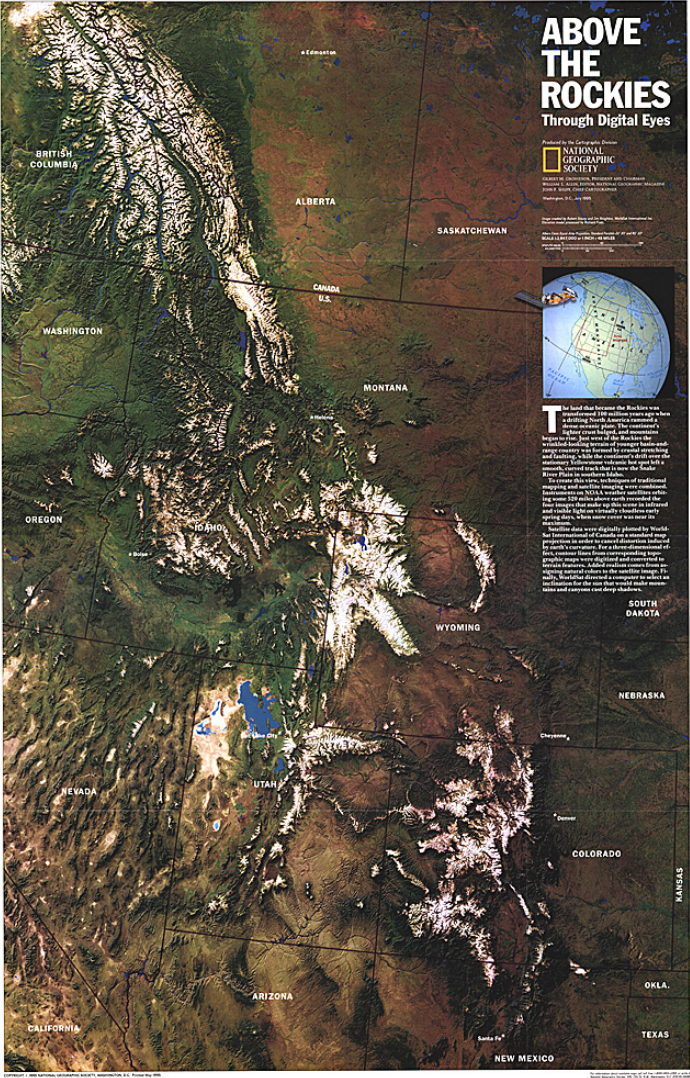# COMMUNITY-BASED COLLABORATIVE CONSERVATION IN THE ROCKY MOUNTAIN REGION

SUMMARY OF THE SPRING 2018 WORKSHOP
COLORADO STATE UNIVERSITY
FORT COLLINS, COLORADO

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

— **Wallace Stegner, The Sound of Mountain Water**

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Earth Day, 2018

EXECUTIVE SUMMARY

Sixty leaders of community-based collaborative conservation gathered in an interactive workshop hosted by the Center for Collaborative Conservation at Colorado State University in March 2018. Workshop participants were selected to represent diverse geographies, conservation and livelihood issues, communities, scales and entities across the seven state Rocky Mountain Region.

The purpose of the workshop was to explore the need to create an action plan to build the collaborative capacity of the conservation community across the Rocky Mountain Region. Participants were guided through a facilitated process to: review existing resources, identify gaps and unfilled needs, and develop and prioritize strategies to build collaborative capacity.

Participants recognized no overarching support "network" currently provides collaborative capacity building for CBCC initiatives across the Rocky Mountain Region. Ways to most effectively and efficiently connect CBCC practitioners in the region; to share information, build collaborative capacity, solve problems, and garner support for each other's efforts, were explored. Existing models were discussed and then six elements that might serve as a framework for a regional entity were outlined with a range of options.

Seven initial key messages emerged out of the workshop. These messages will frame a preliminary action plan to build the collaborative capacity of CBCC efforts across the Rocky Mountain Region. Twenty-four workshop participants volunteered to participate in a leadership team to carry the results of the workshop forward into action.

BACKGROUND & RATIONALE

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

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

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

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

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

The needs assessment confirmed (a) many resources and opportunities to build collaboration skills are available; (b) awareness and use of existing offerings can be increased by reducing barriers that limit access and participation; and (c) new learning opportunities and resources need to be created to fill current gaps. In the winter 2017, the CCC initiated an inventory of existing collaboration learning opportunities and resources to (a) further understand current availability relative to gaps; and (b) start the development of a single, easily accessible and searchable database of existing collaboration resources and trainings for the CBCC community.

Building on both the needs assessment and inventory, the CCC, in partnership with the University of Montana's Center for Natural Resources & Environmental Policy, concluded that the next step in determining how to fill the gaps in collaboration capacity building was to convene CBCC practitioners in an interactive workshop. The seven states defining the Rocky Mountain Region was chosen as an appropriate scale and sixty members of the CBCC community, representing diverse geographies, organizations, livelihoods, and challenges were invited to participate. Members from the CCC's Practice Program Advisory Team provided input on the workshop design.

THE WORKSHOP

From February 28-March 2, 2018, sixty practitioners and resource people gathered on the campus of Colorado State University to build on the findings and conclusions of the needs assessment. The <u>objectives</u> of this workshop were to:

1. Synthesize and clarify existing resources and learning opportunities (e.g., workshops, training sessions, networks, handbooks, websites, etc.) to build the capacity of individuals and groups to catalyze, enable, and sustain CBCC;

2. Identify the barriers to participate in and use existing resources and learning opportunities;

3. Clarify the gaps between supply and demand; in other words, are CBCC practitioners seeking new resources and learning opportunities to build their collaboration capacity?

4. Develop and prioritize strategies to address the barriers and gaps;

5. Seek agreement on the most effective and efficient way to connect CBCC practitioners in the Rocky Mountain Region to share lessons, build collaborative capacity, solve problems, and otherwise support each other's efforts; and

6. Pull all of these pieces together into an action plan to build the collaborative capacity of CBCC practitioners and increase the impact of their efforts. The action plan will include the following elements.

Participants were invited to represent the seven Rocky Mountain Region states -- Arizona, Colorado, Idaho, Montana, New Mexico, Utah and Wyoming -- using the following criteria.

- ❖ Understanding of and experience in CBCC efforts;
- ❖ Knowledge of existing collaborative learning opportunities and resources;
- ❖ Commitment to develop and promote collaborative learning opportunities and resource gaps; and
- ❖ Diversity of representation (geographic, cultural, institutional, natural resource issues, etc.) across the region.

The workshop was designed to be participatory and highly interactive. The workshop was facilitated by Matt McKinney and Shawn Johnson from the University of Montana's Center for Natural Resources & Environmental Policy.

Prior to the workshop, participants reviewed the needs assessment and an initial inventory of existing collaboration learning opportunities and resources, both produced

by Colorado State University's Center for Collaborative Conservation. After reviewing these documents, workshop participants were asked to complete two small homework assignments: (1) identify current offerings missing from the inventory; (2) identify barriers that limit access to and participation in existing trainings and resources; (3) identify gaps in collaboration capacity building skills and tools; and (4) identify new collaboration learning opportunities and resources needed.

During the workshop, plenary sessions prepared participants with relevant information. Following each plenary, participants divided into breakout sessions and worked in small teams supported by trained breakout group facilitators. Trained recorders captured the discussions and recommendations from each breakout session. Breakout session groups reported after each session to the entire workshop and presentations were captured both in written form and in real-time using video and audio equipment.

Following the workshop, all notes and recordings were compiled and synthesized into this summary report. Workshop participants were invited to review the draft report and provide feedback and input prior to the report's finalization. Key messages that emerged from the workshop were used to create the initial framework for a CBCC Action Plan.

EXISTING RESOURCES & LEARNING OPPORTUNITIES

Prior to the workshop, the Center for Collaborative Conservation created a preliminary inventory of existing resources and learning opportunities to build the collaborative capacity of practitioners. Participants reviewed the preliminary inventory prior to the workshop and identified (1) What is missing from the preliminary inventory? (2) What are the barriers to using these existing resources and learning and opportunities? (3) What are the gaps in terms of the skills and tools practitioners need and want and what is available? and (4) What new resources and learning opportunities are needed?

During the workshop, the participants fully reviewed the inventory and the findings of the homework assignment and further developed and refined the response to each of these questions.

What is Missing from the Initial Inventory?

The preliminary inventory prepared by the Center for Collaborative Conservation is, and always will be, a work in progress. The Center is designing the inventory or database in such a way that it can be easily updated as new resources and learning opportunities emerge, or as others fade away.

With that perspective in mind, the participants identified many potential resources and learning opportunities missing from the preliminary database (see Appendix 2). Generally, participants noted that it is important to include the following categories of organizations.

1. Informal networks that provide peer-to-peer engagement, such as:
   - Intermountain West Joint Venture
   - Sage grouse implementation team

2. Supporting resource organizations, like:
   - Headwaters Economics; that can help tell a broader story, and also
   - Conservation districts
   - County extension agencies, and
   - Federal agencies

3. Other organizations that provide hands-on, on-the-ground peer-to-peer learning, including:
   - Watershed groups and CBCC initiatives
   - Land Trusts; small and large scale
   - Other colleges and universities, and the
   - Agricultural community.

Participants agreed that an easily searchable database, so long as it was maintained and updated, could be a "very powerful tool". Ensuring awareness of the database within

the CBCC community of practice, will be critical in increasing access to and participation in the existing resources and learning opportunities offered.

What Barriers Limit Access to and Participation in Existing Learning Opportunities and Resources? What Strategies Reduce or Overcome the Barriers?

Given the plethora of resources and learning opportunities available, the next logical question is "what are the barriers or obstacles to using these existing resources and learning opportunities?" The participants identified seven primary barriers to the use of existing resources and learning opportunities. Participants also identified a menu of potential ways to address and/or overcome barriers.

1. Lack of Awareness

Lack of awareness is important both from the perspective of CBCCs knowing what is available and what is its quality is. Lack of awareness of the importance of the collaborative approach to community-based conservation also reduces support for providing these offerings to the conservation community.

Possible Strategies:

- Create an easily accessible and searchable database of existing resources and learning opportunities with recommendations from users on quality of offerings.
- Develop a platform to more efficiently share information via existing networks (e.g., PlaceBook and or an APP).
- Develop and implement outreach opportunities to increase awareness.
- Organize resources by *facilitation* and *stakeholders* (different needs and interests)
- Network across borders, sectors, disciplines to demonstrate the value of collaboration and CBCC to all stakeholders.
- Focus on what is working, not what is broken.
- Encourage cooperation among service providers; this will minimize duplication & confusion and leverage and promote existing offerings.
- Develop promotional tools to increase recognition of CBCC among different groups.
- Educate citizens, decision-makers, funders, and other people about the issues and the role and success of CBCC (produce videos, create a reality TV show, utilize social media).

2. Lack of Support by Leaders, Organizations, and Partners

Lack of support by leaders, organizations and partners may be due to lack of understanding the impact collaborative approaches can provide to achieving conservation and livelihood outcomes.

Possible Strategies:

- Provide more information/education on the value of CBCC (use success stories and strategic case studies.
- Tailor resources & trainings to different audiences to increase effectiveness of learning.
- Build learning of collaboration skills and tools and problem-solving into all professional trainings.
- Provide incentives to increase support for participation; such as recognition awards and continuing education credit, to amplify value.
- Tie completion of skills and tools trainings to career development.
- Continue to expand the collaborative culture of agencies through the hiring process.

3. Cost

We recognize that CBCCs and their community members have very limited budgets. Funding is usually committed first to the most critical on-the-ground conservation and livelihood outcomes, and trainings that directly support those conservation actions. Allocating funding for softer skills learning often falls to the bottom on the priority list. In addition, some of the best trainings are offered outside of the conservation community and are often unaffordable.

Possible strategies:

- Build a professional development fund to increase participation in offerings. This may require seeking and tapping into new funding sources and partners.
- Provide sponsorships whenever possible; especially to students, underserved communities and their members and early career professionals.
- Use lower cost venues when possible. Also plan ahead and piggyback on other events; especially those already approved and prioritized by CBCCs and their community.
- Bring training to CBCCs; make it hands-on and peer-led (e.g., use an issue-based problem-solving clinic approach).
- Use different delivery methods that reduce costs (e.g., webinars, online learning).
- Develop ways to encourage pooling and leveraging of existing financial resources to increase capacity.

4. Lack of Training Capacity

Lack of capacity to provide learning opportunities and resources to CBCCs, affects availability and accessibility and often results in uneven distribution of resources.

Possible strategies:

- Collaboratively prioritize, co-design and co-produce trainings and resources to leverage limited training capacity across states and the region.
- Build funding capacity to increase training capacity; support travel and training costs for expanding the training pool, such as developing training teams, paid community liaisons or CBCC coordinators.
- Create a travelling cadre/team of trainers/facilitators with the ability to share a set of strategic collaborative conservation skills and tools.
- Prioritize and target CBCCs and underserved communities/groups for training; more strategically match training needs to community of practice needs.
- Utilize existing CBCCs and low-cost service providers to more effectively offer trainings and resources in their local communities (e.g., watershed groups and their board members, retired practitioners, extension agents, universities, colleges, conservation districts,); provide training to service providers as needed.

5. Time

Time includes both the amount of time required to participate in a training and the corresponding amount of time taken away from ongoing conservation activities. Timing, that is, when, where and how offerings are available is a contributing and significant factor that affects cost and participation.

Possible strategies:

- Use other delivery methods, such as online workspaces technologies (e.g., webinars, virtual videos, Podio workspace) to make resources more available and flexible.
- Make videos and online trainings realistic, applied, short, engaging and to the point. This will increase likelihood of use.
- Recognize that different people are more or less comfortable with technology.
- Make trainings as relevant as possible, by focusing on issues and problems to be solved while at the same time learning collaboration skills and tools.
- Limit in-person trainings to two days.
- Consolidate/integrate training opportunities whenever possible.
- Consider location and time of year offerings are made available.

6. <u>Lack of Financial Capacity</u>

The current financial capacity does not meet the training needs nor the need for financially sustaining CBCC efforts themselves. A strong coordinated shared funding strategy can build a better understanding of the value of CBCC approach that will in turn led to increased support for CBCC capacity building.

<u>Possible strategies:</u>

- Create a fund (like Restore the Rivers) to build regional funding capacity for scholarships, travel costs, cross visits, and support a convening network of conveners/facilitators.
- Seek/tap into new funding sources/partners: e.g., foundations, Bureau of Reclamation of Water Smarts, industry, support for CBCC through ballot initiatives and creation of sales tax programs.
- Need for sustainable funding models for CBCC efforts; learn from the business community how to build and sustain organizations.
- Need for training in effective fiscal management of CBCCs; including tracking real and total costs of projects; and how to value the cost of added value/benefits of collaboration, economic value on avoided costs, economic impact of CBCC.
- Increase the ability to pool and leverage existing financial resources.

7. <u>Lack of Next Generation Pipeline</u>

There is a need to address the generational turnover in current CBCCs. This involves the need to pass on to the next generation the history, knowledge, and relationships developed overtime through CBCC efforts. A pipeline of next generation practitioners needs to be built with collaboration skills and tools to match the level of technical knowledge.

Possible strategies:

- Mentoring and coaching programs to support next and early career practitioners.
- Change the culture and build awareness and support from communities, especially rural communities, and through programs for youth by engaging with rural groups like 4H, FFA, and building CBCC into these programs.
- Increase Cost-share and other programs with agencies to provide opportunities for youth and students working with CBCC groups during the academic portions of their careers increase programs (e.g., Americorps VISTA).
- Capacity to support imbedded internships as required parts of the education system.

Prioritizing Strategies to Address Barriers

After working in small groups to identify strategies to address the barriers to using existing resources and learning opportunities, the participants used Poll Everywhere to prioritize a subset of the strategies for four of the major barriers. The number in parentheses indicates the votes for each strategy.

Lack of Awareness
- Network across borders, sectors, disciplines; demonstrate value to all stakeholders. (33)
- Encourage cooperation among service providers/minimize duplication and confusion. (25)
- Distribute information via existing networks. (13)

Other strategies considered in the prioritization exercise included:
- Create a database via social media/an APP.
- Develop a platform to share information (e.g., PlaceBook).
- Organize resources by *facilitation* and *stakeholders* (different needs and interests).
- Develop and implement outreach opportunities.
- Focus on what is working, not what is broken.

Lack of Support
- Combine learning and problem-solving (e.g., clinics). (28)
- Tailor resources and programs to different audiences. (21)
- Emphasize the opportunity for career development. (20)
- Provide more information and education on value of CBCC/stories and case studies. (15)

Other strategies considered in the prioritization exercise included:
- Provide continuing education credit to amplify value.
- Provide certificate of completion.

Cost
- Plan ahead and piggyback on other events. (30)
- Use different delivery methods (webinars, online platforms, field trips, hybrid approaches).(27)
- Provide scholarships/sponsorships,
- Bring training to CBCC; make it hands-on/problem-solving clinics. (14)
- Build a professional development fund. (13)

Other strategies considered in the prioritization exercise included:
- Use lower cost venues.

<u>Time</u>
- Piggyback on other events. (29)
- Consolidate/integrate training opportunities and services. (22)
- Use webinar and other delivery methods. (19)
- Consider location. (18)

Other strategies considered in the prioritization exercise included:
- Provide resources online.
- Provide more focused training.
- Limit training to two days.
- Rely on personal relationships to estimate benefits/costs.

GAPS IN EXISTING RESOURCES & LEARNING OPPORTUNITIES AND STRATEGIES TO FILL THE GAPS

After considering existing learning opportunities and resources, workshop participants were asked to identify gaps. A substantial list of potential new learning opportunities and resources were identified. These are listed below and arranged in two categories: (a) gaps in collaboration skills and tools; and (b) gaps in building collaborative capacity to support CBCC efforts.

Gaps in Existing Resources & Learning Opportunities

1. <u>Gaps in Collaboration Skills and Tools</u>

- Communication
    - Scientists communicating with practitioners.
    - Listening training—active listening.
    - Place-based communication.
    - Story-telling and case studies.
    - Emotional intelligence.

- Building trust and relationships
    - Understanding and working with others (emphasis on actually working with landowners).
    - How to engage with CBCC initiatives, tribes, private landowners, rural communities, and youth.
    - Use of 360 self-evaluation opportunities; for leaders and for the next cohort of leaders.
    - Conflict management and cultural competency.

- Historical context and current context
    - Understanding the social, financial/economic, cultural, legal, land use and land ownership, agricultural and ecological contexts.
    - Knowing what other efforts are going on within a state or region to avoid diffusion of resources, and not reinventing the wheel.

- Planning
    - Project management and work planning.
    - Writing management and strategic plans-contracted out to universities.

- Tools and knowledge to assess collaboration progress and success

- Adaptive management understanding
  - Co-design applicable research to meet needs of local community.

- Designing & facilitating effective meetings
  - Local buy-in/leadership.
  - Effective meeting design and delivery.
  - Taking notes.
  - Posting things online.

- Situation assessments
  - Costs and benefits of getting involved.
  - Identifying goals.

2. Gaps in Building Collaborative Capacity to Support CBCC efforts

- Catalyzing & Managing CBCC
  - Engagement of recalcitrant parties.
  - Bringing all groups/community members to the table: especially indigenous people, younger people, agency people with private landowners; blend the old west and new west.
  - Conveners and facilitators; who plays that role, coordination skills, other training for the role.
  - Ways to assess collaboration potential and use of situation assessments or stakeholder analysis.
  - Structure for effective collaborative process.
  - Design of collaboratives: scale and boundaries (e.g., watersheds as boundaries for CBCC or another natural boundary like a fireshed?); social patterns for boundaries (e.g., it is social organization that scales boundaries up and down from neighborhood to multi-state?).

- Organizational Capacity
  - How to build and maintain human resource capacity.
    - IN the local community, especially youth.
    - Within the existing institutions.
    - Building and managing boards and volunteers, especially in rural areas.
    - Support for CBCC coordinators.
    - Honest broker/backbone organizations; support for existing organization that can support collaboratives as co-conveners or fiscal agents.
  - How to maintain a CBCC effort over time

- Provide resources and learning opportunities at different stages of organizational development (catalyze, enable, perform, sustain).
- Help organizations to transition out of contract support to ongoing financial sustainability and build capacity for younger sustainable workforce with benefits; fund raising, administrative skills, etc.
- Use older generation as mentors to share experiences with younger generation.
- Scenario training.
  - How to build leadership
    - Catalyze, convene, provide backbone support.
    - Within local communities & institutions.
    - Board member training and dynamics.
    - Transition planning.
    - Recruiting new collaboration specialists into CBCC network.
    - Create an "advisory team" that can come up with the vision to be the "convener, capacity builder, champion".

- Finance
  - Understand current financial context CBCC works within.
  - Recognize the financial aspects of private land operations.
  - Financial strategies to support ranchers and others in rural communities to be able to be conservation practitioners and maintain their businesses.
  - Sustainable funding models for CBCC efforts.

- Funding Capacity
  - To support existing CBCCs
    - Coordinator positions.
    - Rural landowner and other community stakeholder participation.
    - Larger rock star collaboratives who in turn support smaller beginning/struggling organizations.
  - For Capacity Building
    - Better coordination with BOR WaterSmart grants instead of watershed collaboratives competing with each other; these grants support capacity building .
    - Diversification of income streams for rural livelihoods.
    - Seed funding to start initiatives.
    - How to pool and leverage funding from agencies and others through partners like National Fish and Wildlife Foundation; to increase capacity and raise awareness.
    - How to connect funders to rural communities to raise money for CBCC projects, training, etc.

- State level practitioner organizations/networks
  - Need to be established where there is a gap: they do not exist in Wyoming, Arizona, New Mexico.
  - Resources to support existing organizations/networks; operational support and program support.

- A network of state level organizations/networks
  - Create a network to raise awareness about the value of CBCC, provide increased capacity and support to state level and local CBCC efforts across the Rocky Mountain Region.

Methods to Fill the Gaps

Once gaps were defined, participants were asked what different methods could be used to fill gaps (including what new learning resources and opportunities might be needed). The variety of methods include:

1. Create an efficient way to find existing offerings
   - Easy, accessible, searchable and up-to-date database of tools and trainings, etc.
   - A centralized location for resources that is updated and maintained.

2. Acknowledge that different people learn differently; employ a variety of learning methods
   - Training designed for different phases of CBCC efforts.
   - Consider ongoing support beyond a single training.
     - Right language so not speaking to the choir.
     - Mentoring/coaching programs.
   - Tailor learning to who needs it; consider
     - Intergenerational needs.
     - Technologies to increase access.
     - Engage all stakeholders; rural community members, agency personnel, youth.

3. Match the right training to the right people
   - Support for targeted cross visits (could be part of the XWN statewide network, especially with some funding support for travel costs of participants; see XWN approach).
   - Be more strategic; identify people's needs, and provide targeted training.

- Make resources and learning opportunities more available WHERE the collaboratives are; in local small rural communities and local watersheds.

4. Recognize the need to build skills and expertise
   - Create a leadership institute.
   - Continuing education credit, certification, etc.
   - Use existing Continuing Education programs (e.g. universities and professional societies e.g., Society of American Foresters): add or increase collaboration skills and tools.

5. Identify and use low cost, high quality service providers to CBCCs; e.g., universities to provide facilitation services, skills and tools training, plan development and writing; funded by CBCCs or partner agencies.

6. Provide meaningful internships for next generation
   - Universities match students to CBCCs for hands-on real time experiences and skills building.
   - Encourage programs like "Walk-a-Mile in Your Boots".

7. Establish a "collaboration travelling roadshow/circuit riders"
   - Create a cadre of facilitators, trainers, etc. that understand the CBCC context, institutions, trusted relationships, etc.
   - Cultivate a network of skilled people across organizations/agencies, including new types of partnerships.
   - Bring the cadre of trainers to locations where training is needed.
   - Collaboratively develop a set of collaboration skills and tools.
   - Trainers upon request can provide a high quality set of effective collaboration skills and tools and or provide facilitation services.
   - Select trainers be based on trust and credibility.
   - Leverage this capacity by networking across the region.
   - Integrate resources and learning opportunities within the existing institutions where there's not a lead organization.
   - Set up part time employees to do the work once the interest is developed.

8. Facilitate in person, peer-to-peer training
   - Encourage people to tell their stories.
   - Provide trainings that combine in person-field learning and virtual meetings.
     - The majority of the CBCCs are not going to go offsite to learn collaboration skills and tools.

- Use appropriate people and resources in the local community.
- Online or web-based learning is not going to work for a majority of the CBCCs.
- Use a "flipped classroom" approach to make better use of time together.
- Collaborative skills are best developed by using them; encourage learning by doing (see how things go when things are working well/not so well).
- Establish exchanges/site visits (e.g., participating in a successful collaborative as a way to learn).
- Choose language carefully so you are not speaking only to the choir.
- Use technology and social media to connect with younger people; and can provide resources at lower costs and to more and remote locations.

Strategic Options to Address Gaps

To prioritize gaps in resources and learning opportunities, one of the breakout groups generated a decision-making framework (see figure below). The approach assesses if content is available or not available, versus whether the access or a method to provide the content is easy or difficult. Any resource or learning opportunity can then be analyzed by placing it in one of four quadrant choices according to "presence or absence of content" on the vertical axis and "ease or difficulty of providing access/delivery method" on the horizontal axis.

Starting with the upper left quadrant, these are resources and learning opportunities where the content is available, and the access and delivery methods are effective. Moving to the upper right quadrant, this is where content is available, but the access and delivery methods are either ineffective or completely missing. In the lower left quadrant, this is where access and delivery methods are available, but the content is either under-developed or not available. Finally, in the lower right quadrant, this is where neither the content nor access or deliver methods are available.

According to the "analytical spectrum" presented along the bottom of the figure, the "gaps" in the two quadrants on the left tend to be easier, low-hanging investments, while the two quadrants on the right tend to be harder, more long-term investments.
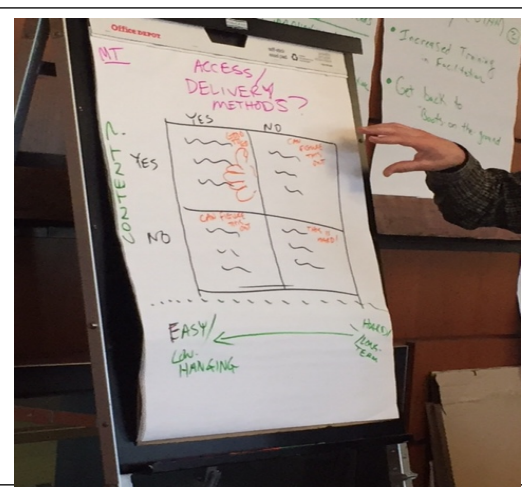
After identifying gaps and new learning opportunities or resources that could be employed to fill gaps, practitioners were asked to identify a variety of strategies or approaches to address the gaps. Seven approaches/strategies are outlined below.

1. Create a Regional Network

- Convene a network of networks to provide capacity, raise awareness, and support state level organizations (where they exist) that in turn support CBCC efforts on-the-ground across the Rocky Mountain Region
  - Connect the dots among CBCC groups and state level coordinating organizations.
    - Help create state level networks where none exist.
    - Increase coordination amongst existing state level organizations and train them to teach others.
    - Encourage efforts across state boundaries; strategically leverage capacity, resources and learning opportunities.
  - Create a CBCC action plan
    - To reduce funding and capacity barriers.
    - To design, share and coordinate collaboration skills and tools learning opportunities.
    - Create a strong regional community of practice to share lessons, build capacity, solve problems, and provide learning.
    - Support, operate and learn from multiple scales and across disciplines and geographic boundaries.
    - Facilitate peer-to-peer exchanges across the region.
    - Create a network of collaboration coaches.
    - Create a "resident in training" mentorship/coaching program.
  - Get the message out, especially through the media, about the value of CBCC
    - Increase willingness to collaborate and understanding of benefits of CBCC.
    - Develop and foster organizations that combine three key roles: convener, capacity builder, and champion.
  - Don't reinvent the wheel
    - There are a lot of resources already available so there is no need to create something new; find a way to share the resources.
    - You can bring people together in networks, you don't need to start a new nonprofit.

2. Promote and support state level networks
- State level network organizations can provide the following support to CBCCs on the ground (e.g., Cross Watershed Network)
  - Provide peer-to-peer learning opportunities.
  - Statewide networks are needed in Wyoming, Arizona, New Mexico
  - Connect CBCC practitioners and build capacity.
  - Provide information exchange-who is doing what, share lessons, best collaboration practices, connect with potential partners, find the best

people/resources, calendar of meetings and learning opportunities, and identify available resources for CBCCs.
- o Provide collaboration process support for CBCCs; both trained facilitators as well as local people on the ground as well as state-wide specialists (to train the local facilitators and meeting facilitators).
- o Run training programs for CBCC practitioners.

3. <u>Provide Applied Training</u>
- Provide peer-to-peer led, hands-on training opportunities using an issue-based, problem-solving approach; i.e., place-based exchanges, workshops or clinics.
- Help groups frame needs, then match needs with existing resources and opportunities.
- Integrate field trips into capacity building events.

4. <u>Provide Different Types of Training</u>
- Encourage cross-jurisdictional trainings to break down silos.
- Provide more collaborative leadership and capacity building training for CBCC boards and staff.
- Move beyond "entry-level" training to more advanced topics/skills.
- Provide effective mentoring/coaching programs.
- Provide up-to-date technical tools and skills.
- Use "opportunity mapping" : place-based mapping of projects to:
  - o Provide people with easy-to-access information to identify who is responsible for specific projects.
  - o Help people identify opportunities to work across large landscapes, to plan across boundaries, and to match projects with funding (to avoid overlapping proposals for funding).
  - o Focus a project on watershed boundaries, property boundaries, or adjust it to a state's unique practices See http://www.nmcounties.org/wp-content/uploads/2017/04/2017-WUI-New-Mexico-Opportunity-Mapping-Project.pdf .

5. <u>Document CBCC Principles and Stories</u>
- Document guidelines for collaboration (descriptive, not prescriptive).
- Prepare and distribute short descriptions of best collaborative practices.
- More effective ways to measure impact of CBCC approach and tell that story
- Provide more stories or case studies from across the West of what works/what doesn't work and why.
  - o Provide opportunities where people can go to learn, tell their story, share lessons.
  - o Revitalize something like the Red Lodge Clearinghouse.
  - o Develop an APP on CBCC.

6. <u>Create a Clear, Consistent, Compelling Message about CBCC</u>
   - Reach-out to Congressional & Administration leaders and funders; tell the story of CBCC to increase awareness and support; explain how federal agencies can enable and support CBCC.
   - Communicate with individuals and groups that are opposed to collaboration; clarify benefits and costs; pave the way for more inclusive engagement.

7. <u>Engage graduate students/future leaders</u>
   - Build on existing graduate programs.
   - Provide imbedded and meaningful internships, practicum opportunities, and other hands-on learning.

Prioritizing Strategies to Fill Gaps

After small groups identified new learning opportunities, different methods to fill gaps, and approaches/strategies for resolving gaps, participants used Poll Everywhere to prioritize a subset of the strategies. Limited time did not allow workshop participants to consider and rank all strategies identified as possible ways to fill gaps in available learning opportunities and resources. The number in parentheses indicates the votes for each strategy.

Strategies to fill gaps in resources and learning opportunities
   - Create a regional network. (31)
   - Frame and communicate key messages to key audiences. (14)
   - Engage graduate students/future leaders. (13)
   - Provide applied training. (9)

Other strategies considered in the prioritization exercise included:
   - Offer specialized types of training.
   - Prepare and distribute information.

TOWARD A COMMUNITY OF PRACTICE

"Let form follow function"

In addition to developing alternative strategies to build the collaborative capacity of practitioners, the participants generated a range of options to connect practitioners in the Rocky Mountain Region. Before focusing on the reasons to connect practitioners and how best to do that, the participants briefly discussed other existing networks, communities of practice, and associations, including:

- Network for Landscape Conservation
- Rural Voices for Conservation Coalition
- National Network of Forest Practitioners (which is no longer around, so there may be some important lessons to learn by looking at this example)
- Cross Watershed Network
- Colorado Watershed Assembly
- Montana Watershed Coordinating Council
- Montana Forest Collaboration Network
- Extension Service
- Rocky Mountain Land Use Institute
- University Network on Collaborative Governance
- Partners for Conservation

While some of these examples focus on a relatively specialized set of issues or actors, the collection of examples suggests that there is no existing network, community of practice, or association that focuses on CBCC practitioners in the Rocky Mountain Region. Based on this observation, the participants developed a range of options for each one of the following elements that might serve as a framework for a regional entity: purpose, who, expected outcomes, activities and capacity. The options presented under each element are numbered for ease of reference; they do not represent any order of priority.

Purpose

1. Sustain rural communities and social outcomes via CBCC.

2. Provide an entrepreneurial approach to bring CBCC practitioners together.
   - Perhaps a "community of practice" is a better way to frame next steps, rather than a "network".
   - Efficiently leverage and share existing resources and capacity and strategically build needed additional capacity to fill priority gaps.

3. Mentor and equip the next generation of collaborative practitioners and leaders.

4. Focus on what is unique.
   - Balancing local needs and interests with national goals and mandates (especially on public lands).
   - Multi-issue/multi-objective focus on CBCC… rather than limited to particular issues.
   - The focus here is on promoting and supporting CBCC as a way of solving problems and putting conservation solutions on the ground that works for people and place.

5. Address gnarly issues via joint problem solving.
   - Provide a forum for questions.
   - Promote collaboration to solve problem for local places/issues.
   - Make better decisions.

6. Promote and support funding for CBCC in the Rocky Mountain Region.
   - Minimize efforts and duplication.
   - Seek and provide matching funds for capacity for facilitators, trainers and leaders.

7. Advance the practice of CBCC across the Rocky Mountain Region.
   - Elevate the practice of CBCC.
   - Support those doing local CBCC via existing networking organizations.
   - Provide practitioners the tools and resources to be more efficient and effective
   - Enhance and sustain capacity.
   - Advance the field of practice.
   - Respect different needs based on geography, scale, etc.
   - Share knowledge and other resources.
   - Fill gaps and/or connect to existing networks/avoid duplication.
   - Facilitate cross learning.
   - Create common approach to different challenges.
   - Achieve on-the-ground outcomes.
   - Communicate across scales; tell the right story for influence and impact.

8. Advance policy to enable and support CBCC.
   - Harness the political power of CBCC in the Rocky Mountain Region.
   - Facilitate communication and marketing to key audiences, such as federal and state policymakers, philanthropic foundations, others.
   - Build relationships to advance the practice of CBCC.
   - Collect and tell stories at different scales.
   - Achieve policy outcomes.
   - Rebuild power in local communities to support local economies and healthy landscapes.

Who

1. Current practitioners/people currently doing the work.
   - Facilitative leaders/coordinators
   - Participants
     - Landowners
     - Tribes
     - Conservation NGOs
     - Environmental NGOs
     - Recreationists
     - Local government
     - Industry and business
     - Economic development partners
     - Agency partners/multiple levels/leaders and staff
     - Extension agents
     - Conservation districts
     - Land grant universities
     - Funders
     - Other individuals and organizations

2. Future practitioners
   - Next generation of collaborative leaders; graduate and undergraduate students and youth.

3. Communities not represented
   - Young people
   - Tribes
   - Rural community members
   - Other under-represented constituencies

4. Other networks with overlapping interests/vision
   - Policy networks
   - Watersheds networks
   - State level associations
   - Large landscape conservation networks

Expected Outcomes

1. Promote and support CBCC efforts that strengthen and sustain livable communities, vibrant economies, and healthy landscapes.
   - Help landowners sustain working lands that also contribute to healthy economies, cultures and landscapes.

- Improve decision-making on the conservation of natural resources.

2. Clarify the meaning and key ingredients of CBCC.
   - Articulate key principles and best practices.

3. Increase the capacity and effectiveness of CBCC.
   - Transfer CBCC knowledge and capacity across topics.
   - Provide skills and tools to implement CBCC projects on the ground.
   - Inspire and equip future leaders; engage young people and connect them with education and work resources.
   - Increase the number of people who understand and operate as collaborative leaders.
   - Create capacity at the local level.
   - Foster a culture of collaboration.

4. Change policy to enable and sustain CBCC .
   - Increase interest and awareness of CBCC.
   - Create a unified voice in policy making at all levels; provide consistent talking points.

5. Increase investments/funding in CBCC.
   - Create collective impact strategy to allocate resources.
   - Grow and sustain dedicated funding to coordinate CBCC and to facilitate cross learning.
   - Provide funding at local and cross landscape level.
   - Nurture some type of funding partnership.

6. Create a support structure for CBCC in the Rocky Mountain Region.
   - A "network" to create and sustain funding.
   - A peer-to-peer learning network that smartly leverages and shares resources and learning opportunities across the region.
   - Support existing state level networks and or help build them if needed.
   - Encourage federal agencies, nonprofit organizations, and others to learn about each other.

Activities

1. Create a value statement.

2. Convene an annual meeting or periodic gathering.
   - Prioritize and coordinate activities and assess progress.

- Facilitate respectful dialogue to understand the cultures and needs of all stakeholders.
- Provide story-telling to share successes and lessons.
- Daylight CBCC work so it is less threatening.
- Organize as an un-conference where you have to teach or demonstrate some collaborative capacity building skill or tool.
- Create learning and information sharing across disciplines and geographies.

3. Provide technical resources, skills, tools, and best practices that build collaborative capacity.
   - Create a collaborative specialist learning network.
     o Organize, train and build capacity to establish trained strike teams/a cadre of peers to go to CBCC's to provide a set of skills and tools, solve problems and provide quality trainings based on needs defined by communities.
     o Coordinate with existing CBCC groups to tailor targeted trainings, problem-solving clinics, and resources to their particular needs and interests.
     o Address both collaborative skills and tools and substantive/technical issues
     o Provide mentoring and coaching.
     o Facilitate peer-to-peer exchange programs.
     o Host online resources such as webinars, podcasts, and radio shows (Tony Talks).
     o Share the mapping tool from New Mexico to assess the location of existing CBCC groups in a particular geography; use the assessment to identify gaps and opportunities.
     o Create a CBCC toolbox; include set of collaboratively developed collaboration skills and tool, materials to support CBCC organizations like charters, etc.
     o Easily searchable and accessible database of existing resources and learning opportunities.

4. Create a regional outreach strategy to promote CBCC.
   - Highlight and document success stories and use story telling.
   - Where federal agencies have effectively engaged in CBCC; show federal agencies how CBCC is effective.
   - How to manage difficult conversations.
   - To communicate lessons learned through a story bank or social network platform.
   - How to address different needs at different scales.
   - Create a culture of collaboration.

5. Advance policy to enable CBCC.
   - Change FACA to be none issue.
   - Inform and educate policymakers about CBCC.
   - Develop a strategy to engage policymakers at local, state, and national levels.

6. Create a regional funding strategy to support CBCC.
   - Identify private sector sources/need private fundraiser champions.
   - Seek and top into new funding streams; such as Healthy Rivers Fund based on an income tax check off program/fund.

7. Engage, inspire, and prepare future collaborative leaders.
   - Expand internships and create an internship network.
   - Provide mentoring opportunities.
   - Develop and share college curricula on CBCC.
   - Support young or beginning farmers.

Capacity

1. A <u>Leadership Team</u> to guide this emerging initiative and assemble the necessary resources to move from vision to action.
   - A subset of us!
   - CBCC practitioners
   - Ensure representation from each state
   - Ensure representation of key agencies – USFWS, USFS, BLM
   - Young people
   - Philanthropic foundations
   - Extension agents and their networks
   - Uncommon allies
   - Private landowners
   - Resource organizations, like land grant universities

2. A "<u>Backbone" Support Team</u> to provide facilitative leadership, organize and convene gatherings of the Leadership Team and members, prepare documents, conduct research, recruit other individuals and organizations, etc.
   - Current team of CCC and CNREP
   - Ruckelshaus Institute
   - CFRI
   - Others

3. Connect to and across existing State level networking organizations.
   - RVCC
   - Cross Watershed Network
   - Montana Watershed Coordinating Council
   - Montana Forest Collaboration Network
   - Others

4. Allow this initiative to emerge organically.

5. Build on existing networks if appropriate (e.g., explore the option of creating a regional Rocky Mountain network as part of the Network of Landscape Conservation).

6. Start small, clarify value added, and be realistic/everyone is busy.

GOING FORWARD: TOWARD AN ACTION PLAN

In the final analysis, the participants agreed on the need to strengthen and build the capacity of CBCC in the Rocky Mountain Region. They recognized that there is currently no overarching network or community of practice to connect CBCC practitioners, and to promote and support this growing movement.

As explained earlier, the participants explored options on how to most effectively and efficiently connect CBCC practitioners in the Rocky Mountain Region to share information, build collaborative capacity, solve problems, and garner support for each other's efforts.

Seven initial key messages emerged out of the workshop.

1. Promote and support CBCC efforts that strengthen and sustain livable communities, vibrant economies, and healthy landscapes.

2. Advance the practice of CBCC, in part by:
    a. Gathering and sharing tools and resources;
    b. Using a variety of delivery methods;
    c. Tailoring the message and method to audience; and
    d. Connecting practitioners to exchange lessons and engage in peer-to-peer learning and problem-solving, through existing state-level networks.

3. Create a regional network/community of practice.

4. Support existing statewide networks of CBCC and creation of new statewide networks.

5. Engage, inspire, and prepare future collaborative leaders
    a. through educational partnerships at the local, state, and regional level;
    b. developing a collaborative curriculum in colleges

6. Influence public policy to enable and sustain CBCC.

7. Create a regional funding strategy to support CBCC.

These initial key messages will serve as the foundation for a preliminary action plan to build the collaborative capacity of CBCC efforts across the Rocky Mountain Region. Twenty-four workshop participants volunteered to form a leadership team to carry the results of the workshop forward.

Next Steps

The following set of next steps are designed to move from vision to action:

1. Complete draft report summarizing the CBCC Workshop.

2. Circulate draft report for review and comment.
   a. Ask participants to ensure that we have accurately and completely captured the results of the workshop.
   b. Ask them to review and refine the initial seven key messages that emerged from the workshop.

3. Revise the draft report and produce and distribute the final workshop report.

4. Draft a preliminary action plan based on workshop findings and initial key messages.

5. Confirm and convene a Leadership Team to seek agreement on next steps towards an Action Plan.
   a. Review and comment on draft preliminary action plan
   b. Articulate next steps to create a regional community of practice
   c. Identify resources needed to move from vision to action; clarify the structure and process for moving forward

6. Revise and update the database of existing collaborative learning opportunities and resources; upload onto one or more web sites; share with CBCCs throughout the Rocky Mountain West; create an APP.

7. Compile and share an inventory of CBCC initiatives in the seven Rocky Mountain States.

8. Present this emerging vision, as appropriate, at upcoming conferences and workshops, including but not limited to:
   a. Connecting for Conservation (conference)
   b. Colorado Water Assembly

Appendix 1
Preliminary Leadership Team

Arizona

1. Tahnee Robertson, Southwest Decision Resources
2. Mark Brehl, Greater Flagstaff Forest Partnership
3. Karen Simms, Pima County
4. Tom Sheridan, Altar Valley Conservation Alliance/University of Arizona

Colorado

5. Richard Alper, Mediator
6. Retta Bruegger, Colorado State University Extension
7. John Rizza, Colorado State University Extension/Natural Resources Conservation Service
8. Dana Coelho, Urban and Community Forestry, US Forest Service
9. Casey Davenhill, Colorado Watershed Assembly
10. Heather Johnson, US Fish and Wildlife Service, Partners for Wildlife

Idaho

11. Amy Verbeten, Friends of the Teton River

Montana

12. Erin Farris-Olsen, Montana Watershed Coordination Council
13. Jim Burchfield, Montana Forest Collaboration Network
14. Gary Burnett, Heart of the Rockies

New Mexico

15. Alan Barton, New Mexico Forest and Watershed Restoration Institute
16. Martha S. Cooper, The Nature Conservancy
17. Elaine Kohrman, USFS Region 3

Utah

18. Lorien Belton, Jack H. Berryman Institute, Utah State University
19. Stephanie Minnaert, Grand Staircase Escalante Partners
20. Jay Olsen, Utah Watershed Coordinating Council

<u>Wyoming</u>

21. Wanda Burget, Accord Solutions/Wyoming Mining Natural Resources Foundation
22. Rox Hicks, USFWS (also representing Colorado)
23. Deb Kleinman, The Lupine Collaborative
24. Jessica Western, University of Wyoming

Appendix 2
Suggested Additions to the Existing Inventory/Database

The following list is organized by states in the Rocky Mountain Region and was generated by CBCC workshop participants. The list is a compilation of organizations that might be added to the existing database of collaborative learning opportunities and resources.

ARIZONA		
Name of Organization	**Name of Learning Opportunity or Resource & Notes**	**Website URL if known**
USFS Grey Towers	Leader as Convener Workshops	https://www.fs.usda.gov/detail/greytowers/confleadership/leadership/?cid=stelprd3824150
Partnership and Community Collaboration	Managing by Network	https://www.partnership-academy.net/managingbynetwork/
Desert Landscape Conservation Cooperative	Conservation/Adaptive Management Case Studies	https://desertlcc.org/event/online-portal-conservation-case-studies-western-north-america
Arizona Fire Adapted Communities Learning Network	Steering Committee and 3 hubs, AZ just starting (Mark Brehl is involved). National -	https://fireadaptednetwork.org/
Arizona Community Foundation	can help with board training	
Training Resources for the Environmental Community (TREC)	Board training	https://www.trec.org/
Annenberg Foundation's Alchemy	board training – have this available in AZ too, and list of best trainers	https://www.annenberg.org/what-we-do/alchemy/alchemy-overview
CAMNet	collaborative adaptive management network	
Cross Watershed Network (XWN)	Arizona Initiative and Four Corners region, and working on a state watershed clearing house, cross site visits, annual workshop	
Switzer Environmental Network	environmental fellowships, "find an expert" resource on their website (Switzer would pay)	
USIECR	roster of environmental conflict resolution professionals	

Existing place-based watershed and conservation collaboratives	Diablo Trust, Friends of Verde River, Altar Valley Conservation Alliance, Verde Front, Verde Watershed Restoration Coalition, Malpai Borderlands Group, Las Cienegas collaborative adaptive management	lascienegasadaptivemanagement.net
AmeriCorps VISTA	as a resource	
BLM National Training Center in Phoenix	online resources including collaboration and adaptive management	
Southwest Decision Resources	helping collaboratives to get started (strategy, process, collaborative governance, etc.); currently main organization in AZ doing capacity building and support for conservation and watershed collaboratives	
www.boardsource.org		
Conservation fundraising	book by Story Clark	
Altar Valley Conservation Alliance	Community day workshops-see website	
Malpai Borderlands Group		
Lower San Pedro Collaborative		
Santa Cruz River Collaborative		
Friends of Santa Cruz River		
Friends of the Verde		
Cienega Watershed Partnership	Las Cienegas Biological Planning, Las Cienegas Science of Sonoita Plain, Las Cienegas State of Watershed	
Buffel Gras Working Group		
Border Management Working Group		
AZ Riparian Council		
AZ Desert Tortoise Working Group		
AZ Native Fish Habitat Group		
AZ Conservation Partnership	Restore AZ	
Sentinel Landscape Restoration Group (SLURP)		
Gila Watershed Partnership		
Diablo Trust	Art day	
COLORADO		
Name of Organization	**Name of Learning Opportunity or Resource & Notes**	**Website URL if known**

Cross watershed network (XWN)	Workshops, cross visits, Practitioner directory	
Tamarisk coalition	Resources, Learning opportunities	
Colorado watershed assembly	Resources, Inflow newsletter, Watershed directory, Internships, List of trainings and workshops on website	
Industrial areas foundation		
CACD-association of conservation districts		
Colorado Ag Water Alliance		
Special District Association		
Young Farmers of America		
WECo	Water Leaders	
Future Farmers of America		
Colorado State University - CCC	Fellows program, atlas project, internships	
Department of the Interior Collaborative Action and Dispute Resolution	Training (emotional intelligence, public participation training, getting the core of conflict, etc).	
USECR(?)		
National Conservation Training Center	More breakdown of this resource as listed: Human Dimensions Foundations (has a collab conservation module), Easements course that includes Liz Madison's Partnership Academy components Conflict resolution, Crucial conversations, Speed of Trust	
Rio Grande Water leader training		
Headwaters Economics	Online resources, geospatial, demographics, etc.	
ARCGIS Business Analyst	Socioeconomic data on communities spatially mapped	
More joint venture resources		
Colorado rural water association??		
Conservation Finance Network	Peer to peer learning	
Conservation Finance Bootcamp	Week-long training	
USFS National Partnership Office	Online resources for collaboration partnerships	
Western Governors Association	Webinar series	

Name of Organization	Name of Learning Opportunity or Resource & Notes	Website URL if known
Urban Waters National Network	Peer network	
Colorado Water Conservation Board	Trout Tank H2O/TAPIN	
Colorado Partners in Outdoors	Annual conference	
Water Education Colorado	Water leaders program, Water fluency program	
San Luis Valley Water Conservancy District	Rio Grande Water Leaders Course	
Colorado Association of Conservation Districts		
Special District Association (Colorado)		
Colorado Ag Water Alliance	workshops	
Inter-basin Compact Committee (IBCC)		
Community Resource Center	Rural Philanthropy Days	
Mountain Studies Institute	Innovation Expo, Internship program, San Juan Mining conference, Forest to faucets teacher training, Connecting for Conservation	www.mountainstudies.org
Colorado Association of Conservation Districts		
Colorado Division of Agriculture		
IDAHO		
Name of Organization	**Name of Learning Opportunity or Resource & Notes**	**Website URL if known**
American Rivers		
Henry's Fork Watershed council	conference and tour	
Peer-to Peer interactions in general	(boots on the ground initiatives)	
Idaho Farm Bureau	Tours led by ag producers, need more for ag producers (Amy Verbeten as a contact)	
Idaho Association of Soil Conservation		
Community Foundation of Teton Valley	Non-profit management	
Community Foundation of Jackson Hole (Wyoming)	Non-profit management	
Columbia Basins Water Transactions Program	community-based water transactions (good collaborative model to look at)	
Inspire Classroom	in person and distant learning (Missoula, MT):	

	curriculum around sage grouse	
University of Idaho	Rangeland Center Fall Forum annually and Rock Creek	
Idaho Climate Summit		
Idaho Nonprofit Center	fundraising, leadership	
Chronicle of Philanthropy		
Standford Social Innovation Review	good, printed resources available	
Wild Trout Symposium	every 3 years: fisheries professionals, West Yellowstone, host international speakers	
Idaho Coalition Land Trusts	spring and fall: education opportunities/tours	
Idaho Water Users Association	few conferences through year: legal and water management issues (water law): one in Boise and one in Sun Valley	
Rocky Mountain Elk Foundation		
Small community based land trusts		
Are there more resources through our colleges and universities?		
Idaho Conservation League	provides collaboration over long periods of time, a nonprofit that is more advocacy focused, where do they fall in this whole collaborative process?	
University of Idaho: McCall Outdoor Science Center	graduate programs in education and working with young people; what are practitioner roles?	
MONTANA		
Name of Organization	**Name of Learning Opportunity or Resource & Notes**	**Website URL if known**
Montana Watershed Coordination Council	one on one support, sub granting, partner with other organizations e.g. Americorps, capacity building through monitoring training	
Headwaters Economics	provide economic data for collaborative processes	
Ranch Management consultants	who build capacity within the ranching community	

County extension agents	Who provide individualized support; some are more effective than others	
Watershed groups	sometimes act as trust building entity, bridge organization	
Conservation Districts	sometimes act as trust building entity, bridge organization	
Land trusts	can act as trust building entity, bridge organization	
State DNRC	grant program	
NEW MEXICO		
Name of Organization	**Name of Learning Opportunity or Resource & Notes**	**Website URL if known**
NMFWRI	resources – e.g. CFRP Guidance Documents (Multiparty monitoring guidance)	
Forest Stewards Guild	documents	
National Wildland Coordinating Group	M-410 fire training classes, have resources on facilitation; offered by the	
NM Office of Personnel	has annual conference on facilitation	
UNM School of Law)	Mediation training	
Fire Adapted Community Network (FACN)	statewide	
UTAH		
Name of Organization	**Name of Learning Opportunity or Resource & Notes**	**Website URL if known**
Conservation Lands Foundation –	provides training, funding opportunities, leadership, board training, for nonprofits focused on national monuments.	
Utah State University	a NEPA certificate program, GIS certificate program, master naturalist program,	
Utah Watershed Coordinating Council	through Division of Water Quality	
Utah Water quality task force		
Utah Water Watch	citizen science water quality	
NRCS	planner certification program	
EPA	Water Webinars, standards training twice a year (CWA) in DC	
Society for Ecological Restoration		

Society for Range Management		
USU Extension	internships – includes community based and conservation internships	
Watershed Restoration Initiative	funding opportunity	

WYOMING		
Name of Organization	**Name of Learning Opportunity or Resource & Notes**	**Website URL if known**
The Ruckelshaus Institute	Revise to reflect complete information	
Accord Resource Solutions		
Thunder Basin Grasslands Prairie Ecosystem Association (TBGPEA)	Don't really want our name out there because of limited capacity-Revise information in database; it is organization that shares best practices on the land base and landowners, educates university people on how to work with ranchers and others to achieve conservation goals	
Wyoming Agriculture and Natural Resources	Mediation Program	
Wyoming Extension		
Leadership Wyoming		
Lupine Collaborative		
Partners for Fish & Wildlife, U.S. Fish & Wildlife Service		
Land Conservation Assistance Network	state by state resource list of conservation programs	
Amos Eno		
Wyoming State Forest Service	Tree Manager's Focus Group	
The Northern Rockies	Tree School	
Cowboy Poetry		
Conservation Districts and other "embedded individuals"	who lead collaborative efforts, and can be found in industry groups as well	
Sage Grouse Implementation Team		
Western Agriculture and Conservation Coalition	peer to peer	
Intermountain West Joint Venture	peer to peer	
Northern Great Plains Joint Venture	peer to peer	
Northern Plains Conservation Network	peer to peer	

National Fish & Wildlife Foundation	funding	
Partners For Conservation	Private Lands Partners Day	

Appendix 3
Evaluation of the Workshop

The following is a summary of evaluative comments provided by workshop participants prior to the end of the workshop.

What worked? What went well?

- Good group and atmosphere; diverse group; diverse expertise; enthusiasm of the group; active listening and communication were key; diversity helped everyone focus on shared goals and values; good energy and willingness to lead and act; good listeners; walked the talk; appreciated learning and learning from landowners
- Good discussions and networking-lots of quality time for interactions
- Good facility and food and logistics; incredible attention to detail; good location
- Good facilitators; were prepared; were awesome; did a good job great facilitation and framing; adaptability and team approach; openness to working collaboratively after the workshop; walked the talk
- Effective workshop structure; great agenda, excellent front end work and excellent design; pre-workshop materials; participants photos and bios; pre-work was very helpful
- Small breakout groups worked well; good balance between sessions and breakouts, lots of breakout time; facilitators and recorders knew what to do; generated good ideas and kept us on track-keep using this model
- Great support; really felt like all thoughts were captured
- Process designed for maximum participation and output
- Thank you for funding support
- Breakout group by state-opportunity to plan and connect with colleagues; mixing up groups was great, opportunity to meet and work with new people
- Focus on gaps, needs, future and action
- Introductions and instructions at beginning of breakouts
- Pre-workshop and follow up
- Evening group activities
- Accomplished a lot in 1.5 days
- Happy this was not just about collaborative skills and tools, this is NOT what practitioners only need. Hope the CCC practitioners program and this network will take on the expanded focus.

What was missing? What could have been improved?

- More time on introduction activity

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- Think more intentionally about diversity of participants; especially cultural and religious differences and tribes, and more producers, more policy makers, legislatures, heads of agencies, industry and local leadership
- More clarification of terms
- Build in more time for people to get together informally and make commitments
- Make up of breakouts; let small groups to form organically; keep states together; not sure of facilitation during breakouts
- Almost an overwhelming amount of pre-workshop paper, information and homework; less paper-maybe consider posters or just PPT slides to summarize info. And can refer people to Google drive or website for detailed materials
- More structured facilitation
- More time for breakout groups; less time reviewing known and pre-workshop information
- Reporting back sessions were a little lengthy; maybe just the highlights are better approach, or have time limit for each group
- Could have had at least another half day to encourage deeper continued discussion; allow for additional brainstorming; for creative group problem solving; refining components; day 2 still very broad, would have liked to focus don to actions and commitments
- Time to share why passionate about collaboration to help reinforce our shared values and goals
- Timing; more people might have stayed if Tues – Thurs or maybe later in the spring
- Ask participants who is missing
- Confusing there was no link between the needs assessment and this conversation, and little connection between the gaps and barriers, also too much information to absorb in tables 1 and 2.

General Comments

- Hope there will be a report including action items
- Thank you for all the hard work, let's move things forward!
- I leave inspired
- Exceeded my expectations
- Engaging and fun
- Thank you so much for a great workshop!
- Great job!
- I am anxious to see the actionable items that percolate from these high-level discussions to accomplish more and better CBCC on-the-ground. May the momentum sustain and build to a well-focused crescendo. Thanks for all your efforts and for the invite to participate.

- Arizona team is going to meet in June with Cross Watershed Network to think about process to form an Arizona network
- Many, many thanks for organizing this workshop. We were well taken care of and the networking was great. Some great ideas and momentum got started here.
- Heather thank you-good to see university interacting on this type of level
- How do we spread the word?
- Need to leverage deep expertise and experience
- Meeting went well!
- An additional afternoon at an open space or natural area, may have allows us to gather additional creative ideas
- Thanks to Heather, Matt and Shawn, all the facilitators and people we might never see again. We accomplished so much and got to formative action plans because of all the work you did on the front end, and on the back end to pull it all together. Now get some sleep and time with your kids, cats and dogs.