding which collaboratives to fund; especially given the recent increase in number of collaborative groups.

This session convened representatives from conservation funders, and leaders of the conservation practice community. The goal was to: a) understand and articulate funding issues from the perspectives of practitioners and funders, b) explore examples of funding strategies to support CBCCs, and c) identify next steps for WCCN and form a Working Group to advance this effort. Case studies were used to illustrate what has worked, what have been the lessons learned, and will be topics for breakout sessions.

**Presenters/Case Study Panel:** Henry Rael, New Mexico Collaborative Zone Grants-McCune Charitable Foundation, Ethan Kunard, Montana Watershed Coordination Council's Watershed Fund-Montana Watershed Coordination Council, and Jonathan Peterson, Catalyst Fund, Network for Landscape Conservation

**Activity:** Participants formed small breakout groups and used case studies to explore and develop strategies to advance funding strategies to support CBCCs, summarize those discussions, and reported back to the entire group.

#### Key Points of Discussion/Takeaways:

- Capacity funds – transition from collaborative vision to collaborative action
- Pitch the value of partnerships and capacity to catalyze impact
- Provide rigorous grant review process to relieve capacity constraints for funders

#### Key Next Steps:

- Sharing these methods for capacity grants with foundations and funders
- Practitioners can pitch these ideas – take charge of your own future
- Define CBCC for funders

**Resources:** 2 case study PPTs: Network for Landscape Conservation & and Montana Watershed Coordinating Council





**Topic:** Building Capacity at the State and Regional Level Scales

**Hosts:** Alan Barton, New Mexico Forest & Watershed Restoration Institute & Tahnee Robertson, SW Decision Resources

**Description:** A goal of the WCCN is to organize community-based collaborative conservation (CBCC) organizations into statewide and regional networks, and to coordinate support for these networks and CBCC organizations. Networks enhance the sustainability of collaborative organizations by facilitating peer-to-peer learning and capacity building, streamlining acquisition of funding and resources and distribution to CBCC groups, and creating lines of communication through which issues can be raised and shared. This session discussed case studies from Montana, Wyoming, New Mexico, Colorado and Arizona that illustrate how statewide networking and working with state officials can benefit CBCC organizations, by engaging a wide public, developing funding streams, and building capacity.

**Case Studies:** Statewide Funding, Wyoming (Jessica Crowder, Wyoming Landowners Alliance), Southwest Coalition of Collaboratives, New Mexico, Arizona & Colorado (Alan Barton, New Mexico Forest & Watershed Restoration Institute; Tahnee Robertson, Southwest Decision Resources), and Cross-Watershed Network, Arizona (Tahnee Robertson, Southwest Decision Resources)

**Activity:** Participants broke into discussed groups one for each case study topic presented for a facilitated, with the goal of outlining a strategy for statewide organizing, generating important lessons from the experiences of participants, and determining the first two or three steps to organize statewide.

**Key Points of Discussion/Takeaways:**

- You need capacity to build capacity; Engaging specialists to assist in networking
- Collaboratives need not compete for funding or other resources; working together groups can grow the overall amount of funding available
- Need for ongoing stewardship of collaborative-support for convening, coaching, cross visits, & training

**Key Next Steps:**

- (1) Cast a broad net in engagement; Think outside the box and invite groups you wouldn't expect to work with; You may find common ground
- (2) Cross-visits among collaborative groups brings fresh ideas to a collaborative, and builds strong relationships both within and across groups; Relationships are important at all scales
- (3) Create a peer-to-peer hotline network that practitioners can call to discuss issues

**Topic:** How to build a pipeline of next-generation conservation leaders

**Hosts:** Chelsea Phillippe, Devin Landry, Matthew McKinney, Shawn Johnson-University of Montana, Center for Natural Resources & Environmental Policy

**Description:** To realize the promise of collaborative conservation, we need to build a pipeline of next-generation conservation leaders. This means equipping people with the knowledge, skills, and abilities to work effectively across scales, sectors, and disciplines.

**Participants:** a. Learned about some of the types of programs, trainings and continual learning opportunities focused on collaborative conservation and collaborative leadership; b. Explored case studies to provide a closer look into what's working and where there are remaining gaps and needs; c. Engaged in a panel discussion on lessons learned, existing career paths, and guidance for the next generation of collaborative conservation leaders; and d. Worked together to identify key elements of success and provide guidance on next steps.

**Case Studies:** Case study presenters and panelists will represent a variety of perspectives and experiences, including students, practitioners, agency partners, and others.

**Activity:** Break out groups had facilitated discussions: a. insights from the case studies, b. elements of success, c. next steps to keep this conversation going.

**Key Points of Discussion/Takeaways:**

- Future leaders are here – they just need to recognize it
- Interconnected partnerships are still the synergy for collaboration
- Academic programs attract a wide variety of students who share value for collaboration

**Key Next Steps:**

- Continue to convene to collectively empower future leaders
- Learn how to tell the success stories of collaborative partnerships
- Acknowledge who is missing from the table (classroom) and extend an invitation to participate

**Resources:** Academic Collaboration Program List

## CAPACITY BUILDING | WORKING SESSIONS

**Topic:** Potential New Tools for Financing Conservation In the Rocky Mountain West and Northern Great Plains

**Hosts/Facilitators:** Travis Brammer & Drew Bennett-Haub School for the Environment, Claire Hood-World Wildlife Fund, Galen Guerrero-Murphy-The Nature Conservancy Colorado, & Claire Harper-USFS

**Description:** This session considered three models for financing conservation in the Rocky Mountain West and Great Plains. The first model, led by scholars at the University of Wyoming and Colorado State University, focuses on bridging the gap between the aging population of agriculturalists and the next generation of farmers and ranchers who are interested in taking over the land and continuing to manage it for production agriculture while also achieving conservation outcomes. The second model, developed by World Wildlife Fund and Quantified Ventures, is an Environmental Impact Fund (EIF). An EIF is an investment vehicle and financing structure that provides financial incentives to ranchers to implement sustainable grazing practices and monetizes the resulting environmental benefits by selling verified outcomes to the beneficiaries of these practices. The third model involves financing conservation with carbon offsets, in particular, those associated with vast grassland carbon sinks in Colorado, the Southern High Plains, and beyond. Grassland conservation priorities with significant climate co- benefits will be explored.

**Case Study Presenters:** Dr. Drew Bennett and Travis Bremmer, University of Wyoming-Western Ranchland Conservation Fund Model, Claire Hood, World Wildlife Fund- UW Western Ranchland Conservation Fund Model, Galon Gurerro-Murphy-TNC Carbon Credit Program.

**Activity:** Participants divided into 4 groups; one for each model presented. Presenters facilitated a question and answer and led discussions to strategize how to advance each project.

**Key Points of Discussion/Takeaways:**

- Need to really understand landowner situations and motivations
- Need to focus on communities and gain community support
- There are no “unicorns” – plenty of investor funding for low risk / market returns – very hard with rangelands to create these investment profiles

**Key Next Steps:**

- Create forum for shared learning (e.g., carbon credits)
- Continue with financial analyses to understand viability
- Better understand how changes in Farm Bill create new opportunities

**Resources:** PPT slides: TNC Carbon Credit Program & World Wildlife Fund Sustainable Ranching

**Topic:** Public Policy and the Positive Implications of Collaborative Processes

**Hosts:** Heather Johnson, USFWS and Jessica Western, Haub School for the Environment

**Description:** Public policies developed and implemented by public land management agencies directly affect the efforts of communities to conserve and steward natural resources. When a collaborative approach is taken, greater success can be achieved. Public agency personnel need to be supported to encourage participation in the collaborative approach and policies need to be reflective of collaboration. The WCCN Public Policy Working Group has engaged practitioners and policy makers to identify issues and opportunities to strengthen collaborative approaches across the West. This Working Group convened in April 2019 in Sheridan for a workshop which resulted in a White Paper and a One-Pager, both for distribution to agency leaderships and other interested parties. This session will convene representatives from public agencies and leaders of the conservation practice community to refine both products and identify implementation actions to put these products to use.

**Activity:** A background presentation on the WCCN Working Group and an introduction to the White Paper and the One-Pager was presented and followed by a facilitated discussion on the White Paper and one-pager to identify action items for distribution of public policy papers with deadlines and volunteers.

**Key Points of Discussion/Takeaways:**

- Collaborate with universities—improve pipeline, mentorship/interns
- Training for agency practitioners
- More community involvement as part of process and solution

**Key Next Steps:**

- Finalize whitepaper
- Consider existing training opportunities and future needs
- Work with universities—students and professors to “cultivate new collaborative people”

**Resources:** Public Policy White Paper, Public policy Keys to Success, Public Policy PPT slides



**Topic:** How to Build Organizational Capacity & Effectiveness of Collaboratives

**Hosts:** Heather Knight, Center for Collaborative Conservation & Russ Schnitzer, Gates Family Foundation

**Note Takers:** Rox Hicks-USFWS and Nicole Reese-Crowd Conservation

**Description:** Success of collaborative conservation groups is equally dependent on two factors: technical expertise in conservation and natural resources, and the capacity and effectiveness of the conservation organization itself. The leadership of many collaborative conservation groups are highly skilled and resourced in the former, but need more support, training and coaching in the latter. Capacity building programs are limited, but report that investments that build stronger and more effective organizations and leaders, and result in more lasting conservation solutions and durable organizations. Funders are more inclined to support organizations that can achieve higher levels of impact and sustain these efforts over time. This session: a) reviewed 3 case studies that illustrate successful capacity building programs, including program components, lessons and impacts, b) discussed the idea of developing a pilot program to provide more support for more collaboratives and to create a framework and best practices for organizational capacity building, and c) started to design components of such a pilot program.

**Case Studies:** Dennis Glick-High Divide Collaborative Capacity Building, Advancing Conservation Excellence Program- Amanda Hill and, Wilburforce Foundation & TREC capacity building & leadership services-Gary Burnett as grantee and alumni.

**Activity:** Participants break into 4 groups. Facilitated discussion to address: How might we select collaboratives for a capacity building pilot program? What criteria might be measured to assess the organizational capacity and effectiveness of each group and how often would it be measured? What conservation criteria might be measured to be able to assess the change in conservation impact of each group and how often would it be measured? What organizations or resources could be identified to help provide training and or coaching for each collaborative in the pilot?

#### Key Points of Discussion/Takeaways:

- Combine training (in-person and online) with small grants to support capacity
- Capacity building needs to be accessible (i.e. subsidize costs) for constrained participants
- Pool and redistribute funding for strategic impact

#### Key Next Steps:

- Combine training (in-person and online) with small grants to support capacity
- Capacity building needs to be accessible (i.e. subsidize costs) for constrained participants
- Pool and redistribute funding for strategic impact

**Resources:** LTA PPT, TREC Org Ecology Model, TREC Org Ecology Self Assessment, High Divide Training, High Divide Capacity Building, High Divide Assessment, AYO Introduction & Assessment, TX Adv Initiative, Wilburforce Capacity Building, Partnership Impact Evaluation Guide

**Topic:** New Collaboration Approaches

**Hosts:** Laurel Anders and Ed Contreras, Intermountain West Joint Venture

**Description:** This session shared innovative, community- based models to increase collaboration across state and federal agencies and engage local organizations and communities. Case studies from different regions illustrated strategies and models to work across public and private boundaries and regulatory frameworks to effectively implement collaborative conservation that strengthen and sustain healthy landscapes, vibrant communities, and thriving economies.

**Case Studies:** John Roberts, Idaho Department of Lands-Shared Stewardship, Cindy Dohner, USFWS retired-Collaboration and the ESA, Mark Peck-Montana Forest Collaboration Network, USFS Good Neighbor Authority

**Activity:** Attendees divided into 3 breakout groups. Each breakout group used prepared questions to stimulate discussion and strategize how to use the information presented to advance their work and identify action items.

#### Key Points of Discussion/Takeaways:

- Good Neighbor Authority is a tool for capacity building where good collaboration is already occurring.
- Shared Stewardship is a leadership direction across state/federal agencies.
- Case studies showed state/federal/local leveraging of resources and targeting efforts to solve challenges across boundaries.

#### Key Next Steps:

- Learn more info about Shared Stewardship, Good Neighbor Authority & Joint Chiefs in 13 states (where exist) and apply to current collaboratives.
- Use existing collaboratives to capitalize on these mechanisms.
- Elevate successes to catalyze more state agreements and collaborative engagement across boundaries and jurisdictions.

**Resources:** Conservation without Conflict -handout

**Topic:** Methods and Tools to Engage Collaborators and Enhance Conservation

**Hosts:** Ch'aska Huayhuaca, Policy Instructor, CSU & John Sanderson, Center for Collaborative Conservation

**Description:** This session allowed attendees to learn about and dig into the application of maps, social network analysis, and adaptive learning and decision making to engage collaborators working towards conservation outcomes (see panel presentation descriptions below). The goal of the session was to provide insights into how practitioners can use these methods and tools to make their collaborations more effective. The session was designed to give attendees the information needed to get over the learning and resource curves and to apply these methods/tools.

**Presenters & Case Studies:** Dr. David Augustine, USDA Agricultural Research Service; Angela Dwyer, Bird Conservancy of the Rockies - Collaborative Adaptive Rangeland Management (CARM), David Baker, Wimberley Valley Watershed Association & Texas Hill Country Conservation Network; Dr. Patrick Bixler, University of Texas – Social Network Analysis, and Joe Zebrowski, New Mexico Highlands University – Story Maps.

**Activity:** Attendees divided into breakout groups based on the 3 case studies and through a facilitated discussion addressed the following questions: What struck you (the attendee) as potentially valuable about the method/tool that might have you thinking about how to apply it in your work? What might you want to know more about to be able to use the method/tool, and how might others help you see a path toward application?

**Key Points of Discussion/Takeaways:**

- Adaptive management
- Collaboration is built on trust
- Importance of bridging science and management (this includes social science)

**Key Next Steps:**

- Create more story maps!
- Integrate social network analysis!
- Understand the difference between recognizing and reconciling differences among stakeholders

**Resources:** PPT Presentations - CARM, Texas Hill Country, Put Your Collaborative on the Map, and Social Network Analysis



Connecting People to Solve Problems





### Confluence Silent Auction

A silent auction of unique and highly sort after items donated by groups from several of the founding WCCN states, including

- ❖ Overnight at the Ladder Ranch in Wyoming
- ❖ Made in Wyoming Basket
- ❖ Basecamp hiking adventure in the Canyon Country of Utah
- ❖ Overnight hiking and fly fishing at TNC's Phantom Canyon Preserve, Colorado
- ❖ Guided Fly Fishing, Yellowstone River, Montana

WCCN thanks the silent auction sponsors! Donations will support future WCCN activities.

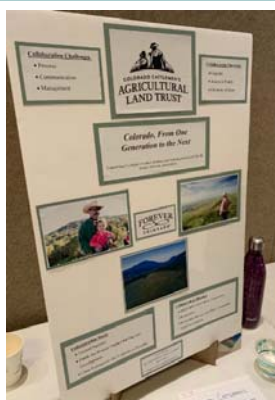
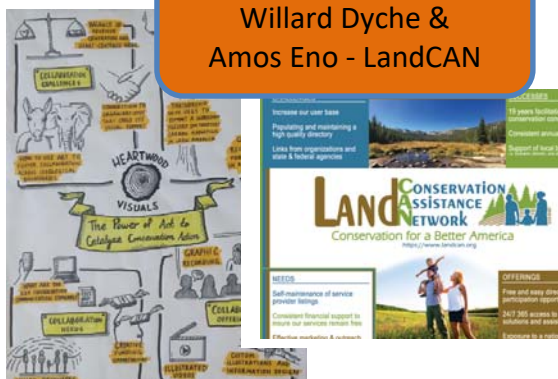


### Poster 2.0 Awards

First Place  
Carrie Frickman  
Heartwood Visuals

Tied for Second  
Maggie Hannah  
Colorado Cattlemen's  
Agricultural Land Trust

Tied for Second  
Willard Dyche &  
Amos Eno - LandCAN



### Podcasts

Sincerest thanks to, Aaron Weiss, from the Center for Western Priorities, who live recorded the lunch and dinner plenary conversations as podcasts.

Confluence attendees also had the opportunity to live record their collaborative conservation story.

*Podcasts Coming Soon!!!*

### Collaboration Resource Finder Tool

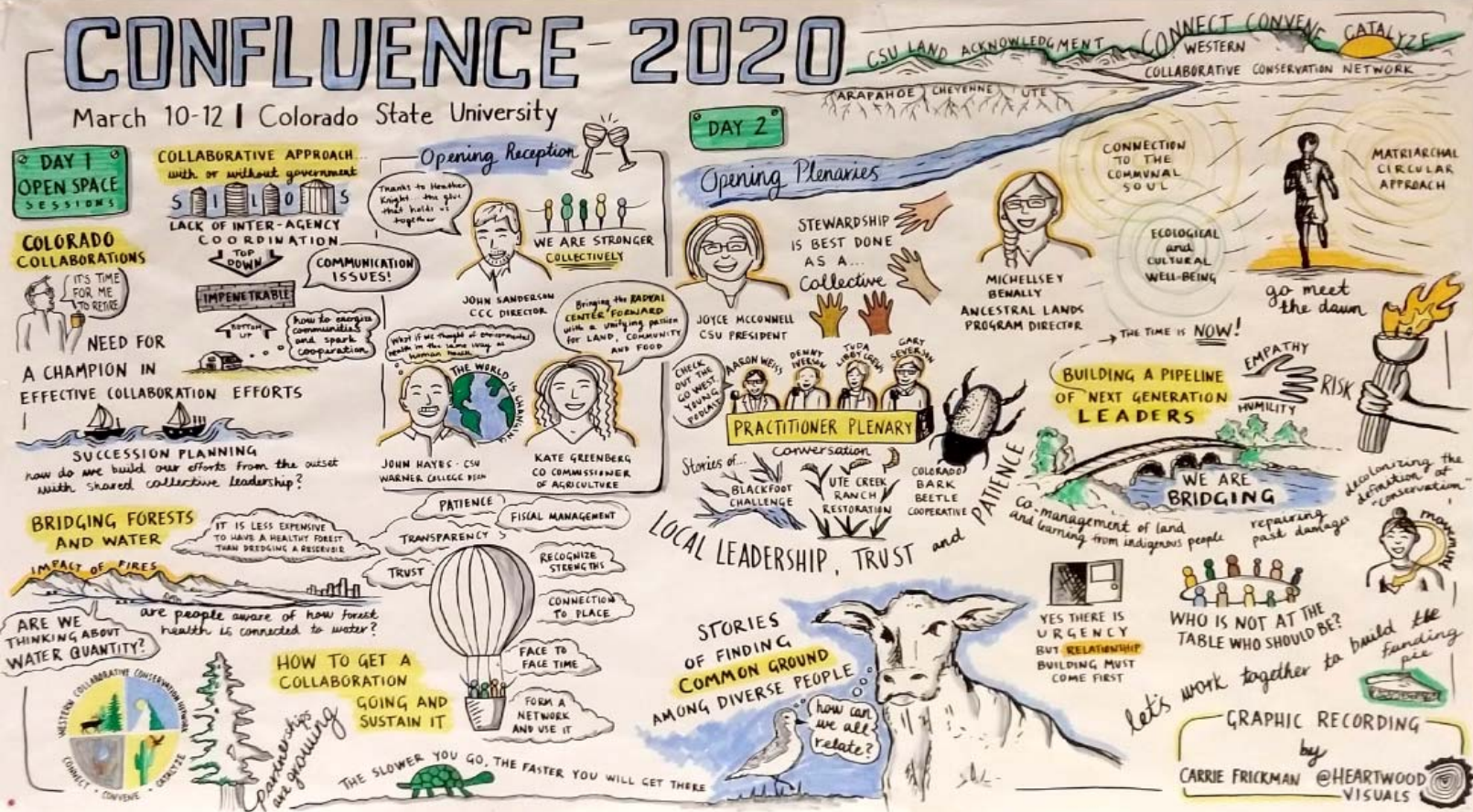
*CRAFT is a tool to help you find resources and learning opportunities to build your collaborative capacity.*

- We believe that when people are well prepared with effective collaboration skills and tools, they will accelerate the pace and scale of conservation on the ground for the benefit of people and place.
- Throughout the Confluence, attendees had access to CRAFT.
- Registered CRAFT users can grow and improve the CRAFT database by updating current records, adding new records and rating the quality of resources and learning opportunities.



# Confluence Sharing Out and Reflections & What's Next for WCCN?

28



Carrie Frickman, Heartwood Visuals - Recording of Confluence 2020

## Confluence Wrap Up – Thoughts from Amos S. Eno, Land CAN

**Problem statement:** The American West is the most metropolitan region of the country. Name a state: Arizona to Idaho, you have one or two or three cities, and the great rural outback. Metro America dictates public policy and holds the reins to all finances.

**Your Challenge:** To rebrand the American cowboy (rancher, logger), based on two core factors: first, AUTHENTICITY of your core American values (Jayne Thompson of CCALT emphasized this point in her session); second. You're providing a basket of needs (food, water, fibre, recreation and fish and wildlife) that Metro America depends on.

To extract support and legitimacy for what you do to maintain land stewardship you must recognize your demographics. You are 2% of the American population, yet you control the lifeblood of the West: water, and wildlife and open spaces. You need to leverage your influence through authenticity. 150 counties in the west have less than 2 people /square mile (1990 stats) reverting to Frontier status.

You need to leverage your stereotypic frontier authenticity and the lifeblood of the western landscapes grass and water. Ed Warner buys grass fed beef, so do I. The way to Metro America's heart is through what you produce. YOU HAVE WHAT THEY NEED. You are in classic military terms an INSURGENCY. You have urban America by the balls, they just don't know it yet...

Finally, get on board carbon markets. Soil is the largest repository of carbon. The Earth holds 3,170 gigatons of carbon. Where is the majority of carbon stored? In the rainforest? In trees? No!! Soil holds 2700 gigatons, three times all the trees on the planet. You sequester carbon by building organic matter in soil. Ranchers are our carbon entrepreneurs

The fastest way to soil health is through grasses not trees.

## CONFLUENCE EVALUATION | POLL RESULTS

### Poll Everywhere was used to gather feedback from Confluence attendees on:

- a) Confluence 2020 design and content, and
- b) What objectives and activities WCCN should focus on going forward.

Highlights of Poll Below. Find complete Poll Everywhere results [https://collaborativeconservation.org/confluence\\_2020/](https://collaborativeconservation.org/confluence_2020/)

### Confluence Feedback

Survey Questions	Attendee Response
How would you rate your overall experience at Confluence 2020?	98% excellent/good
How would you rank the quality of plenary sessions?	95% excellent/good
Were the Connecting Sessions helpful?	93% strongly agree/agree
Were Peer-To-Peer Sessions helpful?	91% strongly agree/agree
Were Capacity Building Working Sessions helpful?	84% strongly agree/agree
I learned new skills and was exposed to new tools	83% strongly agree/agree
Breaks allowed enough time for networking	73% strongly agree/agree
Open Spaces provided a useful format for interaction and learning	68% strongly agree/agree
If we were able to offer a similar event in the future, would you prefer every year or every other year?	50% every year 50% every other year
Should the next Confluence be at Colorado State University or somewhere else in the West?	39% at CSU 61% elsewhere in the West
Would you recommend the Confluence to others?	100% YES

### Rank the following peer-to-peer learning topics based on where you think the WCCN should focus its efforts:



#### Response options

#### Rank

What catalyzes, enables, constrains and sustains collaboratives & Best Practices for Creating New & Sustaining Existing Collaboratives	1st
How to manage diverse and multiple partners in a collaborative.	2nd
How to incorporate more diversity, equity and inclusion into your work.	3rd
How to craft an effective story about the impact of your collaborative conservation efforts.	4th
How to build capacity through mentoring, coaching and internship programs.	5th
Tips for private individual, corporate & foundation fundraising.	6th
How to integrate media communications; including social media platforms.	7th
Financial management 101 for conservation collaboratives.	8th
Nonprofit management 101.	9th

81% Engagement

1,570 Responses

## Rank the following capacity building topics based on where you think the WCCN should focus its efforts:

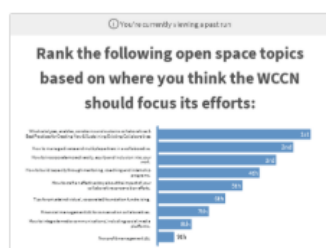


Response options	Rank
Building a pipeline of future Leaders	1st
How to Build Organizational Capacity & Effectiveness of CBCCs	2nd
Funding mechanisms and approaches to sustain CBCCs	3rd
Building Capacity at the state and sub-regional scale to support CBCCs	4th
Science and Social Science Tools & Approaches to enhance collaborations	5th
New Collaboration Approaches	6th
Public Policy and the Positive Implications of Collaborative Processes	7th
New Financing Tools Under Development	8th

74%  
Engagement

1,460  
Responses

## Rank the following open space topics based on where you think the WCCN should focus its efforts:

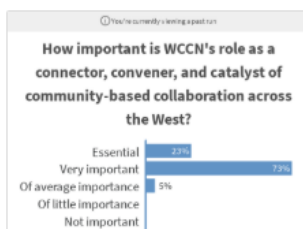


Response options	Rank
What catalyzes, enables, constrains and sustains collaboratives & Best Practices for Creating New & Sustaining Existing Collaboratives	1st
How to manage diverse and multiple partners in a collaborative.	2nd
How to incorporate more diversity, equity and inclusion into your work.	3rd
How to build capacity through mentoring, coaching and internship programs.	4th
How to craft an effective story about the impact of your collaborative conservation efforts.	5th
Tips for private individual, corporate & foundation fundraising.	6th
Financial management 101 for conservation collaboratives.	7th
How to integrate media communications; including social media platforms.	8th
Nonprofit management 101.	9th

68%  
Engagement

1,305  
Responses

## How important is WCCN's role as a connector, convener, and catalyst of community-based collaboration across the West?



Response options	Count	Percentage
Essential	10	23%
Very important	32	73%
Of average importance	2	5%
Of little importance	0	0%
Not important	0	0%

77%  
Engagement

44  
Responses



## What People Liked

- ✓ Connecting people across the region to learn from each other & find opportunities to collaborate
- ✓ Diverse and many opportunities for interactions and networking
- ✓ Diversity of people; conservation minded people with landscape focus from agriculture, business, water, forest, etc., across geographies
- ✓ Bringing together unexpected allies to the table
- ✓ Learning collaboration skills and tools
- ✓ Case studies presented by peers-successes and lessons
- ✓ Sessions were interesting-thought provoking questions, people were really engaged
- ✓ Liked recap to hear thread of conversations in sessions
- ✓ Plenaries were awesome
- ✓ Liked how people came together for portions and then dispersed into smaller groups of interest – felt balanced
- ✓ Usefulness and practicality of the sessions was good-see how the info would be useful every day and in the future
- ✓ Admired the meeting design
- ✓ Ratio of Open Spaces to content sessions was just right
- ✓ Continue and extend Peer-to-Peer and Capacity Building
- ✓ Connecting Sessions & Networking time was very important
- ✓ Poster 2.0s were fun and effective

## Suggested Future Changes

- ✓ Host a 2-day Confluence approximately every 18 months in the West
- ✓ Consider identifying 3 places across the region to cycle through that are affordable and provide good and effective location and facility
- ✓ In between Confluences, collaborate with other groups to co-host smaller local or regional in person or online learning
- ✓ Simplify and streamline program and registration
- ✓ More practical hands on skills training & tools
- ✓ Offer remote connection opportunities and make content available for non-attendees-webinars
- ✓ Extend length of sessions and offer fewer concurrent topics but keep diversity of topics
  - More unstructured networking time
  - More field trip and fun activity opportunities
  - Produce a take away book with examples of successful collaboration and an analog summary of what ingredients make successes.
  - Sessions that connect cutting edge theory from academic research to practice/practitioners and follow up webinars and executive summaries
  - More diversity-more tribal partners, landowners, more connections between practitioners and faculty; more agency participation; more students; more CBCCs, mentoring for emerging leaders; and invite more beyond the choir

## WCCN FEEDBACK | WHAT'S NEXT FOR WCCN?

*Summarized Highlights Below. Find complete Feedback @ [https://collaborativeconservation.org/confluence\\_2020/](https://collaborativeconservation.org/confluence_2020/)*

What are the most important things for the WCCN to do in the next year?			
Priority Actions & Functions	Network Structure	Sustainable Funding & Business Model	Measures of Success/Milestones
Plan next Confluence and convene in approx. every 18 months-Fall 2021. Montana group interested.	Assess current structure of WCCN and make appropriate adjustments. Incorporate and engage new members. Fill representation gaps.	Partnerships with other organizations to provide co-backbone support	Practitioner applications-use of trainings, resources, new connections and relationships developed
Build feedback into WCCN work plans from Confluence 2020 to reflect recommended priority activities and strategies.	Form a new teams-emerging leaders, sustainable funding, DEI	Establish fiscal sponsor or CSU fiscal management process	Attendance at events and impact of skills, tools and connections from those events on conservation and on people
Outreach to promote: <ul style="list-style-type: none"> <li>• WCCN, build membership and capacity of WCCN</li> <li>• build capacity to support collaborative efforts at multiple scales</li> <li>• case studies and stories to increase understanding of the collaborative approach -include successes and failures</li> </ul>	Increase engagement with certain groups-students, local CBCCs, industry, agencies, academic partners, and under-represented groups and communities.	Follow up with sustainable funding session and expand Working Group	Use of online resources and impact on people and conservation
Networking system <ul style="list-style-type: none"> <li>• Create more networking opportunities-in person and online for peers to connect to peers</li> <li>• Input from practitioners on most appropriate system to connect and communicate internally and externally</li> <li>• Create and promote networking system-keep it simple, accessible, and easy for practitioners to plug in</li> <li>• Use multi-faceted approach to provide effective communication and networking to increase engagement across the region and connect people to each other and collaboration opportunities-e.g., social media, peer problem solving chat groups, List Serves, "hotline", match making function, website, etc.</li> </ul>	What does a membership to WCCN provide?	Create a diversified funding strategy. Can funding from states be pooled and leveraged to support the WCCN at the regional scale?	# of organizations giving time and or money
Determine how to build more diversity, equity and inclusion into the WCCN and collaborative conservation efforts	Build alliances with networks or collaboratives in other regions of the US	Create a fundraising tool kit	Stories of influence/impact from surveys etc.

## WCCN FEEDBACK | WHAT'S NEXT FOR WCCN?

What are the most important things for the WCCN to do in the next year?			
Priority Actions & Functions	Network Structure	Sustainable Funding & Business Model	Measures of Success/Milestones
<p>Create and support more peer-to-peer learning</p> <ul style="list-style-type: none"> <li>Online forum for shared learning on priority topics-link people to</li> <li>Facilitate in person learning opportunities</li> <li>Prioritize first linking people to existing work of organizations and their resources and offerings. Ensure resources are easy for CBCCs to plug into.</li> <li>Use multi-faceted approach-in person, online workshops/webinars, fact sheets, etc.</li> <li>Collaborate to fill collaboration training and tool needs</li> </ul>	<p>Is WCCN about Collaboration? Or Collaboratives? Both?</p>	<p>Confluence Poll showed decrease interest in help with funding model-do we need to recruit help? Not a lot of interest in helping to fundraise; common pattern if someone supporting and someone driving then people will participate-if not people won't participate; hard to do share responsibilities; easier to fundraise for an event-harder to fundraise for other activities</p>	<p>Increase in number of state and regional hubs and increase # of interactions with CBCCs</p>
<p>Build organizational capacity of CBCCs where needed</p> <ul style="list-style-type: none"> <li>Establish a team to: a) Inventory all existing capacity building programs &amp; review their criteria for evaluation and measuring impact; then, b) identify and prioritize gaps &amp; needs, and c) if needed explore ways to fill gaps by possibly expanding existing program capacity or piloting then scaling up a new program</li> </ul>	<p>Strengthen and expand WCCN leadership. Interview sponsors and co-conveners. Identify characteristics of partners needed to share WCCN leadership. Solicit possible partners Recruit universities and co-conveners to host conference and join network as co-partner</p>		
<p>Mentoring and Internship Program</p> <ul style="list-style-type: none"> <li>Inventory and assess existing programs, build relationships with those programs and make information about those programs available</li> </ul> <p>Ask if there are gaps and if the bandwidth of existing programs can fill gaps, if so how can WCCN help and if not explore alternatives to fill gaps.</p>	<p>Support development of regional or state hubs where they don't currently occur</p>		
<p>Public Policy</p> <ul style="list-style-type: none"> <li>finish white paper and one pager</li> <li>create strategies to use these resources engage decision makers to change how agencies use collaboration</li> <li>Consider existing trainings and future needs and work with partners to "cultivate new collaborative people" in public agencies</li> </ul>			



## WCCN FEEDBACK | WHAT'S NEXT FOR WCCN?

*Summarized Highlights Below. Find complete Feedback @ <https://collaborativeconservation.org/confluence> 2020/*

What's Next for the WCCN in the Next 3-5 Years?			
Priority Actions & Functions	Network Structure	Sustainable Funding & Business Model	Measures of Success/Milestones
Mentor network	Clear WCCN message	Get corporate and private sponsorship	Action items are achieved
Summer camp for practitioners	Incentives for joining the network	Build relationships with foundations to seek long term support	Moving the needle within state and federal agencies
Consolidate/develop/deliver trainings; e.g., webinars	Hire more permanent staff	WCCN leadership comprised of 1-2 universities plus 1-2 non-university partners by 2025	Conduct a 5-year evaluation
Consolidate relevant resources, tool kits, grants/funding	A coordinator in each state	Funding to build capacity to support local collaborative efforts	Publication of ideas/outcomes – annually?
Connect collaboratives on missions and to improve competitiveness and scale of impact		Offer to be a regrantee organization for funders	Long term and short impact measures of WCCN
Build a collective voice for collaborative conservation- Everyone can use partnerships- this process we hold up everyone benefits from-everyone can learn and do better with the collaborative approach-it is the approach we are promoting-ask for a little support from everyone who gains from the approach		Find budget for LT and working groups to work on network priorities-including partnerships to use to do the work (Think about what is personally sustainable in terms of time with WCCN; funding is an issue for members of LT	Backbone support in place
Build the ability of rural individual collaboratives to develop relationships with agency partners and get support from their partners in their landscape			
Network listening on higher levels on bigger topics-like public policy, awareness and sustainable funding; work with groups like RVCC, NLC, WLA, PFC, etc.-power is in the collective action of those groups working towards national level of change in CC-maybe WCCN can help bring them together			

## CONFLUENCE EVALUATION | TAKEAWAYS

### Confluence attendees were asked:

What was their greatest takeaways, inspirations or learnings.

*Sample Responses Below. Find complete Poll Everywhere results @  
[https://collaborativeconservation.org/confluence\\_2020/](https://collaborativeconservation.org/confluence_2020/)*

Stacy Hadrick ....specific tools to reach out to potential funders, new ideas to approach them.... new ideas to help the producers ... I met and visited with people who have creative ideas in conservation... I plan to follow up with them.

Ben Irely .... Instead of asking, 'Who is not sitting at our table?' ask, 'Who's table are we not sitting at?'" I will use this in the collaborative groups I work with to mobilize partnerships between groups.

John Sanderson ... an abundance of interactivity among participants .... Confluence ... was a powerful way to engage people and build energy....I will intentionally create such interactivity in future meetings, events, that I plan.







Western Collaborative Conservation Network

# CONFLUENCE 2020

March 10-12 | Colorado State University

## THANK YOU ATTENDEES

Thank You to all sponsors and co-conveners.

Special thanks to the WCCN Launch Event Team:  
Dave Bastian, Rox Hicks, Tahnee Robertson and  
Shannon Wadas.

Also, thanks to event facilitators, MCs, volunteers,  
presenters and session hosts whom made this event  
possible.

## THANK YOU STUDENT VOLUNTEERS

- |                    |                       |
|--------------------|-----------------------|
| Kaili Schroeder    | Nick Schrader         |
| Sierra Klemme      | Shannon Iral          |
| Cole Pearson       | Laura Anthony         |
| Kristen Brinkley   | Will Buchman          |
| Kate Burgess       | Mitch Dahlke          |
| Roberta Farrington | Isabella Harris       |
| Ellie Harrison     | Taylor Heid           |
| Kayla Jones        | Kristin Leger         |
| Courtney Massey    | Juarez Michelotti     |
| Anna Molera        | Madeline Norman       |
| Tyler Nuckols      | Vincent Ontita        |
| Audrey Ramsey      | Julianna S. Rodriguez |
| Nathan Smith       | Talia Speaker         |
| Monique Thompson   |                       |

Learn more and Join the WCCN List Serve at

[collaborativeconservation.org/program/practice/wccn](https://collaborativeconservation.org/program/practice/wccn)



APPENDICES

Confluence Attendee List

Confluence 2020 Schedule

First name	Last name	State	Affiliation	Title
Richard	Alper	CO	confluence collaboration	Principal
Laurel	Anders	MT	Intermountain West Joint Venture	Communications Program Manager
David	Anderson	CO	Colorado Natural Heritage Program	Director
Daniel	Anderson	MT	Paradise Valley Highway Improvement Partnership	Community Liaison
Patrick	Anderson	CO	USGS	Coordinate
Travis	Anklam	MT	Center for Natural Resources & Environmental Policy, University of Montana	Graduate Student
Greg	Aplet	CO	The Wilderness Society	Senior Science Director
David	Augustine	CO	USDA-ARS	United States
David	Baker	TX	Wimberley Valley Watershed Association	Executive Committee - Texas Hill Country Conservation Network
Kyle	Balint	CO	Colorado Open Lands	
Alan	Barton	NM	New Mexico Forest & Watershed Restoration Institute, New Mexico Highlands University	Collaboration Program Manager
Dave	Bastian	UT	Canyon Country Discovery Center	Partnerships Director
Stacy	Beaugh	CO	Strategic By Nature, Inc.	President
Mary Grace	Bedwell	WY	University of Wyoming	Graduate Student
Tyler	Beeton	CO	Colorado Forest Restoration Institute	Research Associate - Collaborative Decision Support
Michellsey	Benally	NM	Ancestral Lands - Conservation Legacy	Program Director
Drew	Bennett	WY	Haub School of Environment & Natural Resources, U of Wyoming	Professor of Practice
Patrick	Bixler	TX	University of Texas	Asst. Professor
Catie	Boehmer	CO	Salazar Center For North American Conservation	Communications and Engagement Officer
Travis	Brammer	WY	Haub School of Environment & Natural Resources, U of Wyoming	JD / MA Student and Research Assistant
Wanda	Burget	WY	Accord Resource Solutions, LLC	Owner/Principal
Gary	Burnett	MT	Heart of the Rockies Initiative	Executive Director
Daley	Burns	DC	National Fish and Wildlife Foundation	Regional Conservation Program Coordinator
Melissa	Butynski	AZ	Western Colorado University	Student
Laura	Calandrella	GA	Collaborative Conservation Consultant	Principal
Tom	Cardamone	CO	Watershed Biodiversity Initiative	executive director
Justin	Caudill	WY	Wyoming Department of Agriculture	Agricultural Program Coordinator
Hayley	Chouinard	CO	Agricultural and Resource Economics	Department Head and Professor
Beth	Conover	CO	CSU Salazar Center	Director
Eduardo	Contreras	OR	Intermountain West Joint Venture	SONEC Conservation Delivery Coordinator
Ethan	Cozzens	CO	City of Thornton	Agricultural Stewardship Project Manager
Libby	Crews	NM	Rancher	President (owner)
Kevin	Crooks	CO	Colorado State University	Director, Center for Human-Carnivore Coexistence
Jessica	Crowder	WY	Western Landowners Alliance	Policy Associate
Laura	Cutlip	CO	Western Governors' Association	Policy Advisor
Russell	Davis	CO	Rancher	Partners for Conservation Board Director
William	Davis	CO	Big Thompson Watershed Coalition	Project Coordinator
Tayler	DeBrosse	CO	Larimer County Conservation Corps	Program Coordinator
Willard	Dyche	ME	LandCAN	Project Developer
Daly	Edmunds	CO	Audubon Rockies	Director of Policy and Chapter Outreach
Christina	Elderkin	CO	Conservation Program Management	Conservation Corps Program Manager
Rebecca	Elderkin	MT	University of Montana	Student
Gregg	Elliott	TN	K Gregg Consulting	Conservation Communications
Jan	Engert	CO	Government	Assistant Director (retired)
Amos	Eno	ME	President/Founder	CEO
Maria	Fernandez-Gimenez	CO	Center for Collaborative Conservation, Colorado State University	Research Director
Kim	Flanders	ID	Bureau of Land Management	Special Assistant
Meegan	Flenniken	CO	Larimer County Natural Resources	Land Conservation, Planning & Resource Manager

Carrie	Frickman	CO	Heartwood Visuals	Founder and Visual Practitioner
Annemarie	Fussell	CO	Wildlands Restoration Volunteers	Community Relations Coordinator
Seth	Gallagher	CO	National Fish & Wildlife Foundation	Program Manager
John	Geerdes	CO	Coalition for the Upper South Platte	Executive Director
Conor	Gilliland	MT	University of Montana	
Angelique	Giraud	CO	Colorado Water Center	Water Outreach Coordinator
Dennis	Glick	MT	Future West	Director
Dominique	Gomez	CO	CSU Salazar Center for North American Conservation	Program Director
Mireille	Gonzalez	CO	Human Dimensions Natural Resources CSU	PhD student
Sandra	Good	CO	Peaks to People Water Fund	Program Manager
George	Grygar	UT	American Conservation Experience	ACE USFS Division Director
Tony	Gurzick	CO	Colorado Parks and Wildlife	Manager
Courtney	Gutman	CO	Big Thompson Watershed Coalition	Acting Director
Stacy	Hadrick	SD		Coordinator
Maggie	Hanna	CO	Colorado Cattlemen's Agricultural Land Trust	Director of External Relations - Partnerships
Rox	Hicks	WY	U.S. Fish and Wildlife Service	United States
Mallory	Hiss	CO	Colorado Watershed Assembly	Program Assistant
Alison	Holloran	CO	Audubon Rockies	United States
Claire	Hood	MT	World Wildlife Fund	Specialist, Sustainable Ranching Initiative
Ch'aska	Huayhuaca	CO	Colorado State University	United States
Paul	Hudnut	CO	New Belgium Family Foundation	Board member
Ben	Irey	MT	National Forest Foundation	United States
Denny	Iverson	MT	Heart of the Rockies, Blackfoot Challenge	Board member
Kevin	Jablonski	CO	Colorado State University	Research Scientist
Liberty	Jack	CO	Center for Collaborative Conservation	Program Coordinator
Steve	Jester	TX	Partners for Conservation	Executive Director
Shawn	Johnson	MT	Center for Natural Resources & Environmental Policy, University of Montana	Managing Director
Heather	Johnson	CO	U.S. Fish & Wildlife Service	United States
Heather	Knight	CO	Colorado State University	Associate Director of Practice
Richard	Knight	CO	Colorado State University	Professor Emeritus of wildlife conservation
Julie	Knudson	CO	Purgatoire Watershed Partnership	Executive Director/Watershed Coordinator
Ethan	Kunard	MT	Montana Watershed Coordination Council	Executive Director
Rob	Lindner	MT	Sci Gaia	Principal
Stacy	Lynn	CO	Colorado State University	Research Scientist
Jim	Lyons	MA	Yale School of Forestry and Environmental Studies	Lecturer
Hallie	Mahowald	CO	Western Landowners Alliance	Stewardship Services Director
Allie	Maloney	MT	Montana Wilderness Association	Northwest Montana Field Director
Matthew	McKinney	MT	University of Montana	Director, Center for Natural Resources & Environmental Policy
Bill	Milton	MT	Mussellshell Watershed Coalition and Winnett ACES	Facilitator and member
Gregory	Newman	CO	CitSci.org CSU NREL	Director - CitSci.org
Rae	Nickerson	CO	Colorado State University	student
Savanna	Pague	CO	Tax Credit Connection	Preservation and Conservation Fellow
Jonathan	Paklaian	UT	Grand staircase escalante partners	Conservation program manager
Cole	Pearson	CO	Colorado State University	Volunteer
Mark	Peck	MT	Idaho Forest Restoration Partnership	Commissioner
Jon	Peterson	MA	Network for Landscape Conservation	Catalyst Fund Manager
Chelsea	Phillippe	UT	University of Montana	student
Arielle	Quintana	NM	Quivira Coalition	Education and Outreach Director
Henry	Rael	NM	McCune Charitable Foundation	Program Officer
Tim	Reader	CO	Colorado State Forest Service	Biomass Utilization Program Specialist
August	Ritter	CO	The Nature Conservancy	Program Director, Sustainability Accelerator
John	Roberts	ID	Idaho Forest Restoration Partnership	Board member
Tahnee	Robertson	AZ	Southwest Decision Resources	Director
John	Sanderson	CO	Center for Collaborative Conservation	Director



Nicole	Seltzer	CO	River Network	Science & Policy Manager
Gary	Severson	CO	USDA Forest Service National Collaboration Cadre	Community Representative
Karen	Simms	AZ	Pima County, Arizona	Natural Resources Division Manager
Kim	Skyelander	CO	Center for Collaborative Conservation	Associate Director
Melanie	Smith	CO	Eagle River Watershed Council	development & communications coordinator
Steve	Smutko	WY	University of Wyoming	Spicer Chair of Collaborative Practice
Adam	Snitker	MT	National Forest Foundation	Conservation Connect Fellowship Alumni
Ariel	Steele	CO	Tax Credit Connection	Owner
Brian	Stultz	AZ	Wild Arizona	Deputy Director
David	Taft	CO	San Juan Mountains Association	Conservation Director
Jay	Tanner	CO	Rancher	Partners for Conservation Board Director
Jayne	Thompson	CO	Colorado Cattlemen's Agricultural Land Trust	Director of External Relations
Jessica	Thrasher	CO	Headwaters Institute	United States
Matt	Tobler	CO	Natural Resource Specialist	
Shannon	Wadas	CO	Rivers Edge West	Associate Director
Jim	Wasseen II	WY	Wyoming Game and Fish Department	WLCI Coordinator
Matthew	Webb	CO	Bird Conservancy of the Rockies	Avian Ecologist
Aaron	Weiss	CO	Center for Western Priorities	Deputy Director
Sarah	Wentzel-Fisher	NM	Quivira Coalition	United States
Louis	Wertz	CO	Western Landowners Alliance	Communications Director
Leigh	Whelpton	VA	The Conservation Finance Network	Program Director
Zac	Wiebe	CO	Larimer County Natural Resources	Planning & Natural Resource Specialist
Tim	Wohlgenant	CO	South Dakota Ag Land Trust & For the Love of Colorado	Consultant and Director
Gary	Wolfe	MT	Cinnabar Foundation	Executive Director
Jonah	Yellowman	UT	Utah Dine Bikeyah	Spiritual Leader and Utah Dine Bikeyah Board Member
Joseph	Zebrowski	NM	New Mexico Highlands University	Director of Geospatial Technology

## March 10:

**12pm+:** Participants start to arrive

**1pm-4pm:** Optional field trip - visit Big Thompson Watershed Coalition

**2pm-4pm:** Optional Open Spaces: informal discussions on collaborative conservation topics

**4.30pm:** Orientation for event hosts, facilitators & volunteers, Registration

**6.30pm:** Welcome & Opening Reception - John Sanderson, Director Center for Collaborative Conservation; John Hayes, Dean of Warner College of Natural Resources; August Ritter, The Nature Conservancy; Kate Greenberg, CO Commissioner for Agriculture; Sponsor & So-convener recognitions

## March 11:

**7am:** Breakfast, Exhibitor & Poster setup & check in, silent auction opens, Registration

**7.45am:** Opening & Welcome: CSU President Joyce McConnell

**8.15am:** Practitioner Plenary: Michellsey Benally, Conservation Legacy-Ancestral Lands Program

**8.45am:** Connecting Session #1

**10.30am:** Morning Break-screen CBCC impact videos

**11am:** Peer-to-Peer Learning Session #1

- How to craft an effective & impactful collaborative conservation story
- How to build capacity through mentoring, coaching and internship programs
- Nonprofit planning & management 101 for conservation collaboratives
- Tips for private individual, corporate & foundation fundraising
- Conservation Collaboratives 101: practical advice from your peers

**12pm:** Lunch-Live podcast-conservation practitioner leader panel: Tuda Libby Crews, Ute Creek Cattle Company; Denny Iverson, Blackfoot Challenge; Gary Severson, National Collaboration Cadre

**1pm:** Peer-to-Peer Learning Session #2

- What's the forecast? Budgeting and Planning for Conservation Funding
- Optimizing Social Media for Conservation
- Incorporating more diversity, equity and inclusion into your work
- 5 key elements that lead to engagement of diverse and multiple partners in a collaborative
- Lessons Learned, Challenges, Solutions to Collaborating Across Landscape Conservation

**2pm:** Afternoon Break, Posters, Record your CBCC story via podcast, silent auction continues

**2.30pm:** Open Space Sessions & Capacity Building Working Sessions #1

- Sustainable Funding Strategies for Collaborative Groups
- Building capacity at the state level and regional level
- Potential New Tools for Financing Conservation
- How to build a pipeline of next-generation conservation leaders

**4.15pm:** Connecting Session #2 & Open Space Sessions

**5.15pm:** Break-sign up for podcast, silent auction continues

**6.15pm:** Social Hour/Bar Opens **6.30pm:** Dinner, awards, Live podcast with funding & policy conservation leaders plenary: Seth Gallagher, National Fish & Wildlife Foundation & Heather Johnson, USFWS Partners for Wildlife

## March 12:

**7am:** Breakfast & Check in & Silent Auction continues, Registration

**8am:** Welcome & Logistics

**8.15am:** Capacity Building Working Session #2

- How to Build Organizational Capacity & Effectiveness of Collaboratives
- Public Policy and the Positive Implications of Collaborative Processes
- New Collaboration Approaches
- Methods & Tools to Engage Collaborators and Enhance Conservation

**9.45am:** Morning Break-Silent auction ends

**10.15am:** Sharing Outcomes & Next Steps

**11.15am:** Confluence Evaluation & What's Next & Announce Silent Auction winners

**12pm:** Ending Plenary - Bob Budd, Western Landowners Alliance and Join WCCN and Adios until the next Confluence

**12.30pm:** Take down vendor tables/posters

**12.30pm:** Western Collaborative Conservation Network Leadership Team Meeting

