



LANDSCAPE  
CONSERVATION  
COOPERATIVES



2014 | **Network  
Strategic  
Plan**



**Vision:** Landscapes capable of sustaining natural and cultural resources for current and future generations

## LCC Network

Sunrise in the  
desert.  
ANDREW  
LOESCHER/  
USFWS

### MISSION

A network of cooperatives depends on LCCs to:

- » Develop and provide integrated science-based information about the implications of climate change and other stressors for the sustainability of natural and cultural resources;
- » Develop shared, landscape-level, conservation objectives and inform conservation strategies that are based on a shared scientific understanding about the landscape, including the implications of current and future environmental stressors;
- » Facilitate the exchange of applied science in the implementation of conservation strategies and products developed by the Cooperative or their partners;
- » Monitor and evaluate the effectiveness of LCC conservation strategies in meeting shared objectives;
- » Develop appropriate linkages that connect LCCs to ensure an effective network.

# Goals & Objectives



An actionable strategy to adapt conservation to a changing world.

Children planting at Desert National Wildlife Refuge in Nevada. USFWS

The LCC Network Strategic Plan is organized into four strategic goal areas:

- 1. Conservation strategy**
- 2. Collaborative conservation**
- 3. Science**
- 4. Communications**

Each strategic area has a goal, a set of objectives, and example tactics identified under those objectives (a longer list of example tactics is included in the Appendix). The example tactics serve to illustrate what can be done to achieve the objectives, at multiple levels and degrees of specificity, which can be refined during implementation. They are not inclusive of all future actions potentially needed to meet these objectives.

# 1 Conservation Strategy



## GOAL 1

An ecologically connected network of landscapes and seascapes adaptable to global change — such as climate change — with the ability to sustain ecological integrity and health to meet the needs of society at multiple scales.



Left: Wacissa River in Florida. FLORIDA FISH & WILDLIFE CONSERVATION COMMISSION  
Right: Wood thrush. STEVE MASLOWSKI/USFWS

### Objective 1

Identify shared conservation objectives, challenges, and opportunities to inform landscape conservation at continental, LCC, island, and regional scales.

#### EXAMPLE TACTICS

- » Establish conservation objectives at the LCC level and other applicable scales.
- » Roll-up LCC objectives to identify Network-scale objectives.

### Objective 2

Develop then deliver (through partners) regional landscape conservation goals and designs<sup>3</sup> that support resiliency and adaptation to both global change and regional landscape challenges, while ensuring the inclusion of all partners and stakeholders necessary for successful conservation.

#### EXAMPLE TACTICS

- » Work with all necessary partners and indigenous peoples to select flagship regions and identify priority areas for conservation and restoration.
- » Complete, expand, and support the delivery of landscape conservation designs by providing tools and guidance to assist in their implementation.

<sup>3</sup> Landscape Conservation Design is an iterative, collaborative, and holistic process that provides information, analytical tools, spatially explicit data and best management practices to develop shared conservation strategies and to achieve jointly held conservation goals among partners.



Healthy lands support diverse wildlife populations for wildlife watchers, anglers and hunters. USFWS

- » When developing conservation designs, acknowledge the extensive knowledge and practices indigenous peoples have developed over generations about large landscape processes.

### Objective 3

Integrate regional or other scale-specific conservation designs to align and focus conservation action at the Network scale, within available authorities.

#### EXAMPLE TACTICS

- » Facilitate the design of an ecologically connected network of large geographic regions that support priority natural and cultural resources.

### Objective 4

Identify and obtain the resources required at the LCC and Network scales to inform, develop, and support implementation of the conservation designs and other conservation actions.

#### EXAMPLE TACTICS

- » The LCC Council and Network partners will identify existing and new resources, then advocate for and pursue the resources required to accomplish this goal at the LCC Network level.

### Objective 5

Monitor the effectiveness of conservation design(s) and design application in terms of achieving stated outcomes, then revise as appropriate.

#### EXAMPLE TACTICS

- » Identify and promote good, tested practices for design development and supporting implementation.

## 2 Collaborative Conservation



### GOAL 2

Facilitated alignment of partnership efforts within and amongst LCCs, including planning efforts and resources, that improves conservation outcomes across LCCs and the Network.



**Left:**  
Collaborators from Caribbean LCC. OLIVER BENCOSME/SEA GRANT PUERTO RICO **Right:**  
Hurricane Irene damage on Pea Island. TOM MAKENZIE/USFWS

### Objective 1

Create a high-functioning organizational culture for LCCs and the Network.

#### EXAMPLE TACTICS

- » Identify institutional barriers and stovepipes that inhibit cross-agency collaboration and partnerships and seek to reduce, break-down, or overcome them.
- » Continue to pursue opportunities to expand partnerships throughout the Network, including the addition of new partners in LCCs—particularly nontraditional partners that increase the breadth, diversity, and effectiveness of the conservation community.

### Objective 2

Identify and explore opportunities for collaborative actions within the LCC Network.

#### EXAMPLE TACTICS

- » Identify conservation and mitigation opportunities that span multiple LCCs as well as those that extend to other regional collaboration networks.



Spring Beauty at  
Sunflower Flats,  
Elko District BLM  
Nevada. SHANELL  
OWEN

### Objective 3

Demonstrate, monitor, and evaluate the value and effectiveness of the LCC Network.

#### EXAMPLE TACTICS

- » Develop common definitions and performance metrics for key qualitative and quantitative outcomes that highlight, show, and demonstrate value.

### Objective 4

Identify new and existing training and networking opportunities for the LCC Network.

#### EXAMPLE TACTICS

- » Create a “playbook” containing best management practices for LCC Coordinators and Steering Committee Chairs.

### Objective 5

Leverage conservation planning to be opportunistic in taking advantage of current and new funding sources for conservation.

#### EXAMPLE TACTICS

- » Prepare to respond to funding and partnership opportunities that arise as a result of urgent conservation needs (e.g. natural disasters, species invasions, disease) that are likely to occur based on future scenario planning.

### Objective 6

Create a Network-level system for prioritizing operational needs at Network and regional levels, as appropriate.

# 3 Science



## GOAL 3

Natural and cultural resources are conserved at large landscape and seascape scales, guided by the collaborative application of science, experience, and cultural or traditional ecological knowledge and the generation of new conservation knowledge.



Left: Aurora borealis at Sherburne National Wildlife Refuge. BRYAN WORTH. Right: Magnificent Frigatebirds. USFWS

### Objective 1

Identify shared science, information, and resource needs at the Network-scale.

#### EXAMPLE TACTICS

- » Complete, disseminate, and implement the LCC Network Science Plan.
- » Identify and develop critical spatial, biological, and cultural data and evaluation tools across the Network.
- » Support assessment of climate change impacts and adaptation planning for cultural and/or subsistence resources that are traditionally gathered, hunted, or culturally significant.

### Objective 2

Promote collaborative production of science and research—including human dimensions—as well as the use of experience and indigenous and traditional ecological knowledge among LCCs, Climate Science Centers (CSCs), and other interested parties; use these to inform resource management decisions, educate local communities, and address shared needs.





Child with fish  
at the Upper  
Mississippi  
River National  
Wildlife Refuge.  
BOB DRIESLEIN/  
USFWS

Traditional ecological knowledge<sup>4</sup> refers to the knowledge, innovations, and practices of indigenous and local communities around the world.

#### EXAMPLE TACTICS

- » Engage resource decision makers, managers, cultural practitioners, and indigenous peoples in the appropriate framing of resource-based decision problems and the formulation of clear management objectives that focus and guide subsequent science activities.

### Objective 3

- » Demonstrate and evaluate the value and improve the effectiveness of LCC science.

#### EXAMPLE TACTICS

- » Support efficiency among LCC and other appropriate broad-scale monitoring programs in generating status and trend information on priority resources and landscapes by facilitating sharing, cooperative synthesis, communication, and evaluation of data.

<sup>4</sup> Traditional ecological knowledge is developed from experience gained over the centuries and adapted to the local culture and environment. The word “knowledge” is meant to be plural, to acknowledge the many types of knowledge it includes.

## 4 Communications



### GOAL 4

Advance the knowledge of, support for, and engagement in landscape-scale conservation across the LCC Network.



Left: A school of manini at Kingman Reef National Wildlife Refuge. KYDD POLLOCK  
Right: Atlantic puffins at Maine Coastal Islands National Wildlife Refuge. USFWS

### Objective 1

Communicate the existence and application of LCC Network science, products and tools to partners and stakeholders in a form that is understandable, publicly accessible, engaging, and relates to what matters to end users and society.

#### EXAMPLE TACTICS

- » Use the LCC Network website and other tools as a platform for sharing key LCC services and benefits such as news, products, tools, training, science, data, documents, and open source software for conservation use or research, where appropriate.

### Objective 2

Increase two-way communication with, outreach to, and engagement of key partners across the LCC Network as well as new partners to expand the LCC Network and increase conservation impact and achievements.

#### EXAMPLE TACTICS

- » Identify new, strategic target audiences with interests that may intersect with conservation, such as young leaders, environmental justice groups, development communities, resource extraction industries, or planners from the built environment who could use science to make decisions that support both conservation and their own interests.



Padding the  
canals of  
Alligator River  
National Wildlife  
Refuge. STEVE  
HILLEBRAND,  
USFWS

### Objective 3

Develop and implement a communications and outreach plan that identifies and uses media to clearly convey to appropriate target audiences the value and tangible successes of the LCC Network at various scales.

#### EXAMPLE TACTICS

- » Communicate LCC successes that show on-the-ground impact or how they have influenced management decisions through a variety of means. These successes also need to convey the complexities and challenges of achieving landscape- and seascape-scale conservation results.
- » Open and increase the availability of LCC products and information to diverse audiences.

### Objective 4

Build communications capacity and capabilities within the LCC Network to effectively communicate the purposes and successes of the LCC Network.

#### EXAMPLE TACTICS

- » Foster regional communications communities of practice that build upon the strengths and expertise of LCCs and their individual partners.

### Objective 5

Share lessons learned across the LCC Network.



[WWW.LCCNETWORK.ORG](http://WWW.LCCNETWORK.ORG)

**Bottomland forest, Big Lake National Wildlife Refuge.**  
JEREMY BENNETT/USFWS

**Flint Hills of Kansas.** EDWIN OLSON/WIKI COMMONS

**Brown bear at Kodiak National Wildlife Refuge.**  
STEVE HILLEBRAND/USFWS

**LEARN MORE**



To find out more about how Landscape Conservation Cooperatives are working to implement this strategic plan, visit <[www.lccnetwork.org/strategicplan](http://www.lccnetwork.org/strategicplan)>.