



# Advancing Collaboration in California

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## Abstract

This paper is a celebration of the many efforts the state has already undertaken to advance collaborative landscape stewardship. Innovative and forward-looking state efforts have inspired the California Landscape Stewardship Network (CA Network) to look ahead in partnership with the state, and explore ways we can work together to advance collaborative landscape scale approaches even further. In many ways this paper reinforces a primary purpose of the CA Network- to support the field of existing practice that is already doing great work to advance collaborative stewardship. To this end, we greatly value the work of state staff and legislators to date, and look forward to continuing an ongoing partnership to support and grow what exists, and in some cases develop new approaches to working at the pace and scale needed at this time.

California's landscapes, and the life-sustaining resources that they hold, are being continuously affected by human activities and environmental changes. Interwoven relationships between people and the environment at different scales demands a continuous commitment to stewardship, and land management practices that look beyond jurisdictional boundaries. However, the geography of land management, environmental processes, and resource needs is complex and presents both incentives and challenges to collaboration.

In recent years, plans and policies to protect the state's communities, water, forests, coasts, and other resources have begun to focus on the need to manage landscapes collaboratively as the climate changes and the limits of both environmental resources and economic and other resources to meet these challenges are met. However, multi-benefit, cross-sector, cross-jurisdictional landscape-scale collaboration is still an emerging field, with many different leaders and practitioners working together to experiment and improve upon existing approaches—sometimes in unclear and overlapping ways.

While California's leaders have expressed strong support for collaboration, agencies and legislators are still seeking specific roles the state can play to activate and sustain this work at a regional scale. **This paper summarizes leading state plans and policies that call for regional collaboration, recognizes current challenges and successes in the field, takes a look at existing state funding sources to support this work, and ends with recommendations for how to advance this field of practice.**

Recommendations focus on six key directions: (1) increasing permeability between state government departments, (2) defining clear roles, (3) providing technical assistance, training, and evaluation, (4) operationalizing interagency data sharing, (5) expanding multi-year funding, and (6) increasing permitting and compliance efficiencies for stewardship and beneficial restoration projects.

**The CA Network encourages readers to take note of the many positive state efforts underway to promote collaborative landscape-scale approaches to stewardship. The CA Network is dedicated to supporting the implementation of and refining of these state efforts in partnership with state agency staff, the legislature, and practitioner community.** In the coming months the CA Network will continue to meet with state leaders and practitioners to review recommendations and explore where we can work together to increase the pace and scale of collaborative landscape stewardship practices; and seek to support the state in implementing important plans like the 2020 Water Resilience Portfolio.

## Introduction

The purpose of this paper is to help advance conversations and strategies with state agencies to increase landscape scale stewardship, conservation, and restoration of California’s lands through durable regional multi-sector collaboration. It summarizes and assesses key policies, collaborative principles, emerging opportunities and successes, and includes recommendations for the future.

### ***Introduction to California’s Collaborative Policy Foundation***

Many state plans and policies recognize that coordination among agencies, local governments, communities, non-governmental organizations, and private investors are essential to address the impacts of climate change and other significant current and future challenges.

In 2019 *The Governance of Sea Level Rise in the San Francisco Bay Area* (GSLR)<sup>1</sup> survey of stakeholders indicated the need for more coordination when it found that

“The main takeaway from our survey is that coordination is the name of the game. Lack of coordination emerges as the most important barrier to respondents’ collaborative activities, and as the main priority action to undertake in order to adapt to sea level rise in the Bay Area.”

The *January 2019 Draft California 2030 Natural and Working Lands Climate Change Implementation Plan* (NWL)<sup>2</sup> emphasized the need for collaborative activities and also the lack of resources to support collaborative activities when it stated that

“With lands extending across many jurisdictional boundaries, capacity building, technical assistance, and collaborative planning are critical to implementing the scale of ecologically meaningful activities we are targeting. Identifying and bringing together multiple participants, each with their own views and objectives, to set priorities, gather data, develop plans, secure funding, and implement activities is not an easy process. However, funding is often not available for these coordinating activities. **To the extent feasible, the state should make funding, resources, and staff available to support collaborative processes and planning.**”

This paper focuses on opportunities to improve long-term cross-jurisdictional collaboration to care for lands and communities. Common words describing collaborative activities include:

- Collaboration
- Coordination
- Partnership
- Shared/Together
- Across/Cross-Jurisdictional/  
Cross-Boundary/regional
- Increasing Capacity
- Long-term/Durable

The *California Biodiversity Initiative: A Roadmap for Protecting the State’s Natural Heritage* (Biodiversity Initiative)<sup>3</sup> notes the importance of not “picking winners and losers between the environment and

<sup>1</sup> Lubell, Mark et. al. (2019) *The Governance of Sea Level Rise in the San Francisco Bay Area*. Center for Policy and Behavior. Department of Environmental Science and Policy. University of California, Davis.

<sup>2</sup> Retrieved from <https://ww3.arb.ca.gov/cc/natandworkinglands/draft-nwl-ip-1.3.19.pdf>

<sup>3</sup> Retrieved from <https://www.californiabiodiversityinitiative.org/pdf/california-biodiversity-action-plan.pdf>

economy” — a message that can be extended to working lands and other sectors as well. The Biodiversity Initiative also describes the complex biodiversity that the state manages.

“California’s lands span more than 158,000 square miles with over 4,900 lakes and reservoirs, 175 major rivers and streams, and 1,100 miles of coastline. The deserts, mountain ranges, vast valleys, wetlands, woodlands, rivers, estuaries, marine environments, and rangelands and agricultural fields of California provide habitats for approximately 650 bird species, 220 mammals, 100 reptiles, 75 amphibians, 70 freshwater fish, 100 marine fish and mammals, and 6,500 taxa of native plants.”

The Biodiversity Initiative goes on to say a “system-wide perspective is essential for the survival of California’s species and biodiversity wealth.”

Recently, the October 1, 2019 *Water Resilience Portfolio Summary of Listening Sessions and Recommendations* (CWC Listening Sessions)<sup>4</sup> in response to the Governor’s Executive Order N-10-19<sup>5</sup> called out “Support for Regional Planning and Collaboration” with a number of specific recommendations. These include prioritizing regional multi-sector, multi-benefit projects; the need for broad participation to understand regional impacts and to share science; matching the scale to the planning goals while considering physical and institutional boundaries; support of long-term regional collaboration to support a larger vision as well as private investment; integration of state programs with regional efforts; and for the state to identify multi-year funding sources to support collaborative regional planning and equitable participation in regional planning processes.

These strategies, which include sharing knowledge, information, and resources, have the potential to address how projects in one community may negatively impact another, and can enable communities and state agencies to work together to ensure that all residents are cared for. The 2018 update to the *Safeguarding California Plan* (SCP)<sup>6</sup> found:

“A comprehensive approach to climate justice will require coordinating and sharing best practices across policy areas, jurisdictions, and state agencies. Local governments and communities must receive technical assistance and guidance to address vulnerabilities through climate planning. The impacts of climate change are bringing completely new challenges to established institutions, and new levels and forms of coordination will be needed to adapt to emerging hazards.”

### ***Review of Policies, Programs, and Research***

State agencies and programs have called for increased collaboration under a variety of themes: principles and values, working across jurisdictions and sectors, regional planning and project development, landscape management, technical assistance, multi-year funding, efficient and increased impact, inclusivity, and innovation. Agency and program language that supports adopting and advancing

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<sup>4</sup> Retrieved from [https://cwc.ca.gov/-/media/CWC-Website/Files/Documents/2019/08\\_August/CWC\\_WaterResiliencePortfolioRecommendations.pdf](https://cwc.ca.gov/-/media/CWC-Website/Files/Documents/2019/08_August/CWC_WaterResiliencePortfolioRecommendations.pdf)

<sup>5</sup> Retrieved from <https://www.gov.ca.gov/wp-content/uploads/2019/04/4.29.19-EO-N-10-19-Attested.pdf>

<sup>6</sup> Retrieved from <http://resources.ca.gov/docs/climate/safeguarding/update2018/safeguarding-california-plan-2018-update.pdf>

collaborative practices are organized under these themes in **The Call for Collaboration** section below. This section ends with examples of support from within existing agency and program mission statements, and a mention of regional staff coordinator roles the state is currently supporting.

### ***Putting Collaboration Into Practice***

Many challenges as well as success stories have emerged as landscape-scale collaboration has been implemented over time at the state level. These challenges and successes are identified in agency and program language and original research summarized below under the section titled **The Current State of Collaboration**.

### ***Recommendations***

This paper ends with key directions and recommendations for advancing collaboration across California (beginning on page 27). This final section was developed in partnership between landscape stewardship practitioners and state agency staff and legislators; and received major revisions after incorporation of over 300 comments received during the November 2019 convening of the California Landscape Stewardship Network. It represents the growing age of this work at the state level, and will be used to guide future conversations that advance this field of practice. While these recommendations were developed for state officials, they represent many aspects of the growing edge of landscape-scale stewardship. We encourage all readers to take stock in and embrace meaningful roles to advance this work. These recommendations will continue to be refined and advanced through future collaborative conversations.

### ***The California Landscape Stewardship Network***

The California Landscape Stewardship Network (CA Network) was formed in 2016 by several landscape-scale stewardship collaboratives from across the state. The CA Network was formed to support existing practitioners<sup>78</sup> by exchanging information and innovating solutions to shared challenges, while also creating a movement to grow and support adoption of collaborative landscape-scale stewardship practices across California. As of the date this paper was published, the CA Network is focusing on four primary areas:

- Creating compelling ways to convey the value and urgency of landscape-scale collaborative work
- Promoting data sharing through innovative, regional, cross-boundary platforms and systems
- Improving permitting and compliance approaches for more seamless and efficient cross-boundary project implementation

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<sup>7</sup> The CA Network has begun to map landscape stewardship collaboratives across the state:

[http://calandscapestewardshipnetwork.org/sites/default/files/2019-10/CLSNMap\\_08192019\\_Final%20V2.pdf](http://calandscapestewardshipnetwork.org/sites/default/files/2019-10/CLSNMap_08192019_Final%20V2.pdf)

<sup>8</sup> The first background paper developed by the California Tahoe Conservancy and Sierra Business Council for the October 2019 California Land Conservation Summit includes a series of maps of statewide collaboratives aligned with various state programs starting on page 7. This document can be obtained from the California Tahoe Conservancy.

- Refining policy and funding to support and advance stewardship and conservation at local, regional, and national levels

The CA Network currently partners with leaders<sup>9</sup> from across the state to support increased cross-jurisdictional collaboration, recognizing that these leaders are essential to advancing this work. This paper is an example of CA Network efforts to explore, share, and advance landscape stewardship practices in California in partnership with many others.

## The Call for Collaboration

Plans, policies, and research contain many examples of support for increased collaboration. The call is framed in state policy and elsewhere through a variety of themes. Themes include principles and values, working across jurisdictions and sectors, regional planning and project development, landscape management, technical assistance, multi-year funding, efficient and increased impact, inclusivity, and innovation. Each one of these themes has been expanded upon below, along with specific state agency language that speaks to the need for various types of landscape-scale collaboration and to their support for this work. This section ends with examples of support from within existing agency and program mission statements, and a mention of regional staff coordinator roles the state is currently supporting.

## Principles and Values

*Governor Newsom's Executive Order N-10-19*,<sup>10</sup> which ordered the creation of a water resilience portfolio, identifies several principles to guide portfolio creation that align with those used in landscape-scale stewardship efforts:

- Prioritize multi-benefit approaches
- Utilize natural infrastructure
- Embrace innovation
- Encourage regional approaches
- Incorporate successful approaches from other regions
- Integrate investment, policies, and programs across the various working areas of state government
- Strengthen partnerships at all levels of government and with other stakeholders

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<sup>9</sup> The CA Network has begun to identify leaders in the state seeking to advance landscape-scale stewardship efforts: [http://calandscapestewardshipnetwork.org/sites/default/files/2019-10/190927\\_Landscape-StwrdsHp-Graphic\\_03.pdf](http://calandscapestewardshipnetwork.org/sites/default/files/2019-10/190927_Landscape-StwrdsHp-Graphic_03.pdf)

<sup>10</sup> Retrieved from <https://www.gov.ca.gov/wp-content/uploads/2019/04/4.29.19-EO-N-10-19-Attested.pdf>

These principles and values are shared by many CA Network participants and landscape stewardship practitioners and are reflected in some of the CA Network values summarized below:

- *Interconnectivity*: Recognizing that human wellbeing and ecological health are intertwined, we work across geographical, jurisdictional, and social lines to holistically and collaboratively secure thriving and resilient ecosystems.
- *Inclusivity*: By encouraging diverse perspectives on common challenges, we strive to empower stakeholders from all backgrounds to actively engage in the movement and derive a shared sense of hope and belonging.
- *Empathy*: Through deep listening, we seek to understand the complex historical and emotional connections that bind individuals and communities with their environments—and offer ways to care for these places.
- *Adaptability*: Given the rapid rate of change across natural and human systems, we value flexibility and agility to respond to our ever-evolving understanding of land management and community needs.
- *Creativity*: Embracing inspired problem-solving and innovative ways of thinking, we overcome institutional barriers, deepen our partnerships, reimagine our roles, and explore cutting-edge technologies and paradigms.
- *Efficacy*: While respecting and building on the efforts of those who came before us, we focus a keen eye on the future by crafting solutions that are smart, cost-effective, and sustainable for generations to come.

These examples of collaborative regional principles show the cultural foundation regional collaboratives work from as they engage in long-term partnership work. Many of the state policies mentioned below call for enacting these principles and values in a variety of ways. Other examples of principles and values are commonly found in strategy documents guiding the long-term vision implementation of regional collaboratives.

## Working Across Jurisdictions and Sectors

State agencies and leaders have articulated the value of working together across jurisdictions, sectors, and levels of government, as well as collaborating with local communities.

Comments submitted during the review period of the 2019 *Cap-and-Trade Auction Proceeds Third Investment Plan* (TIP)<sup>11</sup> recommended using the TIP to “promote coordinated action between California Climate Investments and regional and city strategies, especially on mobility, sustainability, and climate.” The TIP notes that “Transformative Climate Communities emphasizes the development of long-term,

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<sup>11</sup> Retrieved from

[https://ww3.arb.ca.gov/cc/capandtrade/auctionproceeds/2019\\_thirdinvestmentplan\\_final\\_021519.pdf?\\_ga=2.30800511.111285889.1570651406-2061019611.1539292075](https://ww3.arb.ca.gov/cc/capandtrade/auctionproceeds/2019_thirdinvestmentplan_final_021519.pdf?_ga=2.30800511.111285889.1570651406-2061019611.1539292075)

cross-sector partnerships between and among multiple stakeholders, including award recipients, local government, community members, and the State.” Likewise, the third climate justice goal of the SCP ties collaboration to community resilience when it says to “Support and coordinate adaptation efforts across jurisdictions and policy areas to maximize community resilience.” The Director’s Message in the *California Water Plan Water Update 2018 (Water Update 2018)*<sup>12</sup> also calls for “integrated water management across all levels of government” responding to a growing sense of urgency to improve water management.

The Wildlife Conservation Board (WCB) and state conservancies under the California Natural Resources Agency (CNRA) are examples of state programs that actively collaborate with other state agencies and partners. The Wildlife Conservation Board *2018 Year in Review*<sup>13</sup> states that

“WCB also maintains essential partnerships with many other organizations, including federal, state, and local resource agencies, conservancies, joint ventures, and nonprofit conservation organizations. These partners provide additional resources and expertise, sustain local community support, and assist with project operations and maintenance costs. These creative partnerships have greatly expanded WCB’s capacity by helping us leverage state funds with other sources of matching funds.”

There is also a need for state agencies to work with other landowners simply based on the level of non-state land ownership. The NWL recognizes that “nearly half of all lands in the state are owned by the federal government, and less than three percent of forests in California are owned by the State. Thus, the State must work closely with private landowners and federal partners including the U.S. Department of Food and Agriculture (USDA) Forest Service, USDA Natural Resources Conservation Service, and U.S. Bureau of Land Management to manage lands across ownership at the landscape and watershed scale.”

Working internationally with other sectors to adapt, learn, and improve is also beneficial. The NWL recognizes the need to build and strengthen national and international partnerships.

“Jurisdictions around the world are also working to make their natural and working lands more resilient and sustainable. Collaborating with these national and sub-national entities and creating a shared commitment to action is a key element in building global momentum to protect natural and working lands.”

## Regional Planning and Project Development

Regional vision-setting and planning are fundamental to coalescing shared support for large-scale stewardship efforts. The NWL recognizes that “implementation at CNRA will require utilizing and developing regional, landscape, and watershed-level planning.”

Recommendations from the CWC Listening Sessions stated the Water Resilience Portfolio should include “a set of policy goals and objectives to guide collaborative, landscape-scale planning efforts that result in the best suite of regional projects to meet these goals.” They expand on this by calling for a centralized

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<sup>12</sup> Retrieved from <https://water.ca.gov/-/media/DWR-Website/Web-Pages/Programs/California-Water-Plan/Docs/Update2018/Final/California-Water-Plan-Update-2018.pdf>

<sup>13</sup> Retrieved from <https://nrm.dfg.ca.gov/FileHandler.ashx?DocumentID=165268&inline>

water data platform and lay out four ways the state can support collaboration and integration of water and land use planning:

- A shared understanding of conditions or problems (or the data to develop such);
- Technical expertise to access or interpret those data and associated uncertainties;
- Funding, resources, and capacity to work together (or a mandate when people are not willing to work together); and
- A clear process and venue for resolving disputes when they arise.

The 2015 Review of IRWM Planning and Implementation in California (IRWM Review)<sup>14</sup> notes a number of state planning models that have historically sought to support regional collaboration, including regional water quality control basin plans, habitat conservation plans, groundwater management plans, regional drinking water quality plans, and watershed management plans. The Wildlife Conservation Board Strategic Plan Update 2019-2024<sup>15</sup> notes:

“Over the past two decades, investments in large-scale, comprehensive conservation planning efforts have become a central part of the conservation picture in California. Probably the best example of large-scale conservation in California is the Natural Communities Conservation Planning (NCCP) program. When all currently established NCCPs are fully implemented, more than 1.5 million acres will be conserved; and equally important, valuable partnerships will have been created across diverse interests in local government settings.”

Redwoods Rising<sup>16</sup> is an example where state, federal, and nonprofit partners have come together to restore redwood forests on California’s north coast. The *Sierra Institute’s Sierra to California All-Lands Enhancement (SCALE)*<sup>17</sup> project is another example of collaboration between communities and local, state and federal partners working together on landscape-scale forest restoration and community improvement across California. In addition to peer-learning, SCALE results in shared cross-boundary strategies for forest restoration.

## Landscape Management

Including regional partners in landscape management has been identified as important to scale up impact and also to ensure activities in one area do not have negative consequences in another. The NWL states that “the strategies for managing natural and working lands will be implemented on a landscape scale to support multiple benefits and to reflect the regional social and cultural needs of the diverse populations they serve.” The NWL also states:

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<sup>14</sup> Retrieved from [https://aquadoc.typepad.com/files/review\\_of\\_ca\\_irwm\\_planning\\_implementation\\_feb2015.pdf](https://aquadoc.typepad.com/files/review_of_ca_irwm_planning_implementation_feb2015.pdf)

<sup>15</sup> Information on the strategic plan update and final strategic plan is located at <https://wcb.ca.gov/About/Strategic-Plan>

<sup>16</sup> Learn more at <https://www.savetheredwoods.org/project/redwoods-rising/>

<sup>17</sup> Learn more at <https://scale.sierrainstitute.us/>

“This larger view (of cross-sector interactions) will lead to a clearer identification of trade-offs among sectors and could lead to more innovative and comprehensive policy solutions. In combination with expanded efforts across all levels of government, an understanding of cross-sector interactions can result in efforts that optimize multiple benefits across sectors and across the State. This more inclusive approach could also help to address inequities that may arise in resource protection and climate change adaptation where one community has more resources and power versus another.”

Regional multi-jurisdictional governance is complex but effective models exist. Recommendations from the CWC Listening Sessions acknowledged “governance is messy and complex, which is typical of multi-scale systems” and recommended that “the State must encourage and support good decisions at local and regional levels (rather than make all the decisions).” The IRWM Review noted “Water management issues often vary between IRWM regions, as documented in individual IRWM plans.” Due to the complexity of regional collaboration, and the diversity of issues and participants that drive them, management approaches are framed at multiple and often nested scales. The IRWM Review supported three common governance approaches to regional collaboration: Joint Powers Authorities, Memoranda of Understanding or Letters of Mutual Understanding, and ad-hoc committee driven models. The IRWM Review also notes that the California Department of Water Resources (DWR) does not dictate any specific governance type.

Milman and Kiparksy’s paper *Integrating Governance Frameworks under California’s Sustainable Groundwater Management Act*<sup>18</sup>, recognizes that managing a complex regional resource like groundwater under the Sustainable Groundwater Management Act involves a complicated system of simultaneous and interacting government processes. This complexity calls for greater focus on helping participants at all levels understand their roles and where they can bring the greatest value.

In addition to vision setting, regional planning, and effective project implementation, long-term partnerships also support the monitoring and adaptive management process that helps assess project impacts and allows for improvement over time. The Biodiversity Initiative supports this in its summary approach to protecting and restoring biodiversity:

“First, we must identify what needs to be protected and establish goals. Second, strategies must be put in place to protect, manage and restore ecosystems to achieve these goals. Then, we must monitor progress toward achieving goals then adapt and adjust as we learn.”

The Secretary of the California Natural Resources Agency’s message in Water Update 2018 “prioritizes supporting local and regional efforts to build water supply resilience across California.” The message goes on to accentuate the importance of coordinated roles in regional management in saying “different regions of the state face different challenges and opportunities, all benefit from coordinated state support.”

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<sup>18</sup> Milman, Anita and Michael Kiparksy. (2019) *DRAFT Integrating Governance Frameworks under California’s Sustainable Groundwater Management Act*. UNIVERSITY OF Massachusetts and University of California at Berkeley.

The Lake Tahoe Environmental Improvement Program<sup>19</sup> holds the collaborative restoration goals for the entire Lake Tahoe Basin. Through this partnership, local, state, and federal government agencies, private entities, scientists, and the Washoe Tribe of Nevada and California have formally collaborated for more than 20 years to achieve priority projects and shared regional goals. The Santa Monica Mountains Conservancy, California State Parks /Angeles District, National Park Service, and Mountains Recreation & Conservation Authority entered into a Cooperative Management Agreement<sup>20</sup> over a decade ago for the management of the Santa Monica Mountains National Recreation Area, which continues to guide both formal and informal collaborative stewardship efforts. Cooperative management has been extremely useful in coordinating a wide range of land management, including stewardship, trails, resource protection, visitor services, community outreach, environmental education, and programming activities.

## Technical Assistance

Working at a landscape scale is a somewhat new and emerging field. Technical assistance has been identified as an important tool to support collaboration and to help to overcome inequities where one community may have more access to knowledgeable professional staff or financial resources than another. Senator Leyva’s bill SB 1072, *Regional Climate Collaborative Program: technical assistance*<sup>21</sup>, calls for “more coordinated technical assistance across state funding programs to ensure applicants know which program best suits their needs.” However, it appears that the state currently provides limited regional collaboration-focused technical assistance, and so this would be a somewhat new area for them to begin working in. Technical assistance supporting an emerging field of practice offers opportunities for state agencies and legislators to partner with practitioners successfully leading collaborative work across the state.

The Strategic Growth Council’s California Climate Investments Technical Assistance Program<sup>22</sup> is an example of an effort to provide coordination between state agencies and local communities. The Watershed Training Center<sup>23</sup> is an example of regional collaboration that provides technical assistance and other support to communities for safety, employment, and economic development, while addressing large-scale forest management goals. It was also one of the first to receive a grant from the state’s Regional Forest and Fire Capacity Grant Program<sup>24</sup>.

The Office of Planning and Research, state conservancies, resource conservation districts, community action agencies, and statewide networks that provide opportunities for peer exchange like the CA Network are also potentially poised to offer technical assistance.

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<sup>19</sup> Program documents and related information can be found at <http://www.trpa.org/about-trpa/how-we-operate/environmental-improvement-program/>

<sup>20</sup> Retrieved from [http://smmc.ca.gov/pdf/attachment1408\\_Attachment.pdf](http://smmc.ca.gov/pdf/attachment1408_Attachment.pdf)

<sup>21</sup> Retrieved from [https://leginfo.legislature.ca.gov/faces/billCompareClient.xhtml?bill\\_id=201720180SB1072](https://leginfo.legislature.ca.gov/faces/billCompareClient.xhtml?bill_id=201720180SB1072)

<sup>22</sup> Learn more at <http://sgc.ca.gov/programs/tech/>

<sup>23</sup> Learn more at <https://thewatershedcenter.com/>

<sup>24</sup> Also see discussion of this program under the section about existing funding programs and models below.

## Multi-Year Funding

As found in the partnership evaluation research *Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years* by Amy Mickel and Leigh Goldberg<sup>25</sup>, effective collaboration is commonly built on a history of trust and connectivity between partners. Multi-year funding can provide essential support for this kind of coordination. The TIP recognizes that “multi-year funding would also support greater collaboration and coordination among agencies.” They continue by acknowledging “multi-year funding commitments allow agencies to build meaningful relationships with stakeholders and plan outreach strategies that result in better project applications and more transformative projects” and “other programs may benefit from multi-year appropriations to achieve transformative change, improve administrative efficiency, foster capacity-building relationships with stakeholders, and offer more effective outreach.”

In a 2019 report titled *A Review of Models For Financing Integrated Landscape Investment*<sup>26</sup>, Seth Shames of EcoAgriculture Partners notes that integrated landscape investment support services, including the landscape stewardship models focused on in this paper, build and sustain an environment that enables integrated landscape investments. When the state supports long-term, sound, multi-stakeholder partnerships, it supports the ability of private investors to come to the table, identify investments that make sense, and match public funding for greater impact.

## Efficiency and Increased Impact

State agencies and programs realize the possibility of increased efficiency and impact when they effectively collaborate among themselves and regionally to implement a shared vision. *The California Vegetation Treatment Program (CalVTP)*<sup>27</sup> recognizes the complexity of addressing the threat of fire, citing the need to broadly integrate vegetation reduction efforts to provide a holistic approach to community fire protection. The Biodiversity Initiative also argues that “efforts must increase in size and accelerate in pace to achieve these goals in collaboration across all sectors and communities.”

The NWL recognizes the potential for increased efficiency and pace of implementation when it states:

“Moving away from siloed endeavors of individual agencies, cross-agency efforts can provide the greatest opportunities to impact natural and working lands effectively and efficiently to reach our 2030 and long-term objectives. Building more systematic cross-agency coordination could help speed up implementation and streamline application processes, maximizing both the available funds and the benefits of the investment.”

The TIP recognizes the efforts already underway to collaborate at many levels: “Agencies have already laid the groundwork to meet the requirements of the GGRF and are building partnerships with

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<sup>25</sup> Mickel, Amy and Leigh Goldberg. (2018) *Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years*.

<sup>26</sup> Shames, Seth. (2019) *A Review of Models For Financing Integrated Landscape Investment: Draft initial findings*. EcoAgriculture Partners.

<sup>27</sup> CalVTP and related information can be found at <https://bofdata.fire.ca.gov/projects-and-programs/calvtp/>

stakeholders, communities, potential applicants, and other State agencies for more effective program implementation.” The TIP further identified the ongoing need for effective collaboration, stating “If existing programs understand how their programs complement each other, they can minimize duplication and focus on projects that capitalize on their area of expertise.”

In the *2018-2022 State Coastal Conservancy Strategic Plan* (SCC Plan)<sup>28</sup> the State Coastal Conservancy recognized that “Since the last Strategic Plan, several other state agencies have started grant programs that directly overlap with the Conservancy’s programs...These overlaps increase the need for on-going, sustained coordination among the state agencies, such as when staff are reviewing grant applications and making funding recommendations.”

## Inclusivity

All of California’s residents have a role to play in land stewardship. All California communities deserve equitable support from state resources to effectively steward lands and resources. However, when people are disconnected from the lands that provide them with clean water, food, and protection from climate change impacts, or have gaps in resources to adequately participate in regional conversations, decision making processes, and stewardship activities, it is harder to garner their support and involvement. The NWL says:

“The State should help all Californians, even those in urban centers that seem far removed from these lands, understand that natural and working lands have a direct and meaningful impact on public health and wellbeing.”

Recent state grant guidelines, responding to the passage of Proposition 68 in 2018, have begun to include language to support programs and increased access for disadvantaged and vulnerable California residents living in urbanized and other areas with limited immediate access to parks and natural lands. State plans and policies also note the importance of involvement by tribes and non-governmental organizations, and community access to ensure California residents have a connection to the land and climate change.

The Strategic Growth Council provides support to disadvantaged communities through their Transformative Climate Communities, technical assistance, and research programs.<sup>29</sup> The Governor’s proposed FY 20-21 budget includes two leadership positions within the California Natural Resources Agency focused on environmental justice and tribal affairs; positions that will intersect broadly with California’s climate and natural resources efforts.<sup>30</sup>

The Air Resources Board’s California Climate Investments (CCI) is a “statewide initiative that puts billions of Cap-and-Trade dollars to work reducing greenhouse gas emissions, strengthening the economy and improving public health and the environment—particularly in disadvantaged communities, low-income communities, and low-income households.”<sup>31</sup>

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<sup>28</sup> Retrieved from [https://scc.ca.gov/files/2018/01/CoastalConservancy\\_StrategicPlan\\_2018\\_2022.pdf](https://scc.ca.gov/files/2018/01/CoastalConservancy_StrategicPlan_2018_2022.pdf)

<sup>29</sup> Learn more at <http://sgc.ca.gov/>

<sup>30</sup> Learn more at <http://www.ebudget.ca.gov/>

<sup>31</sup> Retrieved from <https://ww2.arb.ca.gov/our-work/programs/california-climate-investments>

The Draft 2020 Water Resilience Portfolio is a recent planning example that promotes regional inclusivity and a focus on meeting many water-related needs in disadvantaged communities. Examples include providing access to clean reliable water sources, support implementation of water efficiency measures, completion of a climate vulnerability assessment with a specific focus on disadvantaged communities, participation in integrated water resilience strategies by under-represented communities, technical and financial assistance for flood planning, and drought preparation, and sharing critical scientific data for effective climate planning and preparation.<sup>32</sup>

## Innovation

The state recognizes that innovative practices and collaboration are linked. The SCC Plan states, “The Conservancy will continue to foster a culture of entrepreneurial collaboration, innovative partnering and leadership.” Innovation is considered a central ingredient in the success of the One Tam partnership<sup>33</sup> and has been a driver within the CA Network to seek new solutions and paradigms to operationalize and increase the practice of landscape scale stewardship.

The NWL acknowledges the role technology can play in improving awareness and understanding of complex datasets and their implications on land management.

“We have begun to investigate the cross-sector interactions of natural and working land conservation through the use of RapidFire<sup>34</sup>, a model designed to evaluate high-level urban land use scenarios across a range of metrics, including carbon.”

## Agency Mission Statements

Finally, many state agency mission statements and strategic plans emphasize the need to collaborate or identify their role in collaboration with others (*italics added for emphasis*):

- **California Natural Resources Agency** - “To restore, protect and manage the state's natural, historical and cultural resources for current and future generations using creative approaches and solutions based on science, *collaboration* and respect for all the communities and interests involved.”
- **Wildlife Conservation Board** - “The Wildlife Conservation Board protects, restores and enhances California’s spectacular natural resources for wildlife and for the public’s use and enjoyment *in partnership with* conservation groups, government agencies and the people of California.”
- **State Coastal Conservancy** - “Our vision is of a beautiful, restored, and accessible coast for current and future Californians. *We act with others* to protect and restore, and increase

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<sup>32</sup> Learn more at <http://waterresilience.ca.gov/>

<sup>33</sup> Learn more at <https://www.onetam.org/>

<sup>34</sup> Learn more at [https://www.calthorpe.com/sites/default/files/Rapid%20Fire%20V%202.0%20Tech%20Summary\\_0.pdf](https://www.calthorpe.com/sites/default/files/Rapid%20Fire%20V%202.0%20Tech%20Summary_0.pdf)

public access to, California’s coast, ocean, coastal watersheds and the San Francisco Bay Area.”

- **Department of Water Resources** - “To sustainably manage the water resources of California, *in cooperation with other agencies*, to benefit the state’s people and protect, restore, and enhance the natural and human environments.”

## Role of the Coordinator

Supporting regional planning and project development and landscape management, state agencies and programs have played a variety of coordination roles over time. There are many existing models that include an organization or individual playing a coordinator role. Here are a few:

- Department of Conservation Forest Watershed Coordinator Program
- State Coastal Conservancy Program Managers
- Integrated Watershed Restoration Program<sup>35</sup>
- Resource Conservation Districts
- Several San Francisco Bay Conservation & Development Commission climate change staff positions<sup>36</sup>
- One Tam and similar landscape stewardship collaboratives

Most recently the Institute for Local Government and California Strategic Growth Council announced a new program, BOOST, designed to provide tailored support on advancing climate action in ten under-resourced cities and two regions. BOOST will provide support in several areas<sup>37</sup> that align with traditional roles of a landscape stewardship coordinator (see list of core coordinator functions below):

- Build awareness of funding opportunities to address climate action;
- Organize projects to be best positioned to meet its goals;
- Optimize existing resources and build more capacity;
- Strengthen relationships with key stakeholders and identify new opportunities for regional engagement and collaboration; and
- Transform their approach to addressing climate action.

Coordination occurs at many scales and for different reasons. In some cases the state is well positioned to coordinate on a certain issue, and this is important to consider when thinking about specific roles of each regional collaborator. In other cases, a regional or local partner with adequate resources and ability may play the role of regional coordinator. Landscape stewardship coordinators are typically able to facilitate and deliver the eleven impacts described starting on page 12 in the *Generating, Scaling Up, and Sustaining Partnership Impact: One Tam’s First Four Years* study.<sup>38</sup>

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<sup>35</sup> See <http://iwrp.rcdsantacruz.org/about-iwrp>

<sup>36</sup> For example the Climate Services Specialist, Adapting to Rising Tides  
<https://calcareers.ca.gov/CalHrPublic/Jobs/JobPosting.aspx?JobControlId=172436>

<sup>37</sup> A complete description of BOOST is available at [www.ca-ilg.org/BOOST](http://www.ca-ilg.org/BOOST)

<sup>38</sup> See [https://www.onetam.org/sites/default/files/pdfs/Generating\\_Scaling\\_Up\\_and\\_Sustaining\\_Impact-One\\_Tam's\\_First\\_Four\\_Years.pdf](https://www.onetam.org/sites/default/files/pdfs/Generating_Scaling_Up_and_Sustaining_Impact-One_Tam's_First_Four_Years.pdf)

## The Current State of Collaboration

Landscape-scale collaboration is a somewhat new and emerging field. As with any field of practice, there are both areas of success as well as challenges that can help map future growth. The state also offers a variety of funding opportunities designed in part to support collaborative management activities, which can act as a foundation to grow from.

### Areas of Success

Highlights of collaborative successes happening at many scales in California are summarized below.

#### ***Broad Partnerships***

The NWL recognizes that

“Successful regional collaborations such as the Sierra Nevada Watershed Improvement Program<sup>39</sup> and county-level efforts such as the Resilient Merced project should be encouraged and replicated in other areas, tailored to meet local priorities. Recent state efforts, such as the Watershed Coordinator Grant Program at the Department of Conservation or the Natural Resources Agency Regional Forestry Capacity block grant program are promising endeavors for building regional capacity across natural and working lands.”

The *Salton Sea Management Program*<sup>40</sup> also involves collaboration among state agencies (CNRA, DWR, and the California Department of Fish and Wildlife [CDFW]). These agencies work together to develop regional and local partnerships with water and power districts, tribes, and counties to achieve multi-benefit collaborative projects that result in sustainable ecosystems and economic and public health for the entire region.

Likewise, Water Update 2018 notes that “collaboration across resource management sectors and communities is essential to the success” of the Biodiversity Initiative<sup>41</sup>; a plan to support both California’s biodiversity and its economy.

#### ***Working at Scale***

The NWL recognizes the value of state conservancies, all of which function at a regional scale in partnership with others: “the CNRA’s ten regional conservancies, with a track record of working to conserve open space, restore lands, and increase access to parks and recreation, will be a key partner in local implementation.” The SCC Plan also recognizes that large-scale, partnership-oriented approaches are baked into the approach of the organization:

“Elements of how the Conservancy works: 1) the engagement of Conservancy staff in long-term partnerships dedicated to planning and implementing large-scale programs and innovative pilot projects, and 2) a focus on accomplishing multi-objective projects at multiple geographic scales

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<sup>39</sup> Learn more at <https://sierranevada.ca.gov/wip/>

<sup>40</sup> Find the Phase I: 10-Year Plan and appendices at <http://resources.ca.gov/salton-sea/salton-sea-management-program/>

<sup>41</sup> This plan may be retrieved from <https://www.californiabiodiversityinitiative.org/pdf/california-biodiversity-action-plan.pdf>

and over many years or decades. The Conservancy's role in achieving conservation successes includes:

- Facilitating and coordinating regional collaborations to develop plans, address emerging issues, and identify and implement recommended plan priorities.
- Resolving potential permit roadblocks and coordinating agencies (such as facilitating joint agency review of projects) to support implementation of regionally important projects.”

The SCP recognizes the Governor's Office of Planning and Research (OPR)'s role in “coordinating regional and local adaptation efforts with state initiatives, which complements the role of the Natural Resources Agency to coordinate state government's comprehensive strategy to adapt to climate change. *Senate Bill 246* of 2015 established the *Integrated Climate Adaptation and Resiliency Program*<sup>42</sup> at OPR to help organize a cohesive and coordinated response to the impacts of climate change across California. This program is developing holistic strategies to coordinate climate activities at the state, regional and local levels while advancing social equity.”

### **Leveraged Funding**

Matching funds are another positive outcome of collaboration. The *Wildlife Conservation Board 2018 Year in Review* found that “In 2018, approximately \$77 million of WCB grant expenditures were matched by nearly \$76.6 million in partner contributions.”

### **Social Impacts and Factors of Success**

The One Tam 4-year partner study *Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years*, the study of a Marin County-based landscape-scale partnership that is a member of the CA Network, identifies 11 positive impacts resulting from effective collaboration. Measured impacts include connectivity, trust, creativity, resource sharing, added capacity, partner culture awareness, efficiency, scale, individual effectiveness and resilience, collaborative culture, and expanded connectivity. Examples of these impacts are summarized here:

- **Connectivity** between partners and the community increased by 278% over four years. Study findings also showed a 60% increase in reports of daily interactions and a 185% increase in weekly interactions among One Tam partners from before the partnership was formed and year four.
- **Trust** increased within the community and between organizations and individuals. Trust among the five partner organizations has increased by 80% since the partnership formed in 2014. Survey findings also show that trust between individual One Tam partner staff is exceptionally high.
- **Creativity** increased through visioning, risk taking, and problem solving. One Tam is perceived as being highly effective in generating new ideas and implementing creative solutions. It has also innovatively addressed existing problems, programs, and projects—an essential part of moving beyond traditional barriers to partnering across jurisdictional boundaries.

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<sup>42</sup> Learn more at [https://leginfo.legislature.ca.gov/faces/billCompareClient.xhtml?bill\\_id=201520160SB246](https://leginfo.legislature.ca.gov/faces/billCompareClient.xhtml?bill_id=201520160SB246)

- **Resource sharing**—including data, equipment, space and funding, and knowledge and expertise—increased between partner staff and volunteers. Over One Tam’s first four years, reports of daily and weekly sharing of resources increased as follows: equipment 345%, volunteers 476%, staff 116%, and data and information 133%.
- **Capacity** increased through hiring new partnership staff, cultivating new funding sources, leveraging existing funding, and sharing partner knowledge and skills. One Tam raised \$6.3 million from private foundations and corporate and individual donors in four years; matching agency funding and advancing their priority programs and projects.
- **Awareness** of individual partner cultures and challenges resulted in increased respect and positive leveraging of those differences.
- **Efficiency** increased with creating a formal partnership governance structure that complemented that of each individual organization, regularly assessing partnership health, remaining flexible to quickly adapt and respond to changing needs and issues, and becoming a centralized resource for the work being performed and opportunities to get involved at a landscape scale.

The *Regional Collaboratives for Climate Change (RCCC)*<sup>43</sup> report from the Institute for Sustainable Communities found five “factors of success” that result in many of the positive impacts described above. These include:

1. Co-creating regional solutions through joint production
2. Ongoing external stakeholder and community engagement
3. Ensuring that members’ see high value and that their participation counts through tracking progress or evaluating the collaborative’s success
4. Investing in high-quality training and tools as well as research and analysis
5. Organizing around strategic and specific plans or goals and adhering to the collaborative’s priorities

## Challenges

As an emerging field, challenges present the practice of long-term cross-jurisdictional collaboration with areas to innovate, grow, and succeed.

### **Resource and Issue Complexity**

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<sup>43</sup> Adams, Steve and Karina French. (2019) *Regional Collaboratives for Climate Change — A State of the Art*. Institute for Sustainable Communities.

Water Update 2018 recognizes that California is complex, and that this complexity can present challenges when managing the state’s resources. Regional changes affecting California’s interconnected systems include climate change, demographic shifts, housing and clean water shortages, extreme hydrologic events and droughts, declining ecosystems and groundwater, aging infrastructure, social and political conflicts, declining forest and headwaters health, catastrophic fires, and changing demands for water. Water Update 2018 also identifies some additional systemic and institutional challenges, including fragmented and non-coordinated initiatives and governance, inconsistent and conflicting regulations, insufficient capacity for data-driven decision making (specifically that the data is not stored or shared to provide easy access within or among agencies), insufficient and unstable funding, and inadequate performance tracking of state and local investments.

In many instances, including Governor Newsom’s *Executive Order N-19-19*<sup>44</sup>, *California’s 2017 Climate Change Scoping Plan* led by the California Air Resources Board<sup>45</sup> and the Biodiversity Initiative, language used by the state emphasizes the important need for their involvement and for working across state programs, but places less emphasis on the need for collaboration with other sectors, levels of government, and communities.

### **Funding**

In 2018, Leigh Goldberg Consulting’s research in partnership with the CA Network was published in *Capacity Building for Collaboration: A Case Study on Building and Sustaining Landscape-Scale Stewardship Networks in the 21<sup>st</sup> Century*<sup>46</sup>. Based on interviews conducted with 39 voluntary participants in the United States and Canada, including network practitioners, funders, scholars, subject matter experts, policymakers, and government affairs specialists, the case study identified five key financing challenges facing landscape stewardship networks. These challenges are:

- 1. Landscape Stewardship Networks Have Unique Capacity Needs:** Networks need talented and dedicated leaders to facilitate collective work and serve as the “connective tissue” to ensure effective ongoing coordination and communication, problem solving, visioning, and accountability. Networks also need to have the ability to aggregate, track, and monitor cross-boundary scientific data from multiple partners and across multiple platforms to determine trends and develop management plans. Collaborative work requires support and flexibility to create new management frameworks and to innovate to overcome institutional barriers and advance shared goals.
- 2. Deep, Cross-Boundary Collaboration is Still a Maturing Field:** The necessary skill sets, practices, policies, and funding models for landscape-scale stewardship networks are still emerging and evolving. Creating new funding models and paradigms takes time, requires frequent innovation and risk-taking, and can involve steep learning curves for all involved.
- 3. There is a Shortage of Significant, Stable Public Funding to Steward and Sustain Conserved Lands:** According to the California Protected Areas Database, almost half of the state’s land

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<sup>44</sup> Retrieved from <https://www.gov.ca.gov/wp-content/uploads/2019/09/9.20.19-Climate-EO-N-19-19.pdf>

<sup>45</sup> Retrieved from [https://ww3.arb.ca.gov/cc/scopingplan/scoping\\_plan\\_2017.pdf](https://ww3.arb.ca.gov/cc/scopingplan/scoping_plan_2017.pdf)

<sup>46</sup> Goldberg, Leigh. (2018) *Capacity Building for Collaboration: A Case Study on Building and Sustaining Landscape-Scale Stewardship Networks in the 21<sup>st</sup> Century*.

mass is protected for open space purposes. This land requires ongoing collaborative stewardship to protect its ecological, social, and economic values. However, current public funding is limited and what is available is often restricted in what it can be used for. Without a well-supported landscape-level approach to long-term stewardship, many interviewees believed that these resources are at risk.

4. **Landscape Stewardship Tends to Hold Less Overt Funder Appeal:** Despite philosophically supporting stewardship endeavors, funders and policymakers continue to prioritize projects that result in additional acres of preserved lands or more tangible, immediate results. Many funders see stewardship as an endless endeavor and prefer more finite achievements with shorter timelines.
5. **Natural Landscape Problems Are Often “Out of Sight, Out of Mind”:** The maintenance needs of highly dynamic natural landscapes are often more difficult to communicate and comprehend—and therefore fund—than more visible infrastructure needs. This issue is exacerbated by the lack of a consistent, shared vocabulary in the environmental community and the need to collaborate with other sectors.

### ***Collaborative Function and Shared Approaches***

The GSLR survey provides a regional portrait of the challenges facing regional collaboratives in the Bay Area. The survey was taken by 722 individuals representing 385 organizations, including local, state, and federal government departments, higher education institutions, environmental organizations, and consultancies. The GSLR survey “investigated the perceptions and collaborative activities of a wide range of stakeholders who deal with sea level rise in the Bay Area in their everyday work and/or are involved in the governance processes aimed at addressing it. Understanding their perceptions of this policy issue, their policy preferences, their collaborative activities and the challenges they face in addressing sea level rise is important in order to bridge the science of climate and the social science of coordination and collaboration processes in contexts of fragmented authority and multi-level governance.”

Survey findings can be divided into two key challenges: the scale and maturity of regional collaboration, and regional agreement on the best approach to addressing sea level rise.

### **Scale and Maturity of Collaboration**

- “Most San Francisco Bay Area stakeholders work at the local level, with a smaller number working across the entire region.”
- “Most collaborative activities are at early stages of the policy process, and comprise sharing information, joint planning, public outreach, funding applications, and research.”
- “we observe an abundance of collaboration related to sea level rise, resulting in a very dense network of bilateral collaborative relations—comprising a core group of highly connected agencies and stakeholders spanning governance levels and territorial jurisdictions—and in a myriad collaborative initiatives ranging from the local to the regional level and comprising both formal initiatives and informal networks gathering stakeholders around climate adaptation goals. The system of governance related to sea level rise in the Bay Area is rapidly emerging, and

fostering the trust and reputation-building mechanisms that are key conditions for successful policy coordination.”

- “collaboration appears to be still in the early stages. Most respondents engage in exchange of information and outreach activities jointly with other organizations; they also perform research activities and joint applications for funding. However, deeper and more formal types of collaborative activities, e.g., signing a formal agreement, coordinating permitting processes, etc. are rare.”

### **Regional Agreement on Best Approach**

- “There is a relatively high level of agreement on perceived risks, but much lower level of agreement on appropriate infrastructure and governance actions.”
- “While stakeholders desire an overall climate adaptation plan that identifies an appropriate mix of “gray” and “green” infrastructure, there is an aversion to creating any new regional authority; assigning responsibility to an existing agency receives lukewarm support.”
- “As is typical in public policy, policy-makers and stakeholders appear to have a high level of agreement on the nature of the problem, the risks that it poses, and the menu of available solutions, but struggle to agree on the concrete actions to implement.”
- “By far the largest perceived barrier is the lack of an overarching climate adaptation plan for sea level rise to guide decisions and projects across the region. The next significant set of barriers can be conceptualized as resources needed to support an overall plan: political leadership, financial resources, public support, and human resources.”

The RCCC report found four “key barriers and gaps in capacity” that speak to and expand upon outcomes from the research described above:

1. Lack of funding and resources for staffing collaborative work, specifically for direct engagement with stakeholders
2. Lack of success in public communication about climate issues and collaborative work
3. Lack of success in integrating climate goals and commitments into operations and investments
4. Gaps between current research and analysis and the scale needed to make a regional impact

One RCCC report coordinator touched on social equity implications when adequate funding isn’t available to support ongoing regional partnership efforts:

“Funders don’t recognize that collaboration takes a lot of money, especially when it comes to engaging with disadvantaged, harder-to reach stakeholders. These require the most meaningful engagement: time. And the best way to do that is with funding.”

The Network for Landscape Conservation report *Pathways Forward: Progress and Priorities in Landscape Conservation*<sup>47</sup> further affirms the challenges mentioned above in their Five Major Challenges to Collaboration identified by forum participants:

1. Insufficient capacity, most notably difficulty funding the “backbone” leadership and coordination identified as critical to these efforts, as well as difficulty finding funding in the longer time frames required for this work
2. Insufficient skills and experience in working collaboratively; lack of access to training, models, and expertise in this evolving field
3. Communications challenges, including connecting in meaningful ways with a broad range of partners on landscape values, communicating effectively with funders and elected officials on the pivotal importance and urgency of this work, and more fully capturing and sharing the key elements to success
4. Meeting/collaboration fatigue, given that this work comes on top of other duties, and exacerbated in situations where the collaborative structure is under-developed and/or under-resourced
5. Difficulty measuring/demonstrating success, especially demonstrating how the partnership is adding value in ways that may be different than “bucks and acres” evaluation metrics (e.g., measuring the value of increased social capital, better and more widely shared information, and more democratic and inclusive processes)

**In summary, the research points to several shared capacity issues:**

Issue	Descriptions of Need
Unique Capacity Needs	Long-term commitment, backbone and connective tissue, leadership and support, collaboration fatigue and added responsibility, robust communication and relationship building
A Maturing Field	Collaborative skillsets; communication about need, value, and impact; lack of formal collaboration; lack of technical assistance available to support growth and evolution; need for effective regional organizing; regional data collection
Communications	Value, urgency, scale, assessment of impact
Business Planning	Regional vision and goals for climate and other themes integrated into operations and investment strategies, lack of funding and resources, insufficient skills, lack of capacity

The NWL recognizes that “Our landscapes are diverse and complex systems, managed by many agency programs pursuing land-based projects for different objectives, often leading to significant inefficiencies and incongruous guidelines.” However, the GSLR responds with a message of hope from its findings:

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<sup>47</sup> Network for Landscape Conservation. (2018) *Pathways Forward: Progress and Priorities in Landscape Conservation*.

“Our research experience suggests that informal collaboration is insufficient, on its own, to bring about agreement concerning investments of comparable magnitudes... At the same time, informal collaborative activities create the underlying trust and mutual understanding that are pivotal to more formal arrangements, primarily in terms of shared or pooled authority across agencies and across levels of governance.”

By addressing the capacity issues mentioned above, there is an opportunity to leverage the energy of early collaborative efforts and realize the benefits of formal long-term collaboration.

### Existing Funding Programs

There are a variety of state funding opportunities that could help landscape-scale collaborations to increase ongoing capacity or deliver cross-jurisdictional projects.<sup>4849</sup> However, while these programs are well aligned with this kind of work, none are a perfect, catch-all solution to addressing long-term capacity or project planning and implementation needs. Grant program managers and legislators can look to further improve upon this current suite of funding sources by seeking ways to meet the unique capacity challenges of landscape-scale collaboratives mentioned above. Because the best approach to funding ongoing landscape-scale work is often to creatively combine a variety of public, private, and philanthropic funding sources, landscape stewardship practitioners reading this paper should also consider the following list when reviewing their financial needs, business planning, and current funding portfolio.

Agency	Grant Program	How this Program Supports a Landscape-Scale Approach
California Department of Forestry and Fire Protection (CAL FIRE)	<a href="#">Forest Health Grant Program</a>	Provides funds for nonprofits and local and state resource agencies to implement collaborative projects that extend across multiple land ownerships with the goal of creating resiliency in California’s forests.
Strategic Growth Council (SGC)	<a href="#">Climate Research Program</a>	Funds research projects that provide tools and resources to build resilience in vulnerable communities and ecosystems, advance climate adaptation solutions, and support the development of low-greenhouse gas and clean energy technologies. One research priority is “increasing data accessibility and planning support for state, local, and regional climate change planning.”
California Natural Resources Agency (CNRA)	<a href="#">Environmental Enhancement and Mitigation Program</a>	Provides funding for projects that help mitigate the environmental impacts of transportation facilities. Guidelines prioritize projects that provide multiple benefits to help California decrease air and water

<sup>48</sup> Water Update 2018 also mentions additional funding mechanisms to consider including Enhanced Infrastructure Finance Districts, watershed assessments, and advanced mitigation funding.

<sup>49</sup> In addition to this list of programs, the second and third background papers developed by the California Tahoe Conservancy and Sierra Business Council for the October 2019 California Land Conservation Summit contain excellent summaries of historic funding for conservation and related state grant programs. These papers may be obtained from the California Tahoe Conservancy.

Agency	Grant Program	How this Program Supports a Landscape-Scale Approach
		pollution, reduce consumption of natural resources and energy, increase reliability of local water supplies, and increase resilience to climate change.
California Natural Resources Agency (CNRA)	<a href="#">California River Parkways</a>	Supports parkways projects such as trails and parks, creek restoration, and low-impact flood management projects that provide public access along rivers, streams, and creeks. The program seeks projects that produce multiple benefits, including reducing risks from climate change impacts, and that demonstrate collaboration with local, state, and community entities.
California Natural Resources Agency (CNRA)	<a href="#">Cultural, Community, and Natural Resources Program</a>	Funds a wide range of projects, including those that enhance landscape resilience in areas of the state not within the jurisdiction of a state conservancy.
Wildlife Conservation Board (WCB)	<a href="#">Regional Conservation Investment Strategies Grant Program</a>	Funds the development of regional conservation investment strategies. By design, this program supports landscape-level conservation through regional planning and coordination.
Wildlife Conservation Board (WCB)	<a href="#">Climate Adaptation Program</a>	Funds climate adaptation projects for natural and working lands, including conservation agreements, adaptation and resiliency planning, technical assistance for land managers, and improved rural-urban coordination on climate change adaptation.
California Department of Fish and Wildlife (CDFW)	<a href="#">Natural Community Conservation Planning Grants</a>	Taking an ecosystem approach to planning for the protection and perpetuation of biological diversity, grants are provided to assist entities with the implementation of NCCPs throughout the state.
California Department of Fish and Wildlife (CDFW)	<a href="#">Endangered Species Act Habitat Conservation Planning Grant Program</a>	CDFW is the state sponsor of the federal Endangered Species Act Section 6 Grant Programs; CDFW and local partners have been very successful in the national competition for these grant funds. Plans with large geographic areas, multiple species, high match amounts, multiple stakeholders, and high conservation importance score highest.
California State Coastal Conservancy (SCC)	<a href="#">Proposition 1 Grant Program</a>	Provides funds for multi-benefit ecosystem and watershed protection and restoration projects. Priority project types include water sustainability improvements, anadromous fish habitat enhancement, wetland restoration, and urban greening.
California State Coastal Conservancy (SCC)	<a href="#">Proposition 68 Grant Program</a>	Provides funds to create parks, enhance river parkways, protect coastal forests and wetlands, support outdoor access, provide lower cost coastal accommodations, and conduct climate adaptation.

Agency	Grant Program	How this Program Supports a Landscape-Scale Approach
California State Coastal Conservancy (SCC)	<a href="#">Climate Ready Program</a>	Provides funds to implement climate adaptation projects using natural infrastructure; also supports adaptation plans to protect built and natural infrastructure from sea level rise and other climate adaptation issues.
California Department of Conservation (DOC)	<a href="#">Forest Health Watershed Coordinator Program</a>	Funds watershed coordinator positions to develop and implement watershed improvement plans consistent with the California Forest Carbon Plan and Executive Order B-52-18. Watershed coordinators facilitate watershed-scale collaborations, promote integrated watershed management efforts, and support local implementation activities to restore resilience to forest lands.
California Department of Conservation (DOC)	<a href="#">Regional Forest and Fire Capacity Program</a>	Seeks to increase regional capacity to prioritize, develop, and implement projects that improve forest health and fire resilience, facilitate greenhouse gas emissions reductions, and increase carbon sequestration in forests throughout the state. Block grants can be utilized by recipients to support regional implementation of landscape-level forest health projects.
California Department of Water Resources (DWR)	<a href="#">Riverine Stewardship Program</a>	Delivers technical and financial assistance for the protection of listed fish species in combination with flood risk reduction and ecosystem enhancement of urban streams.
California Department of Water Resources (DWR)	<a href="#">Integrated Regional Water Management Grant Programs</a>	Provide funds for collaborative efforts to manage all aspects of water resources in a region. IRWM crosses jurisdictional, watershed, and political boundaries; involves multiple agencies, stakeholders, individuals, and groups; and attempts to address the issues and differing perspectives of all the entities involved through mutually beneficial solutions. There are 48 IRWM regions in California covering about 87% of the state’s geography and 99% of its population.
California Air Resources Board	<a href="#">Greenhouse Gas Reduction Fund-multiple programs</a>	A market-based mechanism that places a statewide cap on greenhouse gas (GHG) emissions by issuing a limited number of allowances per year to fund a range of GHG reduction and climate resilience strategies.

## Recommendations to Advance Effective Collaboration and Achieve Statewide Goals

The Advancing Collaboration in California paper reflects the robust body of evidence that the state is seeking to increase the adoption of landscape-scale approaches to address its most pressing needs. The following recommendations are a reflection of future directions the state has indicated it wants to go. All of these recommendations assume CA Network participants will actively support and partner with the state to execute these recommendations over time. State agencies, programs, and its leaders are doing excellent work to advance landscape-scale stewardship practices in many arenas right now. First and foremost, we encourage strengthening and expanding existing efforts. Successful state efforts supporting collaborative landscape-scale work are listed throughout this paper, and many specific examples are provided below under each recommendation.

While the following recommendations were crafted for state agencies, legislators, and their staff based on their unique roles and opportunities stewarding California's landscapes, they are applicable to federal agencies, regional and local partners, and landscape stewardship practitioners. These recommendations must be implemented in partnership with many others outside of state government who play important roles in effective regional collaboration. *These recommendations have already been refined in response to over three hundred comments by practitioners and state staff, and will continue to be refined and advanced through ongoing collaborative conversations.*

**The CA Network encourages readers to take note of the many positive state efforts underway to promote collaborative landscape-scale approaches to stewardship. The CA Network is dedicated to supporting the implementation of and refining of these state efforts in partnership with state agency staff, the legislature, and practitioner community.**

This section is organized into three parts: **High-Level Directions**; **Specific Recommendations**; and **Future Opportunities to Explore**. The **High-Level Directions** area is the compass intended to direct policy at a high level and captures six major focus areas to strive toward. The **Specific Recommendations** area outlines clear recommendations and examples that were developed from state policy analysis, conversations with dozens of state agency staff and landscape stewardship practitioners, and best practice landscape stewardship examples. The **Future Opportunities to Explore** area includes additional recommendations that require more research and thought, but which stood out as possible opportunities for future consideration.

### High-Level Directions (Dir)

- Dir 1. Increase Connection Across State Government Agencies and Programs - Coordinated regional support by state government begins with increased coordination among government agencies and programs.
- Dir 2. Define Clear Roles (while being aware of instituting silos) - Understanding individual strengths and roles allows collaborators to accomplish a shared vision more efficiently and effectively; and draws on these strengths for innovation and impact over time. When participating in collaborative regional efforts, state agencies must give their staff adequate capacity to participate, clarity about the roles they are expected to play, and the flexibility to

act as a leader and equal participant at the table where collaborative decision making is occurring.

- Dir 3. Provide Technical Assistance, Training, and Evaluation - Knowledge, training, and ongoing leadership by regional coordinators are foundational to unlocking greater efficiencies and scaled-up impacts of successful landscape stewardship efforts.
- Dir 4. Operationalize Interagency Data Sharing - Data cannot inform cross-jurisdictional management, and ensure positive regional project outcomes, if it cannot be shared beyond individual jurisdiction systems; and more and more data is becoming available.
- Dir 5. Expand Multi-Year Funding - Multi-year funding sources help ensure the stability and increased impact of long-term stewardship efforts, that in turn attract additional matching funds and savings from efficiencies as these efforts grow and demonstrate a track record of success.
- Dir 6. Increase Permitting and Compliance Efficiencies for Stewardship and Beneficial Restoration Projects - Following the release of *Shifting the Regulatory Paradigm Toward Bold Immediate Action for a Resilient California* (2019) paper the CA Network is engaging in a series of conversations to explore specific strategies to advance this direction through the Secretary of the California Natural Resources Agency's Cutting the Green Tape Initiative.

### Specific Recommendations (Rec)

- Rec 1. Lead by voicing support for landscape stewardship- When the Governor, leaders in the state legislature, and leaders of state agencies and programs speak, people listen. These leaders will advance landscape stewardship if they communicate that they prioritize landscape stewardship approaches and the plans and other state strategies that support landscape stewardship approaches.
  - Ex. a. The Governor's Biodiversity Initiative is one example of a guiding plan.
  - Ex. b. Secretary Crowfoot's leadership under the Cutting the Green Tape initiative is another example of productive leadership that will result in greater efficiencies, better coordination, and implementation of many of the recommendations in this paper.
- Rec 2. Implement and improve upon existing state tools, programs, and policies – Work with practitioners to promote, support, implement, and improve upon state programs, tools, plans, and policies that currently support landscape-scale stewardship. Invest in the grant programs, tools, and other state strategies that currently support landscape stewardship efforts.
  - Ex. a. This paper summarizes many examples in state government that support landscape stewardship.
  - Ex. b. Many leading state documents could be strengthened with clear specific implementation language. Safeguarding California and the 2018 California

Biodiversity Initiative are examples of plans that could be reviewed in partnership with the practitioner community and refined to include clear implementation steps.

- Ex. c. The Draft 2020 Water Resilience Portfolio is an excellent example of a plan that includes clear implementation actions that support regional collaborative approaches.

Rec 3. Review historic landscape stewardship roles and strengths of state agencies and programs to provide better coordination of services and regional participation- Request the Legislative Analyst’s Office review the state’s historic roles supporting or leading efforts to implement the six high-level directions provided above, and identify specific roles the state can play based on strengths and needs. Use this information to coordinate roles across state agencies and programs.

- Ex. a. Examples of roles suggested by state agency and program leaders the CA Network interviewed include funding, oversight and accountability, ensuring work addresses statewide priorities, data coordination, and others.
- Ex. b. The draft 2020 Water Resilience Portfolio is a model for integrating roles of state players into a plan that recognizes important players at state, regional, and local levels. See page 14 under “Flood Risk” for example.
- Ex. c. The 2019 Improving California’s Forest and Watershed Management report<sup>50</sup> reviews historic roles and suggests future roles based on strengths.
- Ex. d. State Conservancies, RCD’s, and others mentioned in this document have traditionally played regional coordinator and funding roles. The Chesapeake Bay Program<sup>51</sup> is an out-of-state federal government model that plays regional coordination and funding roles.

Rec 4. Promote increased connectivity and coordination within state government and across state services- Promote ongoing coordination among state agencies, programs, commissions, working groups, committees, and the legislature to promote continuous relationship building, collaboration, and capacity for adaptive responses to changing conditions; especially in cases where conversations have historically been happening in silos, during high level leadership changes, or where traditional roles are shifting or overlapping. Utilize professional facilitation to strengthen ongoing working relationships or move beyond a specific hurdle if necessary. Utilize the state’s collaborative environment to align and participate effectively with regional collaborative efforts.

- Ex. a. The California Forest Carbon Plan<sup>52</sup> calls for multiple state and Federal agencies to work together to implement the plan.

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<sup>50</sup> See <https://lao.ca.gov/Publications/Report/3798>

<sup>51</sup> See for example [https://www.chesapeakebay.net/news/blog/increased\\_budget\\_will\\_increase\\_restoration](https://www.chesapeakebay.net/news/blog/increased_budget_will_increase_restoration)

<sup>52</sup> See <http://resources.ca.gov/wp-content/uploads/2018/05/California-Forest-Carbon-Plan-Final-Draft-for-Public-Release-May-2018.pdf>

- Ex. b. Development of the Southern California Wetlands Recovery Project 2018 Regional Strategy<sup>53</sup> included multiple state funders working together.
  - Ex. c. The Governor’s Executive Order EO-B-54-18<sup>54</sup> demanded state agencies work together to protect the state’s biodiversity.
  - Ex. d. The California Department of Fish and Wildlife and Wildlife Conservation Board partner to participate at regional and local levels across the state because individually they are less able to do so.
- Rec 5. Seek a culture change by moving away from a top down approach– Encourage and provide capacity for state agencies and their staff to participate as an equal and ongoing participant in regional collaborative efforts; and bring specific strengths and skillsets to contribute that are unique to each agency. Include "collaboration" in mission statements and other guiding documents as a fundamental value. Honor place-based knowledge and those playing important roles at federal, regional, and local levels.
- Ex. a. The Lake Tahoe Environmental Improvement Program (EIP)<sup>55</sup> is a partnership model consisting of federal, state, and local agencies, private interests, and the Washoe Tribe that allows for collaborative conversations to solve a regional problem through shared support for priority projects. The Southern Sierra Leadership Forum<sup>56</sup> is another model of long-term regional collaboration among many levels of government and leaders in other sectors.
  - Ex. b. Several regional collaboratives, including the Sustainable Forests and Communities Collaborative,<sup>57</sup> Dinkey Collaborative,<sup>58</sup> and North Coast Regional Water Quality Control Board,<sup>59</sup> have worked to define roles for participants at all levels.
  - Ex. c. The Strategic Growth Council<sup>60</sup> is playing many roles and a regional scale and in a position to actively collaborate with local and regional leaders to achieve successful outcomes for state priorities.
  - Ex. d. In addition to the CA Network and its many participating landscape-scale practitioners, the Sierra Institute’s Sierra to California All-Lands Enhancement (SCALE) project is another example of a community of practice in California focused on landscape-scale forestry and community efforts.
- Rec 6. Design grant guidelines to prioritize durable regional approaches to natural resource conservation and stewardship- Partner with landscape stewardship practitioners to design state funding program guidelines to increase capacity for landscape stewardship approaches, and

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<sup>53</sup> See <https://scwrp.org/>

<sup>54</sup> See <https://www.californiabiodiversityinitiative.org/pdf/executive-order-b-54-18.pdf>

<sup>55</sup> See <https://www.trpa.org/about-trpa/how-we-operate/environmental-improvement-program/>

<sup>56</sup> See <http://calandscapestewardshipnetwork.org/southern-sierra-leadership-forum>

<sup>57</sup> See <https://sites.google.com/site/sustainablesierragroup2/>

<sup>58</sup> See <https://www.fs.usda.gov/detailfull/sierra/landmanagement/planning/?cid=stelprdb5351838&width=full>

<sup>59</sup> See <https://www.waterboards.ca.gov/northcoast/>

<sup>60</sup> See <http://sgc.ca.gov/>

help practitioners match non-state funding sources to meet all aspects of regional collaboration (Ex: regional partnership sustainability, planning and vision setting, project implementation, and evaluation, monitoring, and adaptive management). Align state competitive grant programs with long-term regional visions and priorities. Balance investments in immediate capital improvement and long-term stewardship activities through the state budget process.

Ex. a. The Everglades Coalition<sup>61</sup> allows non-profit partners to coordinate project funding requests to help minimize funding competition between important regional priority projects.

Ex. b. One Tam, the Santa Cruz Mountains Stewardship Network, and other landscape collaboratives work to develop philanthropic funding, local donations, and other funding streams that can leverage and complement state funding. In turn, state funding can help to incentivize these matching sources, as evidenced in recent vegetation map and LiDAR work in these regions.

Rec 7. Increase operational efficiencies and strategically build capacity for state agencies and programs to meet their goals- Take steps to increase permitting, data, staffing, and other operational efficiencies that complement financial and partnership resources and allow for sustained stewardship and climate resilience approaches.

Ex. a. The Service Based Budgeting Project<sup>62</sup> at CDFW is matching its mission and core services with a specific number of staff hours needed to deliver these services. CDFW also underwent a Lean6Sigma<sup>63</sup> process that is helping me to maximize the use of existing resources. The CNRA would benefit from providing these services to all of their programs, and using outcomes to better coordinate efficiencies cross the entire agency.

Ex. b. San Francisco Bay Restoration Regulatory Integration Team (BRRIT)<sup>64</sup> is an example of a group working on permitting efficiencies that will complement the added capacity of the San Francisco Bay Area's Measure AA.

Rec 8. Identify clear measurable outcomes for landscape-scale stewardship impact- Request the Office of Planning and Research study California's many landscape stewardship efforts to identify positive short and long term impacts, local and regional preparedness to implement and sustain landscape stewardship efforts, costs if we don't work at regional or landscape scales, and clear measurable objectives specific to landscape stewardship. Work with the Legislative Analyst's Office, Strategic Growth Council, and others to identify and communicate best practices for landscape stewardship to be adopted across sectors at the local, regional, state, and federal levels.

Ex. a. Measurable impacts may include efficiency, increased pace and scale of priority project implementation, reduced risk, and financial benefits.

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<sup>61</sup> See <https://www.evergladescoalition.org/>

<sup>62</sup> See <https://wildlife.ca.gov/Budget/Service-Based-Budgeting>

<sup>63</sup> See <http://www.business.ca.gov/Programs/Permit-Assistance/Lean-Six-Sigma-Program>

<sup>64</sup> See <http://sfbayrestore.org/san-francisco-bay-restoration-regulatory-integration-team-brrit>

- Ex. b. In 2019 the Local Government Commission distributed a survey shared on OPR's website that focused on local agencies' climate action capacity. The survey was geared toward local governments that planned to work on a specific climate action project (e.g. a research project, plan development, pilot project etc.) in the next 12 months.
  - Ex. c. Transactions, Transformations, Translations<sup>65</sup> provides examples of metrics when building social movements that intersect with landscape stewardship efforts.
  - Ex. d. One Tam's 11 partnership impacts described in [Generating, Scaling Up, and Sustaining Partnership Impact: One Tam's First Four Years](#) (2018) and within this Advancing Collaboration white paper are other metrics that could be considered when measuring outcomes.
- Rec 9. Ensure robust data is accessible and available for all levels of decision making- Explore creation of a statewide data portal that could receive, organize, provide quality assurance for data, and provide standards for data collection and sharing at all scales. Improve upon and integrate existing state database models that support regional/statewide datasets. Through this portal, provide access to robust, complete data sets to support effective regional and local decision making based on the most current science. Organize and publicly provide data in a way that informs all levels- issue based level, regional network level, and statewide level. Support this portal by developing practices and protocols and security and permissions for data sharing, documentation, quality control, public access, and promotion of open-source platforms and decision support tools. Enrich and constantly update the portal by encouraging and incentivizing broad participation in data collection and sharing by state agencies, other levels of government, and sectors. Encourage and incentivize data tool use in state, regional, and local decision making. Support implementation of bills that have already been passed by the state legislature.
- Ex. a. The San Francisco Estuary Institute online data and Adaptation Atlas<sup>66</sup> are examples of how an organization can coordinate and provide regional data to support effective regional climate planning.
  - Ex. b. The California Natural Diversity Database<sup>67</sup> and Calflora<sup>68</sup> are other examples of widely used databases provided by the state.
  - Ex. c. The Governor's FY 20-21 Proposed Budget includes funding for collection of statewide high-resolution LIDAR data that would help meet many goals of the recommendation above.

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<sup>65</sup> Read the complete report at

[https://dornsife.usc.edu/assets/sites/242/docs/transactions\\_transformations\\_translations\\_web.pdf](https://dornsife.usc.edu/assets/sites/242/docs/transactions_transformations_translations_web.pdf)

<sup>66</sup> See <https://www.sfei.org/sfeidata.htm> and <https://www.sfei.org/adaptationatlas>

<sup>67</sup> See <https://wildlife.ca.gov/Data/CNDDDB>

<sup>68</sup> See <https://www.calflora.org/>

Ex. d. Over sixty federal, state, local, tribal and non-governmental organizations collaborated in the creation of statewide data tools under the California Essential Habitat Connectivity Project.<sup>69</sup>

Ex. e. AB1755 (Dodd)<sup>70</sup> and SB19 (Dodd)<sup>71</sup> are examples of recently passed bills ready for implementation.

Rec 10. Fund continuous support for the data portal - Create a state fund for the collection, management, updating, and improvement of data in a data portal, especially in cases where critical data gaps can be filled or where matching funds are needed to catalyze cross-jurisdictional regional data gathering efforts. Explore ways to leverage and aggregate money among beneficiaries of data.

Rec 11. Develop a precise definition of landscape stewardship - Formalize precise language that defines landscape scale stewardship by agreeing upon one or multiple terms and sharing these terms between state agencies and the legislature.

Ex. a. Definitions for "resilience" or "adaptation," for example, have specific meanings when used in legislation and state planning.

## Future Opportunities to Explore (Opp)

Opp 1. Complement state business and permitting efficiencies with additional new funding sources and with matching resources from regional and local partners.

- a. Explore opportunities to reduce the reliance on state funding and ways state funding, including the Greenhouse Gas Reduction Fund, General Fund, General Obligation Bond funding, and other sources can complement local and regional funding to support and scale up long-term landscape stewardship and increase the pace and scale of climate resilience and adaptation efforts. Durable collaborative efforts that have strong business planning resulting in a well-rounded bundle of income sources that sustain the ongoing work and impact of collaboration: support of ongoing collaboration, ongoing stewardship of land and communities, and individual capital projects that play a role in long-term vision. Regional and local funding sources can complement and provide important flexibility when paired with state funding.
- b. Utilize defined measurable objectives from Recommendation #9 above to implement new tax, financing, insurance risk mitigation, and cost-share opportunities that promise to reduce long-term costs related to climate change, community protection, and deferred maintenance of landscapes.

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<sup>69</sup> See <https://wildlife.ca.gov/Conservation/Planning/Connectivity/CEHC>

<sup>70</sup> See [https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=201520160AB1755](https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201520160AB1755)

<sup>71</sup> See [https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=201920200SB19](https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201920200SB19)

- c. Explore tax breaks and other incentives to encourage private and philanthropic investors to match public funding to support landscape stewardship and increase the pace and scale of climate resilience and adaptation efforts.
- d. Explore creation of a working group of state agency funders that collaborate to efficiently and holistically fund regional conservation and stewardships needs. Also consider on-line funding navigation tools or staff grant program navigators that help regions match their long-term vision and priority projects with a variety of supportive state funding sources.
- e. Engage the Department of Finance as a partner in seeking suitable approaches.

*The CA Network is engaging in a series of conversations to explore specific strategies to advance this recommendation. See the Funding Problem and Opportunities Statement at the end of this document for more on where these conversations are headed.*

**Opp 2. Provide training and support for state agency staff and professionals of any kind to practice and participate in landscape stewardship efforts.**

- a. Explore an “Adaptation Coordinator” position or use an existing position to ensure robust and effective coordination among state staff, between leadership levels, and with the legislature to take a wholistic approach to landscape stewardship.
- b. Create a new (or utilize existing) landscape stewardship-focused technical assistance staff position that can provide oversight and accountability when state funding is supporting a landscape-scale effort, and that can provide technical assistance during all phases of the partnership lifecycle to partners at state, regional, and local levels. This person could provide strong support to place and support coordinators in regions of the state that lack existing effective landscape-scale coordination. Note existing coordinator models in state government on page 16 of this paper.
- c. Expand existing webinars and other state educational tools to include skills and strategies for successful collaborative landscape stewardship. The SCC’s Meaningful Community Engagement Webinar<sup>72</sup> is a recent example.

*The CA Network developed a draft position description to begin a conversation about what a state position focused on supporting landscape stewardship practices could look like. **See the Draft Adaptation Coordinator Position Description at the end of this document as a model for a potential future state position.***

**Opp 3. Provide workforce development to ensure adequately trained staff at all levels.**

- a. Support development of a common landscape-scale stewardship curriculum. Encourage collaborative skills and landscape stewardship approaches be taught at all levels of civic and school curriculum. Encourage and support a University of California or California

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<sup>72</sup> See <https://scc.ca.gov/2019/02/14/webinar-meaningful-community-engagement/>

State University system credential program to ensure an effective supply of coordinators.

- b. Provide state agency staff with trainings on effectively leading and participating in landscape-scale stewardship collaboratives.

*The CA Network has convened a multidisciplinary group to explore a formal landscape stewardship curriculum and educational models. The Department of Water Resources in partnership with the California Silver Jackets currently offers a model Watershed University program to train professionals in water management topics, especially those that may lack resources to attend professional conferences.*

Opp 4. Provide adequate capacity and tools to coordinate between federal and state agencies.

Provide support where possible for non-state land managers when seeking to coordinate management activities with federal partners.

*Many CA Network members have experience working effectively with Federal partners across jurisdictional boundaries and can provide best practices and lessons learned for others. The Stewardship Authority and Good Neighbor Authority<sup>73</sup> is an example of a policy tool.*

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<sup>73</sup> See [https://scale.sierrainstitute.us/scale/uploads/Stewardship\\_Authority\\_and\\_GNA.pdf](https://scale.sierrainstitute.us/scale/uploads/Stewardship_Authority_and_GNA.pdf)

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## Additional Resources

A number of additional resources that address regional collaboration have not been incorporated into this paper but are worth considering when advancing this work.

California Air Resources Board. (2017) *California's 2017 Climate Change Scoping Plan: A strategy for achieving California's 2030 greenhouse gas target*.

[https://ww3.arb.ca.gov/cc/scopingplan/scoping\\_plan\\_2017.pdf](https://ww3.arb.ca.gov/cc/scopingplan/scoping_plan_2017.pdf)

California Department of Food and Agriculture. *California Agricultural Vision*.

<https://www.cdfa.ca.gov/agvision/framework.html>

California Department of Food and Agriculture et. al. (2016) *Healthy Soils Action Plan*.

<https://www.cdfa.ca.gov/oefi/healthysouils/docs/CA-HealthySoilsActionPlan.pdf>

California Tahoe Conservancy and the Sierra Business Council. (2019) Background Papers for the California Land Conservation Summit. <https://tahoe.ca.gov/wp-content/uploads/sites/257/2019/10/California-Land-Conservation-Summit-Papers-1-3.pdf>

California Strategic Growth Council et. al. (2018) *Creating Sustainable Communities and Landscapes: Recommended practices and tools for local collaboration on climate-smart growth*.

[http://sgc.ca.gov/resources/docs/20190716-Creating\\_Sustainable\\_Communities\\_and\\_Landscapes.pdf](http://sgc.ca.gov/resources/docs/20190716-Creating_Sustainable_Communities_and_Landscapes.pdf)

California Strategic Growth Council. *Integrated Regional Conservation and Development (IRCAD) program*. <http://replan-tool.org/>

Cohen, Sara. (2013) *Collaborative Approaches to Environmental Decision-Making: A State Agency's Guide to Effective Dialogue and Stakeholder Engagement, Twelve Case Studies from New England*.

[https://www.cbi.org/assets/files/NE%20Agency%20Guide%20to%20SE\\_FINAL.pdf](https://www.cbi.org/assets/files/NE%20Agency%20Guide%20to%20SE_FINAL.pdf)

Forest Climate Action Team. (2018) *California Forest Carbon Plan: Managing our forest landscapes in a changing climate*. <http://resources.ca.gov/wp-content/uploads/2018/05/California-Forest-Carbon-Plan-Final-Draft-for-Public-Release-May-2018.pdf>

ICMA. (2019) *Regional Collaboratives for Climate Change: A State of the Art*.

<https://icma.org/documents/regional-collaboratives-climate-change-%E2%80%94-state-art>

Sierra Nevada Conservancy. (2019) *Protecting and Restoring the Health and Resilience of Sierra Nevada Watersheds and Communities: The Sierra Nevada Conservancy Strategic Plan 2019–2024*.

<https://sierranevada.ca.gov/2019-24-strategic-plan/>

## Abbreviations

Biodiversity Initiative - *The California Biodiversity Initiative: A Roadmap for Protecting the State's Natural Heritage*

CA Network - *The California Landscape Stewardship Network*

CalVTP - *The California Vegetation Treatment Program*

CDFW - *California Department of Fish and Wildlife*

CEQA - *California Environmental Quality Act*

CNRA - *California Natural Resources Agency*

CWC Listening Sessions - *Water Resilience Portfolio Summary of Listening Sessions and Recommendations October 1, 2019*

DWR - *California Department of Water Resources*

GLSR - *The Governance of Sea Level Rise in the San Francisco Bay Area*

HREA - *Habitat Restoration Enhancement Act*

NWL - *January 2019 Draft California 2030 Natural and Working Lands Climate Change Implementation Plan*

OPR - *Governor's Office of Planning and Research*

RCCC - *Regional Collaboratives for Climate Change*

SCALE - *Sierra Institute's Sierra to California All-Lands Enhancement*

SCC Plan - *2018-2022 State Coastal Conservancy Strategic Plan*

SCP - *Safeguarding California Plan*

TIP - *2019 Cap-and-Trade Auction Proceeds Third Investment Plan*

USDA - *U.S. Department of Food and Agriculture*

Water Update 2018 - *California Water Plan Update 2018*

WCB - *Wildlife Conservation Board*

## Funding for Stewardship Problem and Opportunities Statement

### **Purpose:**

This document introduces funding challenges and opportunities when caring for California’s landscapes and communities using long-term collaborative landscape stewardship practices. It will be used to lead conversations that improve funding strategies in 2020 and beyond and complements recommendations in two other CA Network papers<sup>74</sup>. Together these bodies of work offer strategies that combine efficiency with strategically leveraged resources to increase the pace and scale of ongoing stewardship work that protects us from and helps us adapt to a changing climate.

### **Landscape Stewardship Attributes:**

- Seeks transformational change to human culture
- Long-term vision and community-building
- Partnership work aligned with core missions and functions of its partners
- Requires an effective coordinator and team who motivate from heart and mind
- Scaled-up impact and efficiency from landscape-scale approach
- Multi-jurisdictional, multi-sector collaboration
- Coordinated collection of funding streams (local and regional taxes, philanthropic funding, private investments, local donations, agency contributions, etc.) that sustain a collaborative vision and deliver meaningful results at a faster pace and scale through adaptive management

### **Problem:**

Climate change demands landscape scale approaches to community resilience and adaptation work while demanding that state, regional, and local leaders work together to support regional visions and collaborate to efficiently use resources while scaling up the impact of our work. The state is working hard to become more efficient through its permitting<sup>75</sup> and business practices.<sup>76</sup> The state is also exploring ways it can provide useful tools to support regional and local planning efforts.<sup>77</sup> However, while the state is investing billions of dollars in capital funding to protect communities and resources in recent years, it struggles to identify a reliable robust funding source for long-term stewardship of California’s lands, or to identify clear strategies to strategically leverage non-state existing and future potential funding sources. Borrowing money is expensive, and while this may make sense to address urgent needs to reduce long-term costs, it makes less sense for long-term maintenance. This is a common problem<sup>78</sup>, and one California is well poised to lead with solutions. The time is now<sup>79</sup> to come together at a regional scale and increase the pace of stewardship work to address the many pressing impacts of climate change.

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<sup>74</sup> Site on-line locations for permitting and ‘advancing collaboration’ papers

<sup>75</sup> Site Green Tape initiative and CDFW initiative as examples

<sup>76</sup> Site CDFW Sigma6 business efficiency work

<sup>77</sup> Example: <http://waterresilience.ca.gov/>

<sup>78</sup> See: [http://landscapeconservation.org/wp-content/uploads/2017/12/CLSN\\_Case-Study\\_11\\_30\\_18\\_Print\\_Ready.pdf](http://landscapeconservation.org/wp-content/uploads/2017/12/CLSN_Case-Study_11_30_18_Print_Ready.pdf)

<sup>79</sup> Example: <https://lao.ca.gov/reports/2019/4121/coastal-adaptation-121019.pdf>

## What is at Risk:

- Uncoordinated approaches to planning, data management, and competitive grant making undermine regional vision setting and coordination efforts by favoring individual jurisdictions.
- State funds fail to leverage Federal, regional, and local funding and resources for greater impact.
- Certain needs, like ongoing stewardship of California's landscapes, go unmet because all potential funding sources are not being utilized at a landscape scale.
- Durable community relationships are not built because regional leadership and resources are lacking.<sup>80</sup>
- California's landscapes will be forever changed because mismatched funding streams, inefficiencies, and silos prevented regions from taking adequate action to protect communities and resources.

## Opportunities:

Following many conversations with staff of state agencies and the legislature, and landscape stewardship practitioners, we have identified many opportunities to explore:

- Prioritize existing grant programs that promote landscape-scale approaches.<sup>81</sup>
- Fund regional approaches to implementing the California Water Resilience Portfolio.
- Encourage and leverage matching funds and other resources.<sup>82</sup>
- Utilize the Climate Catalyst Fund<sup>83</sup> to increase private investment in addressing regional forest management priorities.
- Utilize an Oil Severance Tax<sup>84</sup> to...
- Change the General Obligation Bond statute to allow for a durability component to be considered capital outlay for the life of the bond, and extend the grant period to ten or more years.
- Coordinate the state's General Fund and Greenhouse Gas Reduction Fund with capital bond investments through the state budget process to ensure well-rounded support for regional climate approaches and priorities.
- Implement guidance in Planning and Investing for a Resilient California: A Guidebook for State Agencies.<sup>85</sup>
- Continue to promote collaboration across state agencies and programs, and pursue permitting and business efficiencies to match enhanced funding streams through the Cutting the Green Tape Initiative.

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<sup>80</sup> Example:

<http://static1.1.sqspcdn.com/static/f/551504/28051577/1546448956667/Preparing+People+on+the+West+Coast+for+Climate+Change+-+Recommendations+from+ITRC+Assessment+for+CA+and+the+PNW+Final+1-8-19.pdf?token=b%2B7Df%2Bp5JrwhVN%2BDWhmMgxx6k%3D>

<sup>81</sup> See list on page \_\_\_ of the Advancing Collaboration in California white paper: web address

<sup>82</sup> Example: See page 27-

[https://www.onetam.org/sites/default/files/pdfs/Generating\\_Scaling\\_Up\\_and\\_Sustaining\\_Impact-One\\_Tam%27s\\_First\\_Four\\_Years.pdf](https://www.onetam.org/sites/default/files/pdfs/Generating_Scaling_Up_and_Sustaining_Impact-One_Tam%27s_First_Four_Years.pdf)

<sup>83</sup> See proposal in the Governor's draft FY 20-21 budget:

<sup>84</sup> Example: [https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=201920200SB246](https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201920200SB246)

<sup>85</sup> Retrieved from [http://opr.ca.gov/docs/20180313-Building\\_a\\_Resilient\\_CA.pdf](http://opr.ca.gov/docs/20180313-Building_a_Resilient_CA.pdf)

- Direct the focus of state staff time and resources on supporting landscape-scale efforts.
- Perform an audit of Federal funding opportunities through the Legislative Analysts Office.
- Explore a funding sweep of existing California Natural Resource Agency grant programs and reprogram certain funds for collaborative landscape stewardship efforts.

## Draft State Coordinator Position Description

**Concept:** A Special Assistant would add to the existing capacity of the California Natural Resources Agency by facilitating existing and emerging interagency efforts, and promoting new efforts, to implement cross boundary programs, management actions, and projects to restore ecosystems and support resilient communities at a landscape scale. The Special Assistant would develop policy mechanisms and guide interagency implementation of initiatives to facilitate landscape scale stewardship as a tool for achieving Agency-identified priorities including but not limited to:

- integration of multi-benefit programs;
- interagency initiatives, coordination, collaboration, or partnerships;
- natural and working lands conservation/GHG reduction efforts;
- water conservation portfolio programs;
- the biodiversity initiative;
- the forest health initiatives; and
- Sierra Nevada Strategic Investment Program

**This position could focus on one or more of the following areas of need:**

- Identifying and implementing programs to advance permit efficiencies and streamlining mechanisms for resource stewardship and restoration;
- Working with regulatory and infrastructure agencies to promote the mechanisms to advance mitigation tools including regional advanced mitigation measures that conserve natural resources;
- Working to advance the implementation of policies and programs to map and conserve habitat corridors;
- Working to ensure that grant programs can, where feasible, advance goals of cross-boundary and landscape scale benefits;
- Incentivizing cross-boundary partnership accreditation and resources to increase sustained partnership impact
- Formalize shared language when speaking about collaborative landscape scale stewardship
- Working on interagency data protocols to enable broader facilitation, sharing and collaboration across boundaries
- Providing technical assistance to partnerships between state agencies and local or regional collaborations
- Authoring and providing input on state policy that supports collaborative activities and supportive funding mechanisms- support existing and future CNRA policies that are collaborative and adaptive
- Coordination and facilitation support for state agency efforts to advance cross-program and cross-agency collaborative efforts
- Providing the CNRA with checks and balances when ideas are proposed regarding landscape-scale work or initiatives to ensure they support other collaborative efforts
- Interfacing with CLSN members and work so we can support one another and our shared goals
- Marketing the importance of working collaboratively and support a growing community of practice
- Convene and coordinate local, state, and federal officials to develop and manage inter-departmental and inter-agency working groups, and advise the Secretary, department directors, and senior managers on modes and methods for implementing collaborative policies and programs
- Activating many existing efforts IRWM, Resource Management plans for state/fed/local

- Inviting academic inquiry to advance landscape-scale stewardship and assess the current quality and effectiveness of collaborative efforts (ex: are multi-benefit projects truly multi-benefit, CLSN Capacity Building Case Study)

**Note:** This concept of a special assistant position under the CNRA emerged through research and statewide conversations regarding barriers and needs when advancing the practice of landscape-scale stewardship. This draft has been developed as a working concept and is expected to be used, changed, and adapted as needed.