



# Capacity Building for Collaboration



## A Case Study on Building and Sustaining Landscape-Scale Stewardship Networks in the 21st Century

By Leigh Goldberg Consulting



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## CALIFORNIA LANDSCAPE STEWARDSHIP NETWORK

## ABOUT THE CALIFORNIA LANDSCAPE STEWARDSHIP NETWORK

The California Landscape Stewardship Network (CA Network) is a “network of networks”

formed to advance and innovate the practice of collaborative landscape-scale stewardship across the state. The CA Network was formed in 2016 by six regional networks representing 192 organizations to facilitate exchange and relationships, develop solutions to barriers inhibiting landscape-scale operations, efficiencies, and impacts, share tools and integrate best practices, meet discrete collective priorities, and promote innovation among landscape stewardship practitioners, funders, policymakers, and their local communities. The CA Network works closely with the Network for Landscape Conservation to stay connected to the national community of practitioners and stakeholders, including other regional peer exchange networks.

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## INTRODUCTION

With the growing complexity and scale of environmental, social, and economic challenges facing the long-term stewardship of working and conserved public and private lands in the United States, place-based collaborative networks are very likely the future vehicle to keep pace with and meet these challenges. According to one expert in the field, there are likely well over 500 of these place-based landscape collaborative networks operating in the country today.<sup>1</sup> These networks are comprised of diverse stakeholders from multiple sectors addressing a range of related issues, such as climate resilience, community wellbeing, and economic growth. They are commonly described as “landscape-scale” because they are formed around a specific landscape or geography, and thus require cross-boundary collaboration from multiple partners and stakeholders. What unites these diverse stakeholders is their shared commitment to a place, a large-scale problem such as forest health or fire fuel management, or a state or federal mandate that requires regional coordination to achieve a broad, landscape-scale policy decision.

Network participants are often seeking overarching solutions to long-term, systems-level problems, which requires leveraging a diversity of resources, developing collective and regional goals, and providing leadership, planning, and actions that transcend organizational, land ownership, political, and jurisdictional boundaries. A recent study indicates that many of these networks range dramatically in identity, scope, capacity, governance structure, and scale—spanning from less than 10,000 acres to nearly 500 million acres.<sup>2</sup> Landscape-scale networks can encompass a local community, a watershed, a wildlife corridor, a rangeland, a neighboring state, and even a neighboring country.

There is a rapidly growing trend of the emergence of new landscape-scale partnerships and networks in the United States, as well as deepening levels of collaboration and integration among existing networks.<sup>3</sup> With this trend come significant funding challenges linked to advancing, scaling up, and sustaining the complex work of cross-boundary stewardship. This case study explores key funding barriers facing networks—and strategies to build and sustain their capacity to ensure long-term impact and success.

### WAYS TO USE THIS CASE STUDY

*This study serves as a beginning and current snapshot, intending to shed light on some of the key barriers, trends, and successful investment strategies being applied to landscape-scale collaboratives, based upon perceptions from a cross-section of thought leaders and innovators in the field.*

### PURPOSE AND SCOPE OF STUDY

The CA Network formed in part to advance long-term solutions to shared barriers, based on the deep appreciation and understanding of challenges related to operationalizing, funding, and sustaining landscape-scale stewardship collaboration. CA Network members agreed that these capacity challenges are not unique to the state of California; in fact, the field at large could benefit from a closer examination of the trends, innovations, practices, and intricacies linked to funding and sustaining collaboration at scale—both in the context of landscape stewardship as well as other sectors. With this in mind, the CA Network’s Steering Committee commissioned this case study.

It is important to emphasize that this study is not intended to be a comprehensive report on all funding models and approaches being employed to advance landscape-scale stewardship collaboration. In addition, the scope of this study squarely focuses on financing topics related to launching and sustaining landscape stewardship networks. It does not address why working across boundaries is essential to sustainable land management and stewardship, why networks are essential to advancing landscape-scale stewardship, or best management and operations practices necessary to effectively undertake the work of land-

scape-scale stewardship. Because there is already extensive research available on those above-mentioned topics—some of which is cited in this report—this study aims to fill a specific gap related to funding challenges and opportunities for landscape stewardship networks.

The intention of this study, and the research that informed it, is to help:

- shed light on shared capacity building challenges and trends facing landscape-scale networks;
- share advice and experiences from a wide range of experts and stakeholders in the field;
- highlight examples and stories from different regions across the country to help illustrate the mindsets, strategies, and practices that are effectively building capacity for collaboration; and
- identify opportunities and resources for further learning.

## WHO IS THIS CASE STUDY DESIGNED FOR?

This case study is designed to serve as a resource to inform, empower, and advance the growing community of landscape-scale networks in California, and as applicable, to benefit a diverse national audience of practitioners, changemakers, policymakers, program officers and board members of private foundations, tribal members, corporate and civic leaders, and other community members. Some of the national communities who may also benefit from the research findings include participants and followers of the Network for Landscape Conservation; the Institute for Landscape Conservation Design; the Landscape Conservation Cooperative Network; the National Park Service Connected Conservation initiative; the United States Forest Service Forest Collaboratives; and the United States Departments of Agriculture, Defense, and Interior's Sentinel Landscapes Partnership, among others.

## METHODOLOGY

The findings presented in this case study are based on interviews conducted by the author with 39 voluntary participants based in the United States and Canada, including network practitioners, funders, scholars, subject matter experts, policymakers, and government affairs specialists. Interviewees were asked to shed light on their perspectives, research, and direct experiences working with landscape conservation and stewardship networks and issues related to capacity building. This case study reveals the key themes that emerged from the analysis of the research findings. Many of the interviewees' responses are cited throughout the case study either anonymously or identified with their permission. Research for this case study also included a review of relevant studies and literature on landscape-scale conservation, social impact networks, nonprofit capacity building, and conservation finance.

It is important to note that the research focused on investigating fundraising for building capacity for the following types of collaboration:

- Collaboration designed to advance goals related to long-term and ongoing natural, cultural, and recreational resource management, stewardship, restoration, and community resiliency (distinct from solely land acquisition);

## WAYS TO USE THIS CASE STUDY

*This case study can support the field in a variety of ways through the following:*

- Identifying mindsets, strategies, and practices that can be explored further or experimented with in one's own work;
- Highlighting specific challenges, success stories, and points of interest that can be shared with board members, staff, partners, funders, and policymakers as educational resources or conversation starters;
- Providing resources and contacts one can pursue to learn more; and
- Providing a resource that can be re-published in an organization's digital newsletter or website.

- Collaboration formed to advance these shared goals related to a distinct geographical place (e.g., a place-based network or partnership rather than a national peer exchange network); and
- Deeper levels of collaboration that go beyond cooperative activities such as exchanging information and resources, attending meetings together, and networking to stay informed of what others are undertaking.

Finally, for further context, it is important to note the following:

- Landscape-scale collaboration is relevant to rural, suburban, and metropolitan areas alike. Landscape-scale collaboration includes planning, implementing, and monitoring for ecological, cultural, social, and economic resources across tribal lands, public and private lands, working forests, and farmlands.
- “*Network capacity*” refers to the funding, technical systems, structures for decision-making and communication, staffing, competencies, and culture necessary to advance and sustain collaborative impact. This study focuses on themes related to the financial resources necessary to build the capacity of landscape stewardship networks.
- “*Cross-boundary*” is used interchangeably with “landscape-scale” throughout this case study to mean working across multiple interests as well as organizational, land ownership, political, and jurisdictional boundaries.
- “*Stewardship*” is used throughout this case study to include a wide range of long-term, ongoing activities related to land management, operations, environmental maintenance, restoration, enhancement, and community engagement and education.
- Within the continuum of landscape-scale governance models, networks are more informal, being less structured and more loosely connected relative to more formalized types of collaboration like strategic partnerships and joint ventures.<sup>4</sup> Some definitions of “network” imply a distinct “bottom-up” approach to network building whereby diverse stakeholders and organizations self-organize “from below” rather than being dictated “from above” by a funder or other entity.<sup>5</sup> Based upon the author’s research, even the most formalized partnerships tend to leverage a broader, informal network of loosely connected stakeholders in order to advance the partners’ collective goals. Given the common, widespread practice of leveraging networks by all landscape-scale collaboratives, the term “network” is used as a more general term in this case study, inclusive of the full spectrum of collaboration governance structures—from alliances, working groups, and coalitions to strategic partnerships and joint ventures.
- “*Collective impact*” is used in this case study as a non-technical term to refer to the advancement of the collective goals of many actors, who are working collaboratively in a network. The term, as used in this case study, does not imply the application of the Collective Impact framework that is being adopted by some social change practitioners.<sup>6</sup>

## FINANCING CHALLENGES FACING LANDSCAPE STEWARDSHIP NETWORKS

Study participants agree that both start-up seed capital and sustainable, consistent funding streams are essential to successful networks, and yet many landscape-scale stewardship networks in the United States face numerous challenges when it comes to financing their collective work. The research indicates that without ample funding, landscape-scale stewardship networks will be challenged in their ability to optimize, scale up, and sustain their impact. Below is a summary of the five most significant financing challenges facing landscape stewardship networks that emerged from the research. These issues are:

1. Landscape Stewardship Networks Have Unique Capacity Needs
2. Deep, Cross-Boundary Collaboration is Still a Maturing Field
3. There is a Shortage of Significant, Stable Public Funding to Steward and Sustain Conserved Lands
4. Landscape Stewardship Tends to Hold Less Overt Funder Appeal
5. Natural Landscape Problems Are Often “Out of Sight, Out of Mind”

This next section examines each challenge and highlights interviewee responses to help illustrate contributing elements.

### 1 LANDSCAPE STEWARDSHIP NETWORKS HAVE UNIQUE CAPACITY NEEDS

Research demonstrates that it takes specialized capacity, ongoing investments, and time to achieve high impact at the landscape scale. Because the nature of long-term, cross-boundary collaboration is inherently complex, the leadership and individuals involved in advancing this work on the ground must break through multiple barriers, innovate and invent, and continually unlock ways to catalyze change. Accordingly, landscape stewardship networks require unique capabilities to undertake their work, and they cannot effectively perform at scale with the intended impact without these capabilities in place.<sup>7</sup> Below is an overview of some of those unique capabilities identified in previous research and affirmed in the research for this case study.

#### Network Visioning, Coordination, and Accountability

Landscape-scale stewardship networks are fundamentally human-powered endeavors advanced by both formal and informal social networks. These networks are typically led and advanced by either a dedicated coordinator, a multi-stakeholder steering committee, or an organization providing this essential administrative capacity.<sup>8</sup> Regardless of how it is structured and fulfilled, this role ensures a number of essential capabilities, including facilitating a shared collective purpose and vision; facilitating consistent, timely communications between network members; producing meeting agendas and facilitating consensus building; tracking decisions and activities and holding members accountable to agreements and tasks; helping to monitor and measure collective progress and network impact; maintaining a central hub for shared data, adopted practices, technical agreements, and financial statements; and helping to support and sustain leadership and member transitions. There is not a single commonly used term for





“Backbone support is the ‘make it or break it.’ Every network has to figure this piece out. If you don’t have this, there’s nothing sustainable.”

“There’s institutional memory, and then there’s network memory. Institutions are great at remembering what happens within their organizations but not outside themselves. Without some structured facilitation support, institutions have a difficult time advancing collaboration at a pace and scale that is meaningful.”

—Case Study Interviewees



*Vegetation ecologists and scientists from the Mount Tamalpais region in Marin County, California gather to discuss metrics for measuring the long-term health of some of the mountain's forests. Photo by Golden Gate National Parks Conservancy.*

this critical function. The facilitator is sometimes referred to as the “operations backbone”, “lead entity,” “network convener,” or “network coordinator,” among other titles, and serves as the “connective tissue” for the network.<sup>9</sup> Interviewees emphasized the importance of this role being “truly dedicated” to the function of network management and pointed to ineffective examples of the role being filled as “collateral duty on top of someone’s regular full-time job.” Moreover, what is equally essential is that the network coordinator has the necessary skill sets and core competencies to undertake this role and meet the needs of network members. Collaborative leadership, conflict management, partner culture awareness, fundraising, team building, planning and evaluation, and strategic thinking are just some of the myriad capabilities required in this role.<sup>10</sup>

Two network coordinator examples from the **CA Network** include the nonprofit **Golden Gate National Parks Conservancy** for the **One Tam** initiative in Marin County and the bi-state **Tahoe Regional Planning Agency** for the **Lake Tahoe Environmental Improvement Program** at the border of California and Nevada. Innovative nonprofit organizations like **The Stewardship Network** and the **Center for Large Landscape Conservation** are offering various levels of coordination and backbone support—from incubation, ongoing technology support, equipment procurement, and convening facilitation to “re-visioning” and succession planning—to numerous multi-partner networks nationwide.

While interviewees identified several different approaches to launching, growing, and fulfilling this essential role in the long run—from paid full-time and part-time staff to employer-sponsored to even temporary volunteers—all agreed that this function is both challenging for networks to fundraise for initially and difficult to sustain.

### Cross-Boundary Scientific Data Management

Landscape-scale stewardship is science-driven work. To advance landscape stewardship goals, study participants pointed to a variety of ongoing, essential data management needs. Many networks begin by conducting inventories of landscapes to build a baseline understanding of natural resources, including species biodiversity, ecological processes, ecosystems, and climate vulnerability. These resources then need to be monitored over time for long-term tracking of trends and conditions, performance against goals, adaptive management actions, and mitigation requirements and reporting. These types of landscape inventories require the ability to collect and aggregate scientific data from multiple partners across multiple platforms and require a deep investment of staff time, third-party consulting expertise, partner coordination and collaboration, technology development, and funding. Other examples that require similar investments include regional mapping of trails, land ownership and use, vegetation, and species; invasive weed “Early Detection Rapid Response;” and regional climate modeling and scenario planning. To be effective in advancing landscape stewardship objectives, network members must have an efficient way to aggregate, track, and manage scientific data in order to generate a shared understanding of stewardship needs, identify data gaps, make joint decisions, and implement, monitor, and evaluate actions across organizational and land ownership boundaries.<sup>11</sup>

### Capabilities, Resources, and Knowledge to Implement Change

Landscape-scale stewardship networks are required to put new frameworks in place that support collective goals. Shared decision-making, planning, and



“We are on the edge of a new practice of conservation, but we don’t have an ample support system yet to fully promote it and scale it.”

“There’s a wave we all need to be catching right now. In the early 1990s, there was an effort to organize the California Biodiversity Council to bring all the agencies at all levels together to start thinking and working at the ecosystem level. It is feeling like there’s another wave to catch here. Oftentimes there is a lot of talk, but we don’t really change how we work. There does seem to be more support for landscape-scale work these days.”

“As conservation expands its view to go more borderless, we need innovative financing mechanisms that cast a wider net.”

“Most funders are still funding organizational performance metrics and growth and that alone to me is a red herring. That approach is not likely to move the needle in any significant way. Funders need to help build constellations rather than building one organization to be the star. We’re not going to change the world with a few stars.”

—Case Study Interviewees

implementation of activities across boundaries require the development of new intellectual and strategic management frameworks; thus, members of landscape stewardship networks must be enthusiastic risk-takers and changemakers in order to undertake their work. Effectively aligning partner cultural differences into a workable operating culture, navigating the hurdles of permitting and compliance related to the California Environmental Quality Act (CEQA) and the National Environmental Quality Act (NEPA) at the landscape scale, developing technology inventions and innovations, and adding capacity for cross-boundary programming such as community and volunteer engagement and youth education are just some of the challenges that require new frameworks. Developing and/or implementing new management systems, processes, and policies is a big lift and requires unique capabilities, specialized resources, and ongoing learning.

## Ensuring Network Health

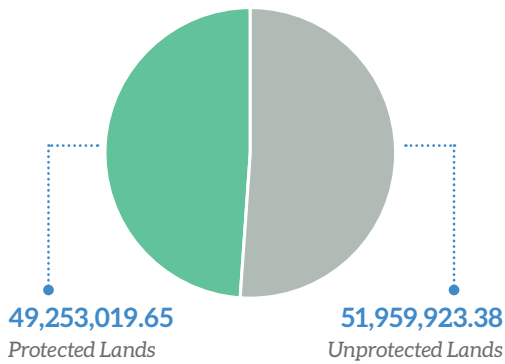
Networks must be continually stewarded throughout the partnership lifecycle, from start-up to building to maintaining and sustaining.<sup>12</sup> When a network invests in its enduring health and effectiveness, it is well poised to be able to quickly adapt to changing socio-political-economic conditions and scale and sustain its impact. Becoming a high impact network that can endure over time through changing conditions requires members to approach their shared work as a highly dynamic process. Relationships and trust, between both institutions and individuals, must be continually considered and maintained. While a healthy network does not guarantee a certain scope, scale, and/or duration of impact, ensuring and maintaining partnership effectiveness is an essential element. Thus, as the research on One Tam demonstrates, it is critical to cultivate a network culture that commits to regularly assessing its governance structure and effectiveness and to regularly reflecting on lessons learned and integrating improvements. In order to do this, members must agree to not only the metrics they intend to use for evaluation, but also the tactics and practices they believe are necessary to help improve and maintain partnership health.<sup>13</sup>

## 2 DEEP, CROSS-BOUNDARY COLLABORATION IS STILL A MATURING FIELD

Despite the existence of well over 500 active landscape-scale initiatives in the United States<sup>14</sup>, the field is still emerging.<sup>15</sup> While regional planning for land acquisitions has been a common practice for many decades, successful, well-documented examples of direct action to manage and maintain conserved lands on a bigger, landscape scale—sustained over time through joint projects and programming across property lines—appear to be less frequent. Because the field is still maturing, the public and private funding models necessary to advance the work as a growing paradigm are still evolving. At the same time, the fields of social impact networks, conservation finance, and capacity building within the nonprofit sector are also still relatively new.<sup>16</sup> Landscape-scale stewardship represents a convergence of these fields, which means the necessary skill sets, practices, relationships, and funding models are still emerging and evolving in terms of their development and widespread adoption. As referenced earlier, due to the innate complexities of long-term, cross-boundary collaboration, the leadership and individuals involved in advancing this work on the ground must break through multiple barriers, innovate and invent, and continually catalyze change in the mindsets and cultures of many, including funders and policymakers. The required level of risk-taking and personal and institutional investment is significant. Subsequently, creating new financing pathways and paradigms takes time, and the learning curves of all of those involved can be steep.



## Acres Protected (Public & Private) vs. Unprotected Lands in California



1,246,179.14  
Protected Lands (Private)

48,006,840.51  
Protected Lands (Public Agency)

From the California Protected Areas Database (CPAD - [www.calands.org](http://www.calands.org)), August 2017. The CPAD contains data on lands owned in fee by governments, nonprofits, and some private entities that are protected for open space purposes. Data includes all such areas in California, from small urban parks to large national parks and forests, mostly aligned to assessor parcel boundaries. The protected agency lands are federal, state, county, and city. The protected private lands are made up of joint holdings, nonprofits (land trusts, conservation groups), private entities (HOAs, utilities, mitigation banks), private farmland and forested lands, and special districts (recreation, etc.) Conservation easements are not included.



### 3 THERE IS A SHORTAGE OF SIGNIFICANT, STABLE PUBLIC FUNDING TO STEWARD AND SUSTAIN CONSERVED LANDS

There is a strong consensus among study participants that California, like most states in the nation, faces a fundamental challenge when it comes to funding the ongoing protection, resilience, and productivity of conserved lands in the state. According to the California Protected Areas Database, almost half of the state's land mass is conserved for open space purposes;<sup>17</sup> however, the state lacks a significant, stable public funding source to ensure that these public land investments will maintain their ecological, social, and economic value.<sup>18</sup> While it can be difficult for even the frequent visitor to fully appreciate the dynamic nature of the state's conserved landscapes, environmental changes are indeed becoming more and more pronounced, often resulting from the increased frequency and intensity of environmental events such as fire, floods, droughts, and introduced invasive species. **What we once understood as land "protected" or "working" in perpetuity is now recognized to need active and sustained stewardship to remain resilient and meet the intended conservation, social, and economic goals. Without a landscape-level approach to long-term stewardship, many interviewees believe that half of the state's land and waterways are at risk.**

Landscape-scale stewardship requires networks to address management issues across large geographic areas that often overlap and affect one another; however, according to interviewees, the state and federal funding that is available in



“The name of the game in California is to not be solely dependent on the general fund, which has to be defended every year in legislature; but, we do need to figure out a dedicated revenue source for ongoing stewardship.”

“We aren’t solving the stewardship problem, and there’s never really been a reckoning. Somehow, we have been able to limp along. Some more progressive communities have passed special tax measures, but that creates inequity challenges across the state. We need to figure out how to transition from a general obligation fund (essentially bonds) to something else.”

“California’s state agencies have a long history of funding capital projects. Funding things like technical assistance, planning and coordination of stakeholders, and increasing the capacity of the people responsible for advancing work on the ground feels like a new approach. It’s hard to move a ship that big in a new direction.”

“My observation in California is dollars for conservation are getting more and more targeted for specific outcomes whether it be drought or climate adaptation. I think we’re going in the wrong direction and need to think more holistically.”

“We use bond funds to build highways, but of course we need to spend more money to periodically repair pot holes.”

—Case Study Interviewees

California tends to be siloed, either by agency or by topic area. As one interviewee shared, “California Department of Transportation funding for climate adaptation will focus on highway interventions, but nothing pertaining to wildlife, so we’ll have to submit a separate grant to the Department of Fish and Wildlife.” This makes more comprehensive, integrated, cross-boundary approaches a challenge. The common result is that organizations and networks are forced to tackle one project at a time, typically guided by funding opportunities and in a piecemeal approach. While some interviewees expressed hope that this trend will shift in the future as different agencies’ permitting and regulatory frameworks become more complementary and integrated, a timeline for advancing closer agency alignment is uncertain.

At the same time, Proposition 68—a \$4.1 billion bond measure to fund state and local parks, environmental projects, water infrastructure projects, and flood protection projects throughout California—was passed by voters in June 2018. While some interviewees are feeling more optimistic about the public funding streams available for the environment in general, the majority of study participants acknowledged a dearth of stable, significant public funding sources when it comes to the ongoing operations, environmental maintenance, and stewardship of California’s almost 50 million acres of protected lands. Several interviewees acknowledged that the state’s total Natural Resources Agency departmental budget—a little over \$3 billion of the almost \$132 billion total general fund<sup>19</sup>—is insufficient relative to the statewide stewardship needs. For example, California State Parks received \$3 million for ongoing maintenance of its natural resources in the 2018–2019 budget, which is only half of the total identified need.

The majority of funding for California’s natural resources has historically come from the general obligation fund through bond measures passed by voters.<sup>21</sup> While this signals strong public support of California’s natural areas, this type of funding source carries policy limitations when it comes to how it can be spent on the ground. As one interviewee shared, “bond money is expensive because the state pays interest on it. Yes, certain types of ‘bricks and mortar’ restoration projects can be funded by bonds, but it typically must be spent on projects entailing permanent infrastructure instead of something like stewardship that is considered an ongoing need.” Interviewees agreed that non-capital projects appear to be harder to fund with grants from the general obligation fund. In addition, interviewees agreed that federal funding support for natural resources has been declining and the expectation of substantial federal dollars in the foreseeable future is unrealistic.<sup>22</sup>

#### 4 LANDSCAPE STEWARDSHIP TENDS TO HOLD LESS OVERT FUNDER APPEAL

Both funders and network practitioners discussed the widespread funder and elected official preference for “more enticing” investments in land acquisition or projects that will directly lead to additional acres of conserved lands. Funder perceptions related to both land stewardship and networks, as discussed below, make landscape-scale collaboration a “tough sell” for many funders, including both public and private entities.

Study participants spoke about funders’ philosophical support of “stewardship” endeavors but acknowledged that it is still less common for funders to invest dollars in projects and programs prioritizing stewardship and environmental maintenance of natural resources. Interviewees acknowledged that perceptions of stewardship being “an endless endeavor” make it less attractive, as many funders still prefer more visible, newsworthy achievements and shorter timelines.



“Funders like to fund the conservation transaction. That’s sexy. The best metaphor I use is that conservation is like the sexual transaction and stewardship is like raising the kids! And that’s hard, ongoing work with no guarantee how they’re going to turn out.”

“We don’t have an ‘acres and bucks’ kind of message that is compelling to impact investors. We don’t have a parcel land outcome, or brick and mortar outcome, or save the species outcome. We’re dealing with a long-term social change agenda, which is much more complex to communicate.”

“When we say, ‘give us money to do that one specific thing,’ that’s a much easier sell than saying ‘please underwrite our convening process where the results are emerging.’ But if philanthropists took a long-term, systems-level approach to change, it would actually be much more strategic to fund the enabling environment underlying those emerging outcomes than the single, tactical project.”

“Homeowners secure a 30-year loan to be able to purchase a house, but they also have ongoing needs that come up to maintain that home. So, they might secure a home equity loan to replace a failing roof or make their home more energy efficient. Our natural landscapes are very similar in that once they are protected or conserved, they need ongoing care and maintenance.”

—Case Study Interviewees

Similarly, many funders support “collaboration” philosophically but are less likely to invest due to their perceptions of networks requiring more “coordination work” and outcomes being more “emergent” in nature. In addition, interviewees shared that the predominant culture of private philanthropy tends to still be driven by narrow and often-changing priorities, burdensome and prescriptive processes, and impatience for results. Interviewees shared that this culture creates a challenge when trying to align with the goals and approaches of landscape stewardship networks. Today, for most practitioners and grant seekers who find themselves in the business of both stewardship and collaboration, there appears to be low interest from the funding community at large. Investments are happening incrementally, but not yet at the scale necessary to meet the demand of networks on the ground.

## 5 NATURAL LANDSCAPE PROBLEMS ARE OFTEN “OUT OF SIGHT, OUT OF MIND”

While landscape-scale collaboration has application and examples in a wide variety of communities, rural and working landscapes are often less visible to policymakers and funders who are based in more urban centers.<sup>23</sup> As one interviewee commented, “a legislator who drives to work every day is much more personally in touch with the need to repair critical infrastructure like highways than he or she is with the more remote areas providing the majority of the state’s water supply or renewable energy.” Adding to this challenge, many interviewees shared that maintenance needs of highly dynamic natural landscapes are much harder to comprehend than potholes in roads, which are much more straightforward problems.

Related to this, both in California and across the nation, interviewees referenced a recent increased focus on investing in areas supporting inner city and underserved urban communities. Some interviewees shared that this trend can result in drawing money away from open space and wildlands in the short-term, while also recognizing that this approach is useful in “bringing nature closer” to increase public access and longer-term interest in stewarding our natural areas. Interviewees shared how the challenges facing urban environments are very front-facing and have direct impact on the large populations living within those areas. As a result, there is intense competition for state funding, particularly in more urbanized states like California, where so many interests and needs—from education and homelessness to transportation and healthcare—are competing for limited resources.

Interviewees believe that high competition for funding is exacerbated by the inconsistent voices of the environmental community. While many entities are undertaking aspects of the landscape-scale approach, there is not a consistent, shared vocabulary. Terms such as “all lands,” “watershed approach,” “regional,” “ecosystem level,” “habitat connectivity,” and “cross-boundary” are commonly used, but do they mean the same thing as “landscape scale?” And what exactly does the word “stewardship” mean? Inconsistent voices and the lack of a widely shared vocabulary make resonance and visibility with decision makers more difficult to achieve. Many interviewees agreed that there is still great opportunity for the environmental and conservation sector in California to better coordinate, align, and amplify a shared message pertaining to the ongoing need to protect the state’s past and ongoing investments in conserved lands.

In addition, some interviewees acknowledged that the conservation community has become too insular and needs to better convey the many co-benefits of environmental conservation and stewardship, as well as engage more deeply with those “outside” their immediate sector. This would include increasing relationship-building and cooperation with the private sector as well as other





“Forests way off in the hinterlands are becoming less of a priority compared to urban areas. Attention is much more urban and focused where the voters are.”

“Conservation actors in the U.S. are fairly well-established and insular. Historically, conservationists have an activist mindset and have been in strong opposition to the private sector. ‘We’ll bring everyone else to the table but not those evil private sector people.’ It was a smart move when The Nature Conservancy chose a former Goldman Sachs executive to run its organization.”

“The conservation community needs to get better at building bridges. We still tend to be territorial.”

“Part of the challenge is the monitoring framework of results. What are the indicators of landscape work? It’s much more complex and longer-term.”

“We in the conservation sector love to talk about our data and our process when we really need to be talking about our impact.”

—Case Study Interviewees

organizations and networks addressing social needs such as affordable housing, environmental justice, and healthcare to identify common goals and advance multi-benefit visions. Finally, as a sector, several interviewees shared that conservationists have not had ample focus on effectively measuring, evaluating, and communicating their stewardship outcomes in a way that has resonance with key influencers, funders, and opinion leaders. This is in part due to the innate complexities of measuring network impact<sup>24</sup> as well as insufficient organizational capacity to support strategic communications and marketing.

## CAPACITY BUILDING IN ACTION – SUCCESS STORIES FROM THE FIELD

While the research for this case study revealed complex challenges facing landscape-scale stewardship networks, the research also uncovered numerous success stories. This section highlights examples and stories from different regions across the country to help illustrate the mindsets, strategies, and practices that are effectively building capacity for collaboration. Below are some of those examples, categorized by the following four story themes:

### 1. Launching with Humble Beginnings:

Scrappy networks that have been birthed from visionary leadership and determined human capital but very modest financial resources,

### 2. Strategically Investing in Network Building:

Progressive family foundations strategically investing in leadership development and network building,

### 3. Strategically Leveraging Dollars for Scaled-up Benefit:

Private foundations, agencies, and public-private partnerships strategically combining their dollars for a larger, scaled-up benefit, and

### 4. Empowering Local Public Investment Decisions:

States partnering with non-regulatory entities to empower local leadership of public investment decisions.

Success is broadly defined as innovative, proven capacity-building mindsets, strategies, and models that have advanced landscape stewardship goals in a specific geography. Most of the examples showcase networks that have been effective in attracting and generating funding to incubate and scale up their collective work. The highlighted examples in this section are only a small sampling of effective practices that have helped to catalyze landscape stewardship networks in the United States. It will be important for the field to continue tracking and documenting innovative approaches to capacity building for collaboration, in order to fund the people, projects, and programs necessary for landscape stewardship networks to scale up and sustain their impact in the decades to come.

## 1 LAUNCHING WITH HUMBLE BEGINNINGS

**The Stewardship Network (TSN)** is a 20-year-old nonprofit based in Ann Arbor, Michigan. Its mission is to connect, equip, and mobilize people and organizations to care for land and water in their communities.<sup>25</sup> TSN was born in 1998 with three partners—the City of Ann Arbor, the Huron River Watershed Council, and the University of Michigan—as a way to address the limitations of parcel-by-parcel land conservation. As Lisa Brush, Co-Founder and Executive Director of TSN shared, “we were having our heads down with our individual missions, and it was clear that was just not going to cut it.” Brush, who was completing her master’s degree, was funded part-time by the university to help lead the group.

## THE STEWARDSHIP NETWORK QUICK FACTS

Operating Footprint: Great Lakes Region and New England

HQ: Ann Arbor, Michigan

Number of Full-time Staff: 5

Year Founded: 1998

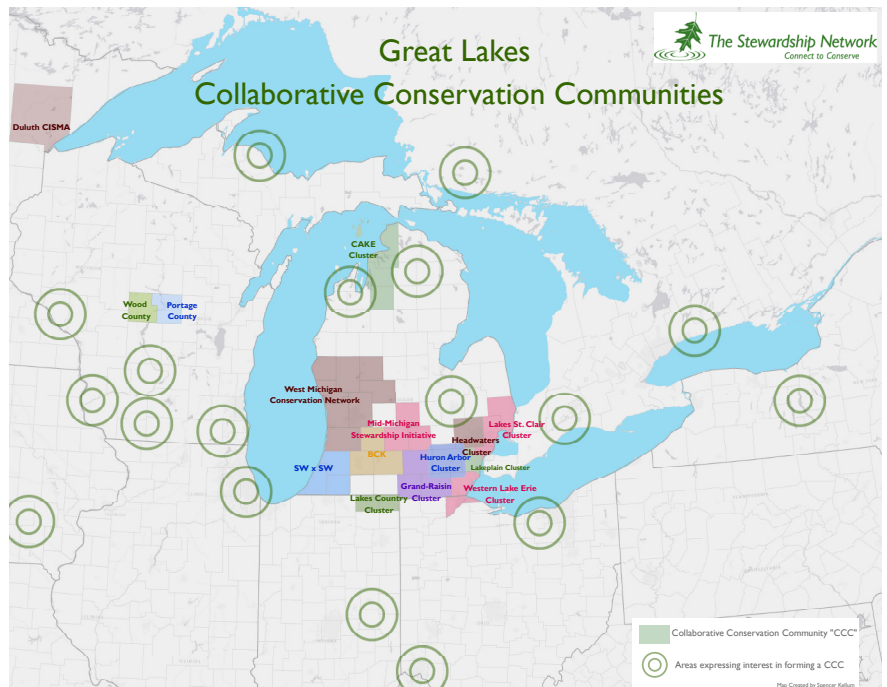
Annual Operating Budget: \$650,000

Website: [www.stewardshipnetwork.org](http://www.stewardshipnetwork.org)

The watershed council provided her with a desk at its office. Instead of writing a job description, she asked her partners what they most needed to increase their capacity to care for land and water—to both further their individual missions as well as their collective needs.

Inspired by the regional, multi-sector collaborative conservation approach of Chicago Wilderness, she helped pull together a steering committee of diverse stakeholders, led site visits for peer learning, and facilitated monthly “Stewards Circles” where anyone interested could join the conversation on a wide range of topics related to stewardship and community conservation. As Brush shared in her interview, “we grew up in the recession, so funders didn’t want to fund the new kid on the block. We really scrambled in our early years.” As Brush started to see the impact of the network and as enthusiasm grew, she pitched the idea of bringing together the broad network at a regional conference. Without knowing how big the event might be and if there would be an appetite for this type of gathering, the organization took a leap and hosted the first *Science, Practice & Art of Restoring Native Ecosystems* conference. By bootstrapping together funding through participant registrations and a few \$5,000 sponsorships by local consulting firms and the Department of Natural Resources, they organized and hosted the network’s first conference with a \$60,000 budget. Three hundred fifty people attended, and it was clear that attendees wanted this to become an annual event. In January 2019, they will host their twelfth annual conference.

TSN has been successful in launching and scaling a model of what it calls “Collaborative Conservation Communities,” also referred to as “clusters” or “3Cs.” Clusters are locally led and driven groups, which consist of organizations and individuals working together on shared conservation and stewardship goals. Clusters form and grow in response to the needs of local communities and partners. They function as informal, grassroots networks designed to increase communication, resource-sharing, and collaboration among individuals and organizations that either already are, or aspire to be, stewards of local lands and waters in a targeted geographic area.



The Stewardship Network’s current clusters indicated by colored polygons and emerging clusters indicated by circles in the Great Lakes Region.



“We didn’t let lack of money get in the way of a really great idea, and we haven’t been afraid to fail.”

“The problems we were facing when we started, that we’re still facing today, were on a bigger scale than any one organization could fix. All of these lands, all of these issues, are connected. And so, we need to bring together all of the people and groups working on the water health, the invasive plants, and the other ecological issues to care for nature on a systemic level.”

—Case Study Interviewees

“We struggled in the beginning with fundraising. ‘You’re not big enough.’ ‘You’re too local.’ And we also heard the opposite, ‘you’re not local enough.’ You really have to get to know the funder by having those conversations.”

— Lisa Brush, Co-Founder and Executive Director of The Stewardship Network

Clusters have two primary focus areas: 1) advancing on-the-ground conservation and stewardship planning and action, and 2) educating community members through events, workshops, site visits, and online networking to increase the capacity of local communities to care for local natural areas. The staff of TSN offer administrative support and technical assistance to clusters using its proven approach and process so that local communities do not have to start at square one.<sup>26</sup> TSN then knits these local efforts together to create landscape-level impact.

Through the TSN model, cities and counties where clusters exist have increased the number of acres actively being managed; the number of paid stewardship staff; and the number of hours of volunteer stewardship—and communities and organizations are working across boundaries to restore ecosystems. As a result, communities have also begun launching their own programs to care for their natural areas.

The Stewardship Network has a strong track record of successful private and public fundraising that TSN uses to direct money to on-the-ground projects in their collaborative conservation communities. In addition, TSN invests in the local leadership of its clusters. Each year TSN convenes a coordinator summit that brings together the leaders of each cluster for peer learning exercises; discussions of challenges, opportunities and strategies; and trainings in facilitation, leadership, capacity building, and stewardship and conservation. TSN provides the backbone support (website; database; event, project and grant management; digital communication; etc.) that enables the people and organizations involved in their clusters to focus on ecological stewardship and community engagement.

Fast forward to today, TSN, while still operating with a lean staff of five full-time employees, and in collaboration with a dozen Cluster Coordinators, has grown their collaborative conservation communities throughout the Great Lakes Region and beyond. TSN has become a nationally and internationally recognized non-profit with states across all regions of the U.S. interested in importing TSN’s model into their communities. As announced on the organization’s website, TSN’s leadership “is ready to scale nationally, region by region, community by community. TSN is seeking a strategic funding partner to build on this foundation to allow community based collaborative conservation to have the scalable national support model that is being demanded.”

Learn more about The Stewardship Network’s collaborative conservation community approach as a model of empowering stewardship learning and action in eco-civic regions at <http://dx.doi.org/10.5751/ES-08121-200438>.<sup>27</sup>



## CAPACITY BUILDING ADVICE FOR RISING LANDSCAPE STEWARDSHIP NETWORKS

*The following section is a collection of capacity building advice from the 39 study participants.*

1. Start with a small group of partners and demonstrate value to those partners first.
2. Early on, focus less on the money and more on the goal and generating impact. Success attracts funding.
3. Even with only modest funding, find ways to leverage significant human capital: your most important asset.
4. Pilot small projects, events, or programs. Demonstrate success incrementally and build upon that success.
5. Resist the temptation to accept money when there are too many constraints, the funding is not flexible enough for your genuine progress, or the investment will take you in a direction you do not believe in.
6. Keep finding ways to do the work regardless of whether a funder is supporting it. Stay scrappy and bold and utilize all possible resources, no matter how small.
7. Focus on incremental, small asks to build trust with new funders.
8. Ask funders to help you fundraise. (If a funder gives you 10% of what is needed for a project/program, ask that funder to help you raise the remaining 90% by identifying potential funders and introducing you to them.)
9. If you have a diverse network of personally invested stakeholders and effective leadership willing to convene those stakeholders, don't give up.

The **Amador-Calaveras Consensus Group** and **Together!** are two other examples cited by interviewees of successful networks with “humble beginnings” that developed from determined human capital but very modest financial resources. All three of these examples, while they have differing goals, scales, and governance structures, demonstrate how a diverse network of personally invested partners and stakeholders—and effective leadership willing to convene those stakeholders—can lead to tangible impact over time. Their ability to generate impact is what eventually attracted the interest of funders and helped them incrementally scale up their impact.

### Amador-Calaveras Consensus Group

- Sierra Nevada Region, California
- Creates fire-safe communities, healthy forests and watersheds, and sustainable local economies
- [www.acconsensus.org](http://www.acconsensus.org)

### Together!

- Thurston County, Washington
- Advances the health and wellbeing of youth
- [www.thurstontogether.org](http://www.thurstontogether.org)

## 2 STRATEGICALLY INVESTING IN NETWORK BUILDING

Interview findings indicate that most examples of private funders investing in landscape-scale collaboration are regional-based private foundations financing multiple partners within a targeted ecosystem, watershed, or geographic region. Oftentimes, the funder's staff operate in that specific geography or the board of the foundation has close, personal ties to that particular geography. Several progressive family foundations emerged from the study research as being highly successful when it comes to strategically investing in building the capacity of networks of entities and individuals to tackle larger-scale, systems-level challenges for long-term impact. Some of these family foundations include:

- The Gaylord and Dorothy Donnelley Foundation in the Greater Chicago region and Coastal South Carolina ([www.gddf.org](http://www.gddf.org)),
- The Harder Foundation in the Pacific Northwest and Alaska ([www.theharderfoundation.org](http://www.theharderfoundation.org)),
- Bobolink Foundation in Illinois ([www.bobolinkfoundation.org](http://www.bobolinkfoundation.org)),
- William Penn Foundation in the Greater Philadelphia region and Delaware River Watershed ([www.williampennfoundation.org](http://www.williampennfoundation.org)), and
- The Ford Family Foundation in rural and urban Oregon and California ([www.tfff.org](http://www.tfff.org)).

Each of these family foundations has extensive experience investing resources across defined geographies to help build more resilient communities through leadership incubation and relationship building, shared resourcing, and cross-boundary collaboration.

In surveys, many nonprofit staff members have shared that multi-year general operating support grants are the most valued and the hardest to find.<sup>28</sup> The Chicago-based **Gaylord and Dorothy Donnelley Foundation (Donnelley Foundation)** has broken with tradition for decades by recognizing this, which is why the large majority of their grants are unrestricted. As a result, they have been seeing impressive results from their investments. The foundation has helped a network of grantees in South Carolina's coastal counties protect over 600,000 acres over

## GAYLORD AND DOROTHY DONNELLEY FOUNDATION QUICK FACTS

Operating Footprint:  
Chicago Region and Lowcountry in  
Coastal South Carolina

HQ: Chicago, Illinois and Charleston,  
South Carolina

Number of Staff: 10

Year Founded: 1952

Total Investment Portfolio:  
~\$200 Million

Annual Grant-making in Landscape  
Conservation/Stewardship:  
~\$3–3.5 Million

Average Grant Size in Landscape  
Conservation/Stewardship:  
~\$50K (\$25K–\$125K)

Number of Grantees in Landscape Con-  
servation/Stewardship: ~70

Website: [www.gddf.org](http://www.gddf.org)



“We strive to get past the power dynamic of the traditional funder-grantee relationship. We want to be partners, and that involves trust, being collaborative, and not doing it the funder’s way.”

—David Farren, Executive Director  
of the Donnelley Foundation

the last few decades. These conserved private lands have helped “connect the dots” with protected federal lands totaling over 1.2 million acres. While permanent land protection was the board’s early focus, the foundation has shifted its focus “to not just acreage but monitoring, connectivity, ecosystem services, and climate resilience.” According to the Donnelley Foundation’s Executive Director, David Farren, 75–80% of their grants fund unrestricted general operations and capacity building activities. The Donnelley Foundation also takes a unique approach by funding networks of land trusts and policy advocacy organizations to broaden their scope of collaboration with more comprehensive results.

In 2005, the Donnelley Foundation noticed that there were several organizations, which were the most active players in land conservation and stewardship in Lowcountry in Coastal South Carolina. These organizations included **South Carolina Coastal Conservation League**, **Southern Environmental Law Center**, **Lowcountry Land Trust**, **Ducks Unlimited**, and **The Nature Conservancy**. The foundation made it its mission to help bring these key players together over multiple years to deepen understanding of each organization, to build trust, and uncover shared challenges and goals. While most of the foundation’s two-year grants pay for general operations activities, a quarter of total funding for the Lowcountry network finances special projects that are identified and ranked by the network members. They have an understood process in place where all special projects must get vetted through the network first before being proposed to the foundation’s board. As relationships continued to deepen, the foundation made the decision to meet with the partners on a quarterly basis and forgo time-consuming grant proposals and cumbersome reports. The foundation is now collaborating with the core group of network members to help them become better networked with a larger and more diverse group of stakeholders and public officials by funding a bi-annual symposium.

Loosely modeled after the Lowcountry network, the Donnelley Foundation also invests in a similar collaborative of eight organizations—called the **Calumet Land Conservation Partnership**—undertaking landscape-scale conservation and stewardship in the Chicago region. The foundation co-convenes this network with **ArcelorMittal**, the largest steel producer in the world. The Donnelley Foundation also funds the **National Forest Foundation** to convene the **Midewin Stakeholders Group**—approximately 15 public and private entities working together to restore the largest tallgrass prairie in the Midwest on the former Joliet Arsenal World War II site.

The Tacoma, Washington-based **Harder Foundation** has been funding networks and collaboration in the Pacific Northwest and Alaska for over a decade. The foundation embraces an adaptive grantmaking approach by staying nimble and responsive to changing conditions and what is needed most in any point in time. As Executive Director Kay Treacle shared, “we are very responsive to our grantees, and we stick with people for a long time. We don’t set our own goals; we follow our grantees’ leads.” Much of the Harder Foundation’s investments are based upon a strategy of using collaboration as a way to get to systems-level problem solving and community resiliency. Rather than target more traditional metrics like the number of miles of a river restored or number of species of salmon protected, the foundation is more interested building the leadership and capacity on the ground to fully understand what it takes to protect an area for the next two decades.

The foundation invests in diverse groups of people, tribes, and nonprofits to engage in convening activities, leadership trainings, and planning processes to advance cross-boundary science, priority setting, landscape protection and restoration, and advocacy. When grantees report back, they share progress in terms

## THE HARDER FOUNDATION QUICK FACTS

### Operating Footprint:

Washington, Oregon, Idaho, Alaska,  
and Western Montana

HQ: Tacoma, Washington

Number of Staff: 1

Year Founded: 1955

Total Investment Portfolio: ~\$38 Million

Total Annual Environmental Grantmaking  
Portfolio = ~\$1 - 1.3 Million

Annual Grantmaking in Landscape Con-  
servation/Stewardship: ~\$277,000

Average Grant Size in Landscape  
Conservation/Stewardship: ~\$27,700

Number of Grantees in Landscape  
Conservation/Stewardship: ~10

Website: [www.theharderfoundation.org](http://www.theharderfoundation.org)



“One of our biggest goals is that a whole bunch of people ought to know each other and trust each other enough to want to tackle hard problems together.”

“I needed an attitude adjustment for how long it will take and the space for allowing things to emerge. It takes persistence and patience.”

—Kay Treakle, Executive Director  
of the Harder Foundation

of how far along they are in multi-year planning processes or how many new interests are being represented and integrated into the planning process. The Foundation partners with other foundations, like the **David and Lucile Packard Foundation** ([www.packard.org](http://www.packard.org)) and the **Northwest Fund for the Environment** ([www.nwfund.org](http://www.nwfund.org)), to develop common strategies and ensure that grantees are adequately funded.

“We never could have engineered any of this ourselves,” Treakle shared.” The Harder Foundation’s board hears about its grantees’ “episodic results,” and board members understand that it is more about process and incremental change than about getting to that “one end goal” in a set period of time. Through patient, nimble, long-term investments—as well as partnering with other funders—the Harder Foundation has effectively grown network capacity on the ground, which has led to increased community resilience, systems-level problem solving, and better crisis preparedness for a wide range of issues.

Some of the successful networks and organizations funded by the Harder Foundation include: **Washington Coast Sustainable Salmon Partnership**<sup>29</sup> (see next section for more information on this partnership), **Olympic Forest Collaborative**<sup>30</sup> and the **Wild Olympics Campaign**<sup>31</sup>, the **Surfrider Foundation**<sup>32</sup> and the **Surfrider Leadership Academy**.

While larger private foundations like the **Doris Duke Charitable Foundation** ([www.ddcf.org](http://www.ddcf.org)), the **Lincoln Institute of Land Policy** ([www.lincolnst.edu](http://www.lincolnst.edu)), and the **S. D. Bechtel, Jr. Foundation** ([www.sdbjrfoundation.org](http://www.sdbjrfoundation.org)) have been leaders and early adopters when it comes to investing in capacity building for landscape-scale networks—including the **Roundtable on the Crown of the Continent**<sup>33</sup>, **Tamalpais Lands Collaborative (One Tam)**<sup>34</sup>, and natural resource assessments and stewardship planning across all of New York City—the research for this case study suggests that local and regional foundations targeting long-term change in specific communities and geographic regions hold particular promise when it comes to incubating networks and growing the pace, scope, and scale of landscape stewardship networks. Two particularly impactful opportunities emerged from the research related to national foundations: 1) investing in organizations like **The Stewardship Network** and the **Center for Large Landscape Conservation**, which are providing backbone, administrative, and convening support for hundreds of organizations and communities and are well poised to be upscaled with the right strategic investments; and 2) aligning with other local, regional, and national funders to identify shared goals and form strategic networks to leverage funding for landscape-scale stewardship efforts in a specific region.

In addition to the philanthropic community, the federal government has also made investments in building the capacity of landscape-scale networks. Several interviewees identified one example of this in the Landscape Conservation Cooperative Network (LCC Network) ([www.lccnetwork.org](http://www.lccnetwork.org)), a national network of 22 Landscape Conservation Cooperatives, which were established in 2009 by the U.S. Department of Interior’s Secretary Ken Salazar’s Secretarial Order No. 3289. The LCC Network was established to develop shared conservation priorities and science needs among partnering entities and to facilitate collaboration across jurisdictional boundaries—an approach that was deemed necessary in order to address the growing challenges related to climate change. With the decreased federal funding for this program, interviewees underscored the importance of cultivating diversified funding sources in order to fund the staff capacity and administrative resources necessary to sustain landscape-scale networks.





“People in their heart recognize that a collaboration is more durable and better able to meet the problem. During the early initiation stage, you need someone who can do the hard work to listen to different interests, to test if there’s a common vision, to see if something is feasible. This initial phase is critical.”

“The set of issues will change over time. Building collaborative capacity that can be applied to a whole suite of issues from animal migration to tourism, it seems like it’s the secret sauce.”

—Case Study Interviewees

**MICHAEL MANTELL AND MARY SCOONOVER** of **RESOURCES LEGACY FUND** tell the story of this place-based funders network that helped to launch a public-private partnership in *Early, Patient, Nimble Philanthropy Can Make or Break Public-Private Partnerships* in *Stanford Social Innovation Review*.

Learn more at [https://ssir.org/articles/entry/early\\_patient\\_nimble\\_philanthropy\\_can\\_make\\_or\\_break\\_public\\_private\\_partners](https://ssir.org/articles/entry/early_patient_nimble_philanthropy_can_make_or_break_public_private_partners).

### 3 STRATEGICALLY LEVERAGING DOLLARS FOR SCALED-UP BENEFIT

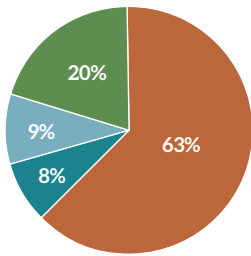
The landscape-scale approach requires many organizations and sectors to align their common interests and goals. This creates opportunities to combine and leverage capital from multiple players. The section below describes several successful examples of how funders, agencies, and public-private partnerships have strategically leveraged money to meet larger network goals—and scale up the impact of funders and practitioners.

Several interviewees shared that strategic funders networks<sup>35</sup>, like the two in Chicago and the San Francisco Bay Area described below, could likely become a growing trend and offers a viable solution to financing the more complex (in both scope and scale) environmental problems of the 21st century. Many funders use a match requirement as one way to find other interested investors. What is less common is aligning interested funders who care about a specific landscape or geographic region upfront.

In the Chicago area and northwest Indiana, a group of eight nonprofit, corporate, and federal agency funders have combined their resources to create the **Chi-Cal Rivers Fund (Fund)** ([www.nfwf.org/chi-cal](http://www.nfwf.org/chi-cal)). This Fund, facilitated by the **National Fish and Wildlife Foundation (NFWF)**, was created to fund grantees working to restore the health, vitality, and accessibility of the waterways in the Chicago and Calumet region by supporting green stormwater infrastructure, habitat enhancement, and public-use improvements. Each funder provides input into an array of potential projects, and then they strategically distribute grants collectively as a network. The **Donnelley Foundation** is one member of this funders network. As the foundation’s Executive Director David Farren shared, individual funders are willing to fund projects that extend beyond their respective geographies, and in some cases mission areas, in order to maximize the impact of their individual investments. In addition to the Donnelley Foundation, the other funders include **ArcelorMittal**, **Searle Funds at The Chicago Community Trust**, the **Crown Family Philanthropies**, the **Joyce Foundation**, the **U.S. Environmental Protection Agency**, the **U.S. Fish and Wildlife Service**, and the **U.S. Forest Service**. Since 2013, the Fund has awarded 27 projects totaling \$5.8 million in grants. Together these projects are adding more than 4.5 million gallons of stormwater storage capacity, enhancing 1,692 acres of riparian, wetland, and upland habitat, improving 9,280 feet of instream and riparian habitat, and adding or improving 82 acres of public green space.

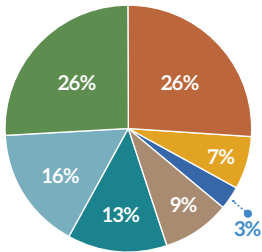
Another success story is found within the San Francisco Bay Area (Bay Area), where a group of funders strategically combined their resources upfront to support a long-term investment in the region. In 2001, at the urging of U.S. Senator Dianne Feinstein, four private foundations based in the Bay Area—the **Resources Legacy Fund** ([www.resourceslegacyfund.org](http://www.resourceslegacyfund.org)), the **William and Flora Hewlett Foundation** ([www.hewlett.org](http://www.hewlett.org)), the **Gordon and Betty Moore Foundation** ([www.moore.org](http://www.moore.org)), and the **David and Lucile Packard Foundation** ([www.packard.org](http://www.packard.org)) collectively combined \$35 million to help state and federal agencies acquire and restore around 187,000 acres of Bay Area commercial salt ponds. In the course of that work, it became clear that restored salt ponds needed to be designed to withstand rising sea levels and could help buffer bayside cities from flood. It also became clear that multi-benefit restoration would require far more money than any single agency could provide. The four foundations teamed with a diverse network of civic and business leaders and other stakeholders to help create the nine-county **San Francisco Bay Restoration Authority** ([www.sfbayrestore.org](http://www.sfbayrestore.org)), and then financed a public awareness campaign around sea level rise and flood threat. In 2016, 15 years after the four foundations launched their collaboration,

## Partnership and Program Capacity— Income by Source



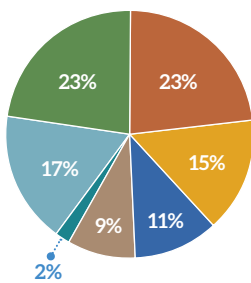
**2015**  
Total = \$928,175.00

The launch of the initiative in 2015 relied upon start-up capital from a few visionary individual investors, foundations, and corporate philanthropy that were inspired by the innovative partnership framework that One Tam sought to create. Investors believed that the partnership could be sustained if it gained broad public support. This phase set the stage for a fundraising strategy to inspire and engage philanthropy at all levels. NOTE: Income numbers reflect the annual cost of the initiative to provide the capacity, fill gaps, and support the necessary infrastructure to scale up work across boundaries. Income for capital projects are not included.



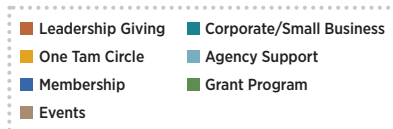
**2018**  
Total = \$972,000.00

Years 2016-2018 built upon the successful community engagement of phase one, using a variety of fundraising and outreach strategies to increase giving at all levels. Programmatic funding continued to rely heavily on single leadership gifts and capacity-building foundation grants; however, increased investment in membership acquisition and a major donor program strengthened individual and business giving.



**PROJECTIONS 2023**  
Total = \$1,735,000.00

The 2019 five-year strategy builds upon the goals and strategies identified within the 2016-2018 One Tam Fundraising and Marketing Strategy. This strategy aims to balance revenue sources and increase agency and public support to strengthen and sustain annual programmatic goals.



the region's voters passed a nine-county parcel tax to raise \$500 million over 20 years, a first-of-its-kind regional climate resiliency investment that gives the Bay Area the means to protect both cities and wildlife habitat. Matched with state and federal funding, the funding supports ongoing, long-term regional wetlands restoration and stewardship and flood protection for communities along the bay.

In addition to strategic funders networks, public agencies can also leverage their financial resources to advance landscape-scale stewardship objectives. In Marin County just north of San Francisco, the highly recognized,<sup>36</sup> five-year-old **One Tam initiative** ([www.onetam.org](http://www.onetam.org)) is taking an innovative approach to stewarding and sustaining the health of Mount Tamalpais by working collaboratively across four different land management jurisdictions encompassing almost 53,000 acres of public land. One Tam was formed in 2014 by four agencies—the **Golden Gate National Recreation Area**, a unit managed by the **National Park Service**; **California State Parks**; **Marin County Parks**; and the **Marin Municipal Water District**—and one nonprofit organization, the **Golden Gate National Parks Conservancy**. The five partners have evolved their thinking and practices to embrace a financing framework of strategically aligning the four agencies' budgetary resources on collective priorities, based upon the partnership's annual work plan, as a way to make their dollars go further for the landscape as a whole. In 2017 and 2018, the partners successfully implemented this financing framework in order to fund critical data gaps, including inventorying bats, pollinators, and seeps and springs. In addition, by partnering with a nonprofit organization, agency resources have been successfully leveraged through grants and philanthropy. During its first five years, One Tam was successful in raising \$6.3 million from private foundations, corporations, and individual donors. This philanthropic capital has helped to increase the pace and scale of mountain-wide project and program implementation and has also leveraged additional public funding support for a large-scale restoration project and a regional vegetation map and landscape database project. The five partners have also been able to reduce project costs by determining which partner is best positioned to negotiate the most cost-effective rates with contractors and researchers in each instance.

**Public-Private Partnerships** also exemplify the advantages of strategically combining a variety of funding sources to scale up impact. Sometimes, these partnerships tap private philanthropy to launch, convene partners, assess feasibility, and undertake planning and are then able to successfully raise funding from a variety of public sources to help sustain and scale up the work. In addition to the Bay Area example described above, another example of this approach is the **Washington Coast Sustainable Salmon Partnership (Coast Salmon Partnership)** ([www.coastsalmonpartnership.org](http://www.coastsalmonpartnership.org)). The Coast Salmon Partnership—a collaboration spearheaded by **four coastal Lead Entities**,<sup>37</sup> **The Nature Conservancy**, and the **Wild Salmon Center**—was launched in 2007 to protect and restore rivers, salmon, and coastal fishing communities. These advocates, including tribes, cities, counties, ports, and nonprofits, voluntarily came together to develop the necessary science and help build relationships across all of the outer Washington coastal watersheds and communities to advance their shared goals. Through a collaborative planning process over many years, the partnership developed a Sustainable Salmon Plan that was the basis for prioritizing restoration and protection strategies for the entire Washington Coast (and was the first coast-wide restoration and protection plan to be approved by the Governor).

Since 2007, the partnership has been successful in raising over \$2.9 million from federal funding sources, \$422,534 from the state, and \$113,000 from the private sector to fund capacity to convene the partners and complete and implement the plan. Between 1999 and 2013, the partnership has raised over \$24.7 million from

**ONE TAM** was the subject of a four-year partnership study commissioned by the Golden Gate National Parks Conservancy and funded by the S. D. Bechtel, Jr. Foundation. A primary goal of the study was to understand and measure the value and impact of a new landscape-scale stewardship collaborative.

Learn more about the study findings in the final report, *Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years*, published in December 2018 at [http://onetam.org/sites/default/files/pdfs/Generating\\_Scaling\\_Up\\_&\\_Sustaining\\_Partnership\\_Impact.pdf](http://onetam.org/sites/default/files/pdfs/Generating_Scaling_Up_&_Sustaining_Partnership_Impact.pdf). (Mickel & Goldberg, 2018).

**LAKE TAHOE'S ENVIRONMENTAL IMPROVEMENT PROGRAM** works with commitments from federal, state, local, and private sectors that leverage each other's funding to accomplish shared goals. Since 1997, public funding has leveraged over \$350 million from the private sector for landscape-scale stewardship of the Lake Tahoe Region. Learn more at <https://eip.laketahoeinfo.org/>.



“Government money is not ample but can be used in a catalytic way to unlock private capital.”

“I don't think landscape conservation and stewardship works without the private sector.”

—Case Study Interviewees

federal funding sources and leveraged an additional \$12.6 million from private, state, and other federal sources in order to implement habitat restoration and protection projects.<sup>38</sup> Since the completion of the plan in 2014, the Coast Salmon Partnership has accelerated its access to private, state, and federal funding to implement restoration and protection projects identified in the plan. “Since 2009, more than 440 fish passage barriers have been removed in the region, opening more than 715 miles of habitat for spawning, rearing, and migration. This has helped to restore salmon populations and has also provided family-wage jobs for local contractors, equipment operators, surveyors, engineers, biologists, and project managers. In an area with some of the highest unemployment rates in the state, this funding has provided a lifeline for both our salmon and the coastal communities that depend upon them.”<sup>39</sup>

In other examples, such as the **New York State Conservation Partnership Program** (see next section for more information), private funders are well positioned to match public funding. The main tenant of the public-private partnership approach is recognizing that different sector funding sources carry varying advantages and opportunities, and in the current era of shrinking environmental funding, a diversified funding approach is critical to generating ample resources to sustain large-scale, long-term work. **The Lake Tahoe Environmental Improvement Program**, which is also discussed in the next section, is an additional example of a successful public-private partnership.

The research for this case study also found that landscape-scale stewardship networks overseas—more commonly referred to through a variety of terms such as “integrated landscape management” and “forest landscape restoration”—have a longer track record of leveraging public and private funding sources to scale up long-term impact. The Washington, D.C.-based nonprofit **EcoAgriculture Partners** ([www.ecoagriculture.org](http://www.ecoagriculture.org)) has spent 15 years working to better understand and promote landscape-scale initiatives. They have documented over 400 such initiatives in Southeast Asia, Europe, East Africa, Central America, and South America. Many of these initiatives are seeking and leveraging blended capital financing mechanisms. According to EcoAgriculture Partners, there are currently many billions of dollars being spent to support the objectives of these initiatives by public and private entities globally.<sup>40</sup> Blended finance refers to the approach of aligning government and philanthropic funders that are seeking social and environmental returns with private investors seeking financial returns. In the field of sustainable land use, this financing approach appears to have more interest and traction internationally and will likely be a rising trend in North America.<sup>41</sup>

#### 4 EMPOWERING LOCAL PUBLIC INVESTMENT DECISIONS

New York and California offer two models demonstrating the value of states partnering with non-regulatory entities to empower local leadership to make public funding investment decisions. In the case of New York, the state partners with a nonprofit organization with deep knowledge of the state's regional landscapes and their stewardship needs. The partnership, which is described in more detail below, invests in people and leadership on the ground; funds regional collaboration and stewardship in addition to land acquisition; and creates impact and return on investment that have been well documented and evaluated by a third-party consultant. In the case of California, the state offers a unique structure (possibly the only one of its type in the country) to determine how best to spend significant levels of voter-approved bond money for natural resources projects and programs. California has established 10 non-regulatory, landscaped-based, and flexible organizations that leave the state well poised to tackle its biggest landscape-scale stewardship priorities. This model holds promise for other states to allocate public funding to advance the work of landscape-scale stewardship networks.



The **New York State Conservation Partnership Program (NYSCPP)** is an innovative public-private partnership between the **New York State Department of Environmental Conservation** and the nonprofit **Land Trust Alliance (Alliance)**. This unique 15-year-old program offers competitive matching grants to qualified nonprofit land trusts operating throughout the state.

Funding for this program comes from the state's Environmental Protection Fund, while the grants are administered by the Alliance's New York office. Since its first grant cycle in 2003, the NYSCPP has **awarded 858 grants totaling \$17.2 million to over 80 land trusts in New York**. Public funding has successfully leveraged **more than \$19 million in local matching funds**, helping land trusts conserve tens of thousands of acres of farmland, wildlife habitat, recreational areas, and urban open spaces.

In addition to helping offset the indirect costs associated with easement and acquisition projects, the NYSCPP funds capacity building projects that enable land trusts to implement best business practices, expand their programs and services, hire permanent staff, and deliver executive leadership coaching and professional development. The program also invests in initiatives such as new partnership development, community building, and public access and stewardship projects.

Every fall, the Alliance hosts regional roundtable discussions across the state to promote the NYSCPP and to help land trusts identify opportunities for collaborative projects and approaches that can drive larger scale impact and investment. Partnership projects of this nature are supported through "Conservation Catalyst" grants, which enable neighboring land trusts to partner with community members to develop long-term plans for community-based stewardship, interpretation, public access, and conservation. These collaborations have led to increased habitat and trail connectivity, tourism, and community engagement in caring for conserved lands. They have also resulted in deeper working relationships between land trusts, policymakers, other local and regional nonprofits, and businesses.

The NYSCPP is a powerful example of how public funding can:

1. Successfully leverage private funds to advance regional collaboration and stewardship through long-term public-private partnerships, and
2. Effectively entrust a nonprofit partner with deep knowledge of the state's regional landscapes and its local nonprofits to administer the program.

Learn more about the New York State Conservation Partnership Program at: <https://www.landtrustalliance.org/what-we-do/our-regional-programs/north-east/new-york-program/new-york-state-conservation-partnership> and <https://www.dec.ny.gov/lands/48901.html>.

### **Other Examples of Empowering Local Public Funding Decisions:**

California has evolved a system of 10 regional state conservancies established to protect, restore, and enhance areas of special significance, including the California coast, the Sierra Nevada, Santa Monica Mountains, Lake Tahoe, and others. They function under the state's Natural Resources Agency and receive most of their funding from general obligation bonds. With board members from the state administration, the state legislature, and local elected officials, the conservancy model promotes flexible, entrepreneurial, place-based priority-setting, investing, and decision-making. Although state agencies also administer competitive grant funds, conservancies are better positioned to strategically allocate funding to the top priorities within each region they serve and to build strong partnerships with local agencies and nonprofit organizations.

## CAPACITY BUILDING ADVICE FOR SUSTAINING LANDSCAPE STEWARDSHIP NETWORKS

*The following section is a collection of capacity building advice from the 39 study participants.*

1. When initiating collective work, strategically align and leverage partner budgets and funds to maximize impacts and benefits.
2. Seek to include diverse interests and understand your role within the larger network's efforts.
3. Develop landscape-scale funding priorities through the network; create a menu of investment opportunities; and leverage network staff expertise to pursue joint funding from diverse sources.
4. On large-scale, cross-boundary projects, determine which partner is best positioned to negotiate the most cost-effective rates with contractors, universities, and other involved agencies.
5. Never rely on a single sector for funding. Develop a multi-year business model that leverages multiple funding streams (e.g., public and private funding; fee-for-service income).
6. Avoid accepting money that is not aligned with your goals and approach.
7. Don't scope a particular problem according to a particular grant opportunity. Resist the temptation to do a smaller project or approach that doesn't achieve your desired outcomes.
8. Strategically leverage existing funder relationships to source additional funding opportunities.
9. Know the funders and policymakers in your region and actively include them in your network.
10. Think of funders as key influencers first; find opportunities to align with them beyond just financial resources and cultivate relationships built on trust. Avoid transactional thinking and behaviors and instead plan for the long term.
11. Generate impact! Then make every effort to tell your impact story.
12. Use non-technical language and the power of metaphor to increase resonance and visibility with policymakers and funders.
13. Track and measure your progress and develop network-relevant metrics tied to increased scope and scale of relationships and trust; systems-level problem solving; resource sharing; operations and communications efficiencies; crisis preparedness; diversity, equity and inclusion benefits; and community resiliency.
14. Keep working to improve your business strategy, fundraising, and communications efforts. Seek out resources, specialized training, peer-to-peer learning, and mentoring.

In fact, one of the primary roles of the conservancies is to oversee and offer grants and technical assistance to nonprofit and agency collaborators and communities. It is only through empowering local communities and organizations who are already collaborating that the conservancies can advance their respective missions. Because of this, strong local relationships are fundamental to their success.

Much of the mission of these conservancies is accomplished through a spectrum of formal and informal collaborative approaches, including alliances, strategic partnerships, and joint powers authorities. Many of the conservancies are also supplementing their investments in individual projects with the development of large-scale regional conservation planning efforts with their federal, state, and local partners. One example is the highly successful **Lake Tahoe Environmental Improvement Program**, which leverages funding from a collaborative of over 50 partners that includes nine federal agencies, two states, five counties, one municipality, one tribal community, and representatives from the nonprofit and business sectors. Lake Tahoe's Environmental Improvement Program has inspired a similar program coordinated by the **Sierra Nevada Conservancy** and the **U.S. Forest Service** called the **Sierra Nevada Watershed Improvement Program**. These large-scale planning efforts provide an opportunity for the conservancies to work with their local partners to address new and emerging state priorities, including climate change adaptation, community access to recreation, and large-landscape, multiple-benefit programs and projects. For example, the **Tahoe and Sierra Nevada Conservancies** recently launched the **Tahoe-Central Sierra Initiative**, in partnership with the **U.S. Forest Service**, **The Nature Conservancy**, the **National Forest Foundation**, and others to restore the health and resiliency of 2.4 million acres of forests and watersheds and to help promote and sustain several collaborative landscape-scale initiatives in the region.

To be more effective, however, the conservancies must become less dependent upon the boom and bust cycle of bond funding, which inhibits advanced planning and restricts most of their investments to capital projects. Landscape-scale stewardship networks will want to make the case that more sustainable state funding from cap and trade revenue and other sources would allow them to invest more funding in long-term, large-scale planning and monitoring programs.

Lake Tahoe Environmental Improvement Program

<https://eip.laketahoeinfo.org/>

Sierra Nevada Watershed Improvement Program

[www.sierranevada.ca.gov/our-work/sierra-nevada-wip](http://www.sierranevada.ca.gov/our-work/sierra-nevada-wip)

Learn more about California's regional conservancies at:

[www.resources.ca.gov/conservancies/](http://www.resources.ca.gov/conservancies/)

## Here are 9 resources individuals can use to inspire bold thinking and keep improving their business strategy, fundraising, and communications efforts.

1. Listen to podcasts and watch recorded webinars at HDgov, a multi-agency website for all things related to the human dimensions of natural resources: <https://my.usgs.gov/hd/hd-training-resources>.
2. Learn about EcoAgriculture Partners and the International Union for Conservation of Nature's *Landscape Investment and Finance Toolkit* at <https://ecoagriculture.org/publication/the-landscape-investment-and-finance-toolkit/> and <http://liftkit.info>.
3. Watch the speaker series event *Towards Sustainable Landscape Investing: Creative Strategies to Reorient Capital for Restoration and Regeneration* hosted by EcoAgriculture Partners and the Food and Agriculture Organization of the United Nations at <https://ecoagriculture.org/event/towards-sustainable-landscapes-investment-event>.
4. Review the case study presentation on how US Forest Service partners used a "Pay for Success" financing approach developed by Quantified Ventures at <https://www.partnership-academy.net/products/baileys-mountain-bike-trail-system-improving-communities-through-a-collaborative-vision-dawn-mccarthy>.
5. Learn more about the nation's first Environmental Impact Bond closed by Quantified Ventures in partnership with DC Water at <http://www.quantifiedventures.com/environmental-impact-bonds>.
6. Read Blue Forest Conservation's report called *Fighting Fire with Finance: A Roadmap for Collective Action*: <https://static1.squarespace.com/static/556a1885e4b0bdc6f0794659/t/59c1157f80bd5e1cd855010e/1505826201656/FRB+2017+Roadmap+Report.pdf>.
7. Read other investment case studies at <http://peoplefoodandnature.org/analysis/all-publications/?theme=investment>.
8. Read blended finance case studies at <https://www.convergence.finance/knowledge>.
9. Learn more about one of this case study's featured landscape-scale stewardship networks, One Tam, at <http://onetam.org/tamalpais-lands-collaborative#studies>.

## CONCLUSION AND IMPLICATIONS FOR THE FIELD

Current trends for funding collaborative landscape stewardship and conservation indicate decreases in public funding, shifting priorities in private philanthropy, and increased competition for limited resources. While these trends can seem daunting when seeking resources to build and sustain network capacity, they can also inspire a sector-wide call to action for bolder thinking, greater risk-taking, and a renewed commitment to organizing a multi-sector response to address these issues. The situation is ripe for landscape stewardship practitioners to rise to the occasion and embrace these funding challenges and success stories as an opportunity for collective action. Below is a summary of conclusions and opportunities for the field at large:

1. The demand for funding to address ongoing needs to protect the environmental, social, and economic values of conserved lands at the necessary scales in the United States appears to have outpaced the supply of funding.
2. Traditional financing models and fundraising approaches are inadequate for filling the funding gap experienced by landscape-scale stewardship networks.
3. As a national community of practice, conservation and stewardship practitioners are poised to build a consensus of the key funding challenges facing landscape stewardship networks in order to develop a multi-year strategy to address these issues. Central to this strategy development is empowering practitioners to take responsibility for influencing and actively including multi-sector actors from policymakers to private funders and entrepreneurs. Below are several strategies the field may wish to consider:
  - a. Recognize that landscape-scale stewardship requires a suite of creative funding strategies woven together to advance collective goals and a diverse team tracking and propelling these strategies; think like an investment portfolio manager and look far beyond traditional places for funding, and seek matchmakers—individuals and entities who aim to increase access to private capital for social impact.
  - b. Work at the state level to quantify the actual dollars needed to protect the environmental, social, and economic values of conserved lands (e.g., documenting and aggregating the total dollars needed for stewardship in each state) and leverage existing landscape-scale stewardship networks already in place to better articulate the necessity of these investments.
  - c. Elevate the importance of understanding, capturing, measuring, and communicating landscape stewardship outcomes and impact, and adopt a sector-wide framework for conceptualizing and measuring impact that the environmental field at large can put into practice;
  - d. Work more deliberately to connect and align with the priorities of other social change movements, such as mental and physical health, economic development, transportation, renewable energy, and sustainable infrastructure; position landscape-scale stewardship as part of a much wider scope of community solutions and simultaneously open up new funding pathways.
  - e. Challenge existing communications paradigms to create entirely new marketing messages and campaigns that will move funders and investors to take notice and want to get involved; identify and cultivate a lead funding champion for landscape-scale stewardship—similar to Bill and Melinda Gates for health and education.<sup>42</sup>



The CA Network and other groups have already begun work to advance several dimensions of these strategies. In coordination with these efforts, a national, sector-wide approach holds great promise for building and sustaining landscape-scale stewardship networks in the 21st century.

### Join the Landscape Stewardship Network Movement

If you have success stories in network capacity building, questions, or feedback on the case study, the California Landscape Stewardship Network would like to hear from you. Please send an email to [info@calandscapestewardshipnetwork.org](mailto:info@calandscapestewardshipnetwork.org). To stay informed about future events and news, send an email including your name, affiliation, and email address. To learn more about the California Landscape Stewardship Network, please visit <http://calandscapestewardshipnetwork.org>.

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## ENDNOTES

<sup>1</sup>National approximation based on inventories conducted in the Rocky Mountain West and Northeast, as shared during an interview for *Investing in Landscape-Scale Stewardship: The Tamalpais Lands Collaborative Case Study 3*. Learn more at <http://onetam.org/tamalpais-lands-collaborative#studies>.

<sup>2</sup>McKinney, M., & Johnson, S. (2013). *Large Landscape Conservation in the Rocky Mountain West*. Center for Natural Resources & Environmental Policy, The University of Montana. Retrieved from <http://landscapeconservation.org/wp-content/uploads/2018/01/Large-Landscape-Conservation-in-the-Rocky-Mtn-West.pdf>.

<sup>3</sup>The number of landscape-scale partnerships has been slowly growing since 1900, with much more rapid growth since 1990. Peterson, J., & Bateson, E. (2018). *Assessing the State of Landscape Conservation Initiatives in North America: A Survey and Report*. Retrieved from [http://landscapeconservation.org/wp-content/uploads/2018/04/NLC-2017-Survey-Report\\_Final-Report\\_corrected.pdf](http://landscapeconservation.org/wp-content/uploads/2018/04/NLC-2017-Survey-Report_Final-Report_corrected.pdf).

<sup>4</sup>McKinney, M., & Johnson, S. (2013). *Large Landscape Conservation in the Rocky Mountain West*. Center for Natural Resources & Environmental Policy, The University of Montana.

<sup>5</sup>Wei-Skillern, J., & Silver, N. (2013). *Four Network Principles for Collaboration Success*. *The Foundation Review*: Vol. 5: Iss. 1, Article 10. Retrieved from <https://scholarworks.gvsu.edu/tfr/vol5/iss1/10>.

<sup>6</sup>Kania, J., & Kramer, M. (2011). *Collective Impact*, *Stanford Social Innovation Review*. Retrieved from [https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact).

<sup>7</sup>Goldberg, L. (2017). *Investing in Landscape-Scale Stewardship: The Tamalpais Lands Collaborative Case Study 3*. Retrieved from <http://onetam.org/tamalpais-lands-collaborative#studies>.

<sup>8</sup>McKinney, M., & Johnson, S. (2013). *Large Landscape Conservation in the Rocky Mountain West*. Center for Natural Resources & Environmental Policy, The University of Montana.

<sup>9</sup>Goldberg, L. (2017). *Investing in Landscape-Scale Stewardship: The Tamalpais Lands Collaborative Case Study 3*. Retrieved from <http://onetam.org/tamalpais-lands-collaborative#studies>.

<sup>10</sup>In 2007, the Partnership and Community Collaboration Academy worked with the Bureau of Land Management (BLM) National Training Center and the BLM National Landscape Conservation System Program to conduct a study to identify the 22 competencies (as defined by the U.S. Office of Personnel Management) critical to partnership and community collaboration performance. Learn more at <https://www.opm.gov/policy-data-oversight/assessment-and-selection/competencies> and <https://www.partnership-academy.net/about-us/the-22-competencies>.

<sup>11</sup>Goldberg, L. (2017). *Investing in Landscape-Scale Stewardship: The Tamalpais Lands Collaborative Case Study 3*. Retrieved from <http://onetam.org/tamalpais-lands-collaborative#studies>.

<sup>12</sup>Centers for Disease Control and Prevention, *Evaluation Technical Assistance Document: Division of Nutrition, Physical Activity, and Obesity (DNPAO) Partnership Evaluation Guidebook and Resources*, 2011.

<sup>13</sup>Mickel, A.E., & Goldberg, L. (2018). *Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years*. Download the final report of the One Tam Four-Year Partnership Study published in December 2018 at [http://onetam.org/sites/default/files/pdfs/Generating\\_Scaling\\_Up\\_&\\_Sustaining\\_Partnership\\_Impact.pdf](http://onetam.org/sites/default/files/pdfs/Generating_Scaling_Up_&_Sustaining_Partnership_Impact.pdf)

<sup>14</sup>Goldberg, L. (2017). *Investing in Landscape-Scale Stewardship: The Tamalpais Lands Collaborative Case Study 3*. Retrieved from <http://onetam.org/tamalpais-lands-collaborative#studies>.

<sup>15</sup>McKinney, M., & Johnson, S. (2009). *Working Across Boundaries: People, Nature and Regions*. Lincoln Institute of Land Policy and Center for Natural Resources & Environmental Policy, The University of Montana.

<sup>16</sup>A *Network Approach to Capacity Building*, <https://www.councilofnonprofits.org/tools-resources/network-approach-capacity-building>.

<sup>17</sup>Based on the California Protected Areas Database (CPAD). Retrieved from <http://www.calands.org> in August 2017.

<sup>18</sup>Based upon case study interviewee responses.

<sup>19</sup>From the California Department of Finance website: <http://www.ebudget.ca.gov>.

<sup>20</sup>Based on information shared by the Natural Resources Division Chief of California State Parks.

<sup>21</sup>Based upon case study interviewee responses.

<sup>22</sup>The Highstead Foundation, an independent operating foundation in Connecticut, has invested significant technical assistance to help cultivate collaborative conservation networks in New England. Today, there is a network of 42 Regional Conservation Partnerships involved in advancing a regional vision—Wildlands and Woodlands—for conservation across six states. In the public funding research report called *Public Conservation Funding in New England: Recent Trends in Government Spending on Land Protection*, the foundation found that New England's six states experienced an almost 50% decrease in public funding for natural resource protection during a 10-year period since 2004. Reductions in federal and state funding sources are the primary drivers of this trend. While this report is predominantly focused on land acquisition, one of the report's authors shared that this trend is indicative of overall public funding reductions across the U.S. and also has implications for stewardship funding trends. Download the report at <http://www.wildlandsandwoodlands.org/sites/default/files/Public%20Funding%20LR.pdf>.

<sup>23</sup>According to several study participants.

<sup>24</sup>Due to an increase in the number of networks over the past several decades, there has been a growing interest in ways to evaluate networks and assess their success. However, as noted in the following literature review, evaluating collaboration is difficult for a range of reasons, including “long timescales for achieving impact, different perspectives on what success means, the complexity and variability of partnership interventions, and the different contexts within which partnerships work.” Boydell, L. (2007). *Partnerships: A Literature Review*. Dublin: Institute of Public Health in Ireland, p. 3.

<sup>25</sup>Learn more about The Stewardship Network at <http://www.stewardshipnetwork.org/about-us>.

<sup>26</sup>Learn more about TSN clusters at <https://www.stewardshipnetwork.org/clusters>.

<sup>27</sup>Fischer, A. P. (2015). A boundary-spanning organization for transdisciplinary science on land stewardship: The Stewardship Network. *Ecology and Society* 20(4):38.

<sup>28</sup>Based upon anonymous grantee perception surveys conducted by the nonprofit Center for Effective Philanthropy. Learn more at <http://www.cep.org>.

<sup>29</sup>Learn more about the Washington Coast Sustainable Salmon Partnership at <http://www.coastsalmonpartnership.org>.

<sup>30</sup>Learn more about the Olympic Forest Collaborative at <http://www.olympicforestcollaborative.org>.

<sup>31</sup>Learn more about the Wild Olympics Campaign at <http://www.wildolympics.org>.

<sup>32</sup>Learn more about the Surfrider Network at <https://www.surfrider.org>.

<sup>33</sup>Learn more about this effective, longstanding place-based network at <http://www.crownroundtable.net>.

<sup>34</sup>Learn more about this highly acclaimed collaborative and its broader informal network in Marin County at <http://onetam.org>.

<sup>35</sup>Strategic funders networks are formed voluntarily by interested funders, which identify common goals in a landscape or region and agree to strategically combine their capital upfront to achieve greater impact than they could individually.

<sup>36</sup>The work of One Tam has been featured as a successful landscape-scale stewardship model at multiple conferences,

including the International Association for Public Participation North American Conference, the California State Parks Partnership Workshop, the Public Lands Alliance Annual Convention, the Science in Parks Conference at University of California, Berkeley, the George Wright Society National Park Service conference, and The Stewardship Network's annual gathering in Michigan in 2018. In addition, the Partnership and Community Collaboration Academy ([www.partnership-academy.net](http://www.partnership-academy.net)), a national training organization serving federal employees and their partners, has incorporated the lessons learned from One Tam into its Managing by Network core curriculum on community collaboration practices.

<sup>37</sup> Learn about Lead Entities at [https://www.rco.wa.gov/salmon\\_recovery/lead\\_entities.shtml](https://www.rco.wa.gov/salmon_recovery/lead_entities.shtml).

<sup>38</sup> Additional funds have been invested in projects that are still active and are not included in these totals.

<sup>39</sup> Learn more about the Coast Salmon Partnership at <https://www.coastsalmonpartnership.org/our-work/#approach>.

<sup>40</sup> *Towards Sustainable Landscape Investing: Creative Strategies to Reorient Capital for Restoration and Regeneration*, hosted by EcoAgriculture Partners and the Food and Agriculture Organization of the United Nations. Retrieved from <https://ecoagriculture.org/event/towards-sustainable-landscapes-investment-event>.

<sup>41</sup> Based upon case study interviewee responses.

<sup>42</sup> Suggested by one of the interviewees.