

Report on the  
**Large Landscape Peer Learning Initiative**

**The Journey of the First Cohort**



The **Large Landscape Peer Learning Initiative (LLPLI)** is an activity of the **International Land Conservation Network (ILCN)**, a project of the **Lincoln Institute of Land Policy**

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INTERNATIONAL  
LAND CONSERVATION  
NETWORK



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Cover photo: Large Landscape Peer Learning Initiative participants near the Appalachian Trail in Hanover, New Hampshire, USA (ILCN Photo)

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## REPORT SUMMARY



A view from Mount Tamalpais, Marin County, California USA (Photo: Getty Images)

The Large Landscape Peer Learning Initiative (LLPLI) is an effort designed to: help articulate, through peer exchange and sharing of best practices, the strategic vision of large landscape conservation initiatives around the globe, and to monitor the implementation of these strategic visions over time. The LLPLI is itself an effort conducted as an ongoing activity of the International Land Conservation Network (ILCN), a network of private and civic (non-profit or NGO) organizations based on six continents – North and South America, Europe, Africa, Asia and Oceania (for more information on the ILCN, see: [landconservationnetwork.org](http://landconservationnetwork.org)). The ILCN is, in turn, a project of the Lincoln Institute of Land Policy, based in Cambridge, Massachusetts (see: [www.lincolninst.edu](http://www.lincolninst.edu)).

### **OUR WORK TOGETHER: THE FIRST COHORT OF THE LLPLI**

In the fall of 2018, some fifteen individuals, representing four teams of participants as well as LLPLI staff, gathered in Sonoma County, California to kick-off a shared journey – a shared journey, that is, in both the literal and figurative meanings of the phrase. The literal journey, begun by participants and staff present in Sonoma, as well as several additional co-travelers who joined us along the way, has taken

place over the subsequent year. We visited sections of the territories of each of four participating large landscape conservation initiatives, as follow:

- The Golden Gate Biosphere Reserve from the Pepperwood Preserve in Sonoma County, to Mount Tamalpais in Marin County, through the City of San Francisco, to Mount Umunhum in Santa Clara County, California, USA (visited in September 2018, and led by core Golden Gate team members Lisa Micheli, Sharon Farrell, Alison Forrestel, Jon Jarvis and Greg Moore, with additional insight offered by local associates)
- The El Bordo-Cantillana Corridor being assembled from El Bordo park in Zapallar to the Robles de Cantillana Reserve southwest of metropolitan Santiago, Chile (visited in February 2019, and led by El Bordo-Cantillana core team members Victoria Alonso, Henry Tepper and Diego Tabilo, with additional insight provided by Carmen Rosa Ringeling and local associates)
- The Ruta de los Parques (the Route of the Parks) and nearby protected properties between Puerto Montt and Pumalin National Park in Chilean Patagonia (visited in February 2019, and led by core team members Hernan Mladinic, Roberto Peralta and Charles Kimber, with additional insight provided by Eugenio Rengifo, Maria Jose Hess and local associates), and
- The Appalachian Trail and nearby protected properties near the Marsh-Billings-Rockefeller National Park in Woodstock, Vermont and near Dartmouth College in Hanover, New Hampshire, USA (visited in September 2019, and led by core team members Dennis Shaffer, Bill Labich, and Wendy Janssen by phone, with additional insight from Rolf Diamant, Nora Mitchell, Rick Kendall, Christina Marts, Rebecca Stanfield McCown and local associates).

Figuratively, the group journeyed through myriad structured discussions and informal conversations about the organization and management of their initiatives. The participants composed and offered to one another: slide presentations regarding their initiative's history and current situation; frank discussions of the challenges they face; and reflections through which they brainstormed potential strategies for addressing those challenges. The discussions, held in conference rooms, on hiking trails, at group meals, and over the course of long bus rides, were wide-ranging. They focused, for example, on financing and revenue streams, organization and accountability, law and policy, and stewardship, as well as on the personal challenges of pioneering the practice of -- and achieving success in -- the emerging field of large landscape conservation.

At the conclusion of these visits and interactions in California, Chile and Vermont, the group presented Case Statements of their respective histories and current situations, challenges and proposed strategies going forward, in both written and oral form, to a group of conservation finance, organization, policy and stewardship experts assembled in Woodstock, Vermont. These presentations were hosted by and took

place at the United States National Park Service Stewardship Institute, located at the MarshBillings-Rockefeller National Historical Park in Woodstock, Vermont. The discussions were facilitated by Peter Stein with assistance from LLPLI staff members Jim Levitt, Chandni Navalkha and Shawn Johnson. These presentations, and subsequent discussions, served to focus and sharpen each team's narratives and forward-looking strategies.

Subsequent to the presentations, the group gathered to share what they had learned from the experience. Based on notes from those discussions, the staff of the LLPLI, in collaboration with each of the LLPLI teams, prepared Executive Summaries of these Strategic Case Statements. These Executive Summaries, following careful review and approval by each of the teams, follow in this report. They also serve as the follow-up guides for the reviews of the strategies which are being conducted throughout calendar year 2020. It is important to note that these Summaries and their conclusions reflect the best thinking of the team members involved in the LLPLI process, and do not represent the views or commitments of any other individuals, groups or organizations. It is the aspiration of those team members that their ideas contribute to the long-term success and sustainability of the large landscape initiatives of interest.

## **PLANS GOING FORWARD: THE SECOND COHORT OF THE LLPLI**

A second cohort of the LLPLI is now being organized. The work of that second cohort is expected to commence in late 2020 and extend into 2021 and perhaps 2022. We have had a number of inquiries from prospective teams that would like to participate in the second cohort, including teams from the Chesapeake Bay in the United States, Canada's Far North, China, Australia, as well as from several other locations around the world. Selection of the second cohort is likely to be completed in mid-2020, with visits to team sites commencing in the third quarter of 2020. We may have the opportunity to expand the size of the cohort **beyond** 4 teams.

## **SIGNIFICANCE OF THE LLPLI PROCESS**

Responses to the LLPLI process from participants in the first cohort have been extremely positive. The chance to share experience and discuss strategies across boundaries, focusing in on finance, governance, policy and stewardship provided considerable insight to members of each team, resulting in coherent strategic plans and some dramatic initiatives that are being launched during the execution of those strategies. In California, for example, entirely new ways of organizing regional stewardship efforts to address the threats of wildfire, stormwater surges and rising sea levels are being considered by NGO and public decision-makers in a collaborative fashion. Along the Appalachian Trail (AT), a range of topical focus groups are being organized to gain insight into a variety of perspectives on the AT, and to understand prospects for seeking new sources of financial support. In Chile, ambitious plans are being made to provide public, NGO and private sector support for huge new protected land and marine corridors in both Patagonia and in the nation's Mediterranean zone. The lasting impact of these developments will be closely monitored by LLPLI organizers in months and years to come.

## PART 1: PROGRAM OVERVIEW



An early meeting of the first cohort of the Large Landscape Peer Learning Initiative at Pepperwood, Sonoma County, California, September 2018 (ILCN Photo)

### PURPOSE AND ORGANIZATION OF THE LLPLI

The 2018-2019 International Land Conservation Network’s (ILCN) Peer Learning Exchange for Large Landscape Conservation (LLPLI) launched with four teams and a central purpose – to facilitate the development of clear, compelling strategic visions for each of the four landscape conservation initiatives engaged in the first cohort of the Initiative:

- the Golden Gate Biosphere Reserve in California, USA;
- the Route of Parks (*Ruta de los Parques*) in Chilean Patagonia;
- Chile’s Mediterranean habitat (El Boldo to Cantillana), and
- the Appalachian Trail Landscape Partnership (ATLP) in the eastern USA

These strategic visions are designed to weave together such elements as history, culture, law, policy, governance, science, finance, management, and communications practice. The strategies are also intended to provide a strategic roadmap that aims to provide lasting benefits to both people and nature.

The small teams of participants, project staff, and local hosts and commentators, assembled to learn as peers, coming from both North and South America, included eclectic mixes of individuals: executive directors of NGOs, attorneys, scientists, field managers, deal makers, public servants and academics focused on the evolution of the practice of conservation. These individuals came from the private, public, and non-profit sectors, bringing broad experience and deep expertise to the table (see Figure 1).

The series of structured and unstructured activities undertaken during the field trips to each of the four initiatives helped participants not only work in teams, but to bond as a plenary group. By preparing and presenting place-based presentations, by engaging in long plenary discussions regarding topics of common interest, by travelling together on buses, boats and planes to reach remarkable landscapes, by sharing lively meals at large common tables, and by appearing before expert panels assembled to review strategic visions, they grew to trust one another’s judgement and character. As they learned about one another’s landscapes, a multitude of ideas and resources were exchanged that extended well beyond the focus of particular case statements. These emergent elements of the exchange provided inspiration, motivation, purpose, and a deep sense of connection. Following a week together in Chile, several participants reflected on how transformative the experience was both personally and professionally – one inspired participant suggested there was a bit of “magic” in the air.

**Figure 1: Core Participants and Staff of the 2018-2019 Large Landscape Peer Learning Initiatives**

<b>Participants</b>	<b>Organizational Affiliation</b>
Victoria Alonso	Fundacion Tierra Austral
Sharon Farrell	Golden Gate National Parks Conservancy
Wendy Janssen	United States National Park Service (USNPS)
John Jarvis	University of California Berkeley (former USNPS)
Charlie Kimber	Arauco
Bill Labich	Highstead Foundation
Lisa Micheli	Pepperwood Foundation
Alison Forrestel	US National Park Service
Hernan Mladinic	Fellow, Wilson Center
Greg Moore	Golden Gate National Parks Conservancy
Roberto Peralta	Peralta Abogados
Dennis Shaffer	Appalachian Trail Conservancy
Diego Tabilo	Fundacion Tierra Austral
Henry Tepper	Fundacion Tierra Austral
<b>Core Staff/Advisors</b>	<b>Organizational Affiliation</b>
Shawn Johnson	University of Montana
Jim Levitt	Lincoln Institute of Land Policy
Chandni Navalkha	Lincoln Institute of Land Policy
Peter Stein	Lyme Timber Company

As another project participant wrote in an email following one of the Initiatives group trips:

- **“The visit to Chile, and the exchanges that occurred during the visit, were inspirational, motivational, challenging, instructive, and rewarding. Most of all, it offered me an opportunity to continue to learn – and also to contribute. It required me to think, work and converse with professionals and conservationists with exceptional life experiences, track records and creativity.”**

## **LLPLI PROGRAMMATIC ELEMENTS**

At least six programmatic elements in the design of the multi-year Initiative were conceived of as key to the process of bringing the four teams together as a strong cohort study tours, webinars, ongoing documentation of our meetings, preparation of written case statements for review by a panel of experts, preparation and review of case statement Executive Summaries, and follow-up. These elements are described below.

- **Study Tours.** a combination of facilitated conversations in the classroom and out on the landscape – are the primary means by which participants get to know one another as well as the issues and dynamics of each large landscape initiative. The study tour for the Golden Gate Biosphere took place on October 19-21, 2018. A study tour of the two Chilean landscapes occurred from March 10-16, 2019, and a study tour of the Northeastern Appalachian Trail portion of the Appalachian Trail Landscape Partnership took place on September 16-19, 2019. Agendas and related information about each of the study tours can be found in the appendices of this report. The study tours formed the experiential backbone of the LLPLI, and left a lasting impression on the cohort, as evidenced by these three quotes from participants.
  - **“I am very thankful for the opportunity to spend so much bus time, meal time, walking and hiking time, etc., in slowly getting to know everyone. Some I’d not spoken to before other than to utter something on a phone call. And, now that I feel such affinity, it’s hard to know what to do with all that feeling and awareness and concern other than to appreciate it and let all that light impact my landscape conservation work even more.”**
  - **“The length of time and the consistent gathering for transportation, hikes, food (and wine) kept the conversation going longer and deeper. This created a joint “experience” that will remain as a strong memory for everyone.”**
  - **“Nothing works as well as actually getting into the resource and hearing directly from the people on the ground.”**

- **Webinars.** In an effort to connect participants between study tours, both organizational and substantive webinars were added to the peer learning exchange program. The first webinar, on January 30, 2019, was focused on providing guidance on upcoming tours as well as on the substance and structure of the Case Statements. Additional webinars which occurred over the course of the spring focused on substantive issues that emerged during the course of conversation with participants. These shared interests and concerns generally fell into five categories: governance, funding/finance, communications, science, and partnership/collaborative structures. In an effort to provide additional information and offer opportunities for more dialogue on two of these topics (governance and communications), webinars were offered on June 7, 2019 (governance) and July 30, 2019 (communications).
- **Ongoing Staff Documentation.** Throughout the Peer Learning Exchange, program staff summarized key elements of the exchange, including points of shared interest and alignment and areas where additional information was needed. The program staff also archived agendas, presentations, and other materials. In addition, staff assisted with the development of Case Statements to be presented in the sessions scheduled to be held in Vermont in September 2019. This Summary Report serves as an additional touchstone for gathering and sharing information. Samples of this ongoing documentation are offered in each of the Appendices to this report.
- **Team-by-Team Preparation and Presentation of Case Statements.** In addition to the study tours, staff documentation and webinars, participants in each team worked together to develop a Case Statement for their large landscape conservation initiative that describes their current situation, presents a current challenge or opportunity, presents a compelling action plan to meet that challenge or opportunity, and provides a series of milestones against which their success can be measured over the next 12-24 months. Participants developed these Case Statements throughout the LLPLI program and sought input and advice from one another as well as from other experts and practitioners.

The story of the case statements as an element of this initiative is an important one. The idea was that each team would walk away with a product or deliverable that would represent their shared thinking and work together. When the idea was initially presented, several peer learning team members expressed some concerns about the central focus on developing Case Statements. They wondered, in part, whether writing Case Statements would provide the kind of value they wanted to see in their landscapes and whether it might be too narrow of an activity to represent the primary output of the peer learning initiative. Over time, the Case Statements proved to be an important vehicle to guide the teams' thinking in a structured way. As the teams dug into the specifics of the Case Statements, they started to see real value in the totality of what they represented – a way to capture and refine strategic thinking, explore new options, and test new ideas.

The Case Statements were the focus of a final convening, or “dolphin tank” session -- analogous to a “shark tank” process, with an emphasis on constructive advice and criticism rather than cutthroat competition and harsh commentary. During the dolphin tank session, members of each team presented to their cohort peers (that is, members of other teams), as well as a panel of conservation experts convened for the occasion.



Dolphin Tank session at the Carriage Barn, NPS Dolphin Stewardship Institute, Marsh-Billings-Rockefeller National Historic Park  
September 2019 (ILCN Photo)

In addition to their peers in the first cohort, experts on-hand during the dolphin tank sessions, which were expertly facilitated by Peter Stein of the Lyme Timber Company, included:

- *Elizabeth Adams, Lyme Timber Company*
- *Doug DeAngelis, Lynx*
- *Rolf Diamant, Marsh-Billings-Rockefeller National Historic Park (NHP), United States National Park Service (USNPS), Retired*
- *Peter Howell, Open Space Institute*
- *Rick Kendall, Marsh-Billings-Rockefeller NHP, USNPS*
- *Shenmin Liu, Lincoln Institute of Land Policy*
- *Christina Marts, Marsh-Billings-Rockefeller NHP, USNPS*
- *Nora Mitchell, Conservation Study Institute, USNPS (Retired)*
- *Peter Stein, Lyme Timber Company*
- *Rebecca Stanfield McCown, USNPS Stewardship Institute*
- *Phil Selleck, National Park Trust*
- *Anne Stetson, John Merck Fund*
- *Gaye Symington, High Meadows Fund*
- *Sabrina Wei, Peking Forestry University/Lincoln Institute Fellow*

The dolphin tank sessions gave each of the teams a chance to review, discuss, refine, and ultimately finalize their action plans with the benefit of the collective input and advice of everyone in attendance.

As one participant who became deeply engaged in the Case Statement writing process reported:

- **“This exchange had more substance than the typical type of exchange because the expectations were upfront and there was good pre-reading that gave us a basis for understanding our assignment. By the time we presented our case statements, our team had carefully thought through our situation, complications, proposed solutions, and priorities. The actual case statement preparation and presentation process, open to the feedback of our peers and a panel of experts, was a very valuable experience.”**
  
- **Review and Approval of Staff-Written Case Statements and Executive Summaries.** Following the Dolphin Tank process in Vermont, a long group walk and dinner that evening, and a two hour debriefing session the following morning, the program staff agreed to prepared Executive Summaries of the somewhat lengthy Case Statements. It is these Executive Summaries of the Case Statements that were reviewed by each team, and then edited in response to team comments. The process continued until we had a draft that we satisfactory to the team and ready for publication in this report. These are the Executive Summaries that you can find in Section 2 of this document. It is important to note that these Summaries and their conclusions reflect the best thinking of the team members involved in the LLPLI process, and do not represent the views or commitments of any other individuals, groups or organizations. It is the aspiration of those team members that their ideas contribute to the long-term success and sustainability of the large landscape initiatives of interest. Feedback from the team regarding the entire process, including the preparation of Case Statement Executive Summaries, highlighted the continuity of the effort.
  - **“The ILCN’s Landscape Conservation Peer Exchange Program provided a higher level of accountability within a very professional yet collegial environment for our team to learn, ideate, plan, and, ultimately, act. Being a member of such a distinguished cohort of landscape conservation practitioners gave us just the right amount of encouragement. We benefited from others’ lessons. And, the varied opportunities to experience new environments while discussing subjects central to our shared purpose all led our team to respond with our best efforts.”**
  
- **Follow-Up.** The most significant measures regarding follow-up at this writing in March 2020, are the reports of progress made by first cohort teams since our September 2019 meeting in Vermont.
  - The **Appalachian Trail Landscape Partnership** team, focusing on the northern section of the Trail from New York City to Mt. Katahdin in Maine (the section of interest to the Northern Appalachian Trail Landscape Partnership Group, or NALTP), has made substantial progress on a number of fronts. Below is a partial list of the “Achievements

by Which the Initiative’s Success Can Be Measured” (as stated in the Executive Summary of the Case Statement which follows in Section 2 of this report), followed in italics by a recent report on progress made by March 2020.

- ***Engage in a year-long strategic planning process for the NATLP:*** this process has been launched in collaboration with Professor Elisabeth Hamin Infield of the University of Massachusetts Amherst; an organizational meeting with project advisors has already been held, and six to eight focus group sessions will be conducted (most likely online) in the first and second quarters of 2020;
  - ***Develop a science-based strategic conservation prioritization map:*** such a map now exists and will be updated based on findings from the planning process mentioned above
  - ***Create an online GIS database of Regional Conservation Partnerships and partners’ projects:*** such a database has been created and is being used to track progress on a variety of conservation efforts now in progress
  - ***Develop a project endorsement protocol to support Regional Conservation Partnerships and other partners’ projects:*** guidelines have been drafted and are now under review
  - ***Successfully track and package portfolios of ATLP partners for consideration by national funders and donors:*** package portfolios are now being discussed with national funders and donors; in addition, a funding application is now in development for the federal RCPP program that will be submitted in the second or third quarter of 2020; the proposed package, in combination of matching funds, could amount to tens of millions of dollars in funding for land conservation
- The **El Boldo to Cantillana** team, focusing on a corridor of land to the west of Santiago in Chile’s Mediterranean zone, has also made substantial progress against its stated “Achievements by Which the Initiative’s Success Can Be Measured,” as noted below.
- ***Negotiate and complete three DRCs, and advance three additional DRCs:*** progress has been made on more than three sites, including one site with an industrial partner
  - ***Record increased public awareness and interest:*** collaboration with several prominent public and private conservation organizations to produce public information and host workshops on the value of private land conservation



- Identify, design and fund a regional, science-based project: one of the team members (Lisa Micheli of Pepperwood Preserve) is making headway towards the formation of an international network of Mediterranean landscape scientists that can inform and help shape management practices on open spaces in Mediterranean zones around the globe, from Europe and North Africa, to California, Australia, South Africa and Chile.
- The **Ruta de los Parques** team is focused on the key levers that can most contribute to the ambitious long-term vision of the Ruta de los Parques. The levers include:
- Effective governance of these national parks and protected areas by promoting a new Chilean agency to manage protected areas and biodiversity
  - Law, policy and funding changes that would support effective governance, provide added resources and promote public/private partnership across the public, private and nonprofit sector including environmental philanthropy and a permanence fund for the parks
  - Public education programs to create awareness, affiliation and advocacy for the national parks within local communities as well as with the Chilean people, and
  - Prototyping how community support can be developed in three of the communities of the Route of the Parks.

Tompkins Conservation and Amigos de los Parques are the leading organizations spearheading the vision and mobilizing conservation, government, civic, philanthropic, educational and community leaders. The Pew Charitable Trust and many other partners are being brought into the vision for Ruta de los Parques.

The role of Amigos de los Parques continues to grow under the leadership of its executive director Eugenio Rengifo. Working with the Large Landscape Peer Learning Initiative as well as an Eisenhower Fellowship, Eugenio Rengifo was able to connect with best practices throughout the United States with its well-developed system of “friends groups” for national parks and public lands. In particular, a specific and ongoing exchange developed between Greg Moore of the Golden Gate National Parks Conservancy and Eugenio Rengifo. That exchange is ongoing through the support of the Lincoln Institute.

## CONCLUDING THOUGHTS

In general, peer learning provides a powerful way of sharing knowledge and advancing thinking among people in similar fields with similar challenges. As noted by Matt Andrews and Nick Manning in *A Guide to Peer-to-Peer Learning* (Effective Institutions Platform, 2016), what makes the connection powerful is that it is activated in multiple dimensions – including tacit and technical knowledge as well as at multiple scales – between individual peers, between teams of peers, reflected back to the home organizations and efforts of the peers involved, and to their broader networks. Moreover, because the conversations and interactions take place within the context of a shared field of work, information is generally understood and translated more quickly and effectively. It's this kind of familiarity, combined with novel insights and recommendations, that facilitates a unique and deep kind of learning. Done repeatedly, over a series of months, this kind of interaction builds lasting trust. The significance of these factors is underscored by participant comments offered over the course of our work.

- ***“Growing trust breeds meaningful sharing of visions, resources, tools, and vocabularies and fosters a tangible sense of mutual support needed to meet big challenges.”***
- ***“Individuals’ creativity and motivation are refreshed by the reminders of the importance of our work, fresh intellectual inputs, and recognition of value of personal learned insights to others”***

Furthermore, learning among peers from different parts of the world reinforces the idea that no nation or continent can stand alone if the diversity and richness of life on earth, and the wide variety of habitats that sustains such life, is to endure for hundreds, or thousands, or millions of years into the future. Again, participant comments bring strongly underscore this critical idea.

- ***“My understanding of the world and my place in it has deepened and expanded. I have an enhanced appreciation of how our landscape conservation efforts are connected. It feels like I am now working on behalf of a much larger community, and I feel emboldened even though doubts remain about one step or another.”***
- ***“Clearly, large landscape protection requires ‘conservationists without borders’ – meaning that the time of legal boundaries ensuring long-term protection of public lands has substantially diminished. Action is required across the political spectrum, across jurisdictional boundaries, across multiple constituents, using wide ranging disciplines, and having multifaceted funding sources. The Large Landscape Conservation Peer Exchange addresses this urgent, contemporary conservation need and challenge.”***

## PART 2: EXECUTIVE SUMMARIES OF CASE STATEMENTS



Pumalin National Park, Patagonia, Chile (Photo: Getty Images)

## 2.1 EXECUTIVE SUMMARY: APPALACHIAN TRAIL LANDSCAPE PARTNERSHIP CASE STATEMENT

*Prepared by the Appalachian Trail Landscape Partnership Team*

### THE APPALACHIAN TRAIL LANDSCAPE



The Appalachian Trail centerline, surrounded by the loose border of the A.T. landscape

The Appalachian Trail (A.T.) landscape, spanning 14 states from Georgia to Maine, covers an estimated 35 million acres along the Appalachian mountain range in the eastern United States. It includes eight national forests, six national park units, two national wildlife refuges, eight national natural landmarks, three national historic landmarks, and 168 townships and municipalities. The A.T. corridor, which includes and surrounds one of the world's most famous and popular long-distance hiking trails, passes through eight separate ecoregions, linking extensive forest landscapes and an extraordinary variety of aquatic and terrestrial habitats over 2,192 miles. More than 600 rare, threatened, or endangered plant species—along with 80 globally rare plant communities—have been identified. The A.T. landscape is also one of the nation's most significant cultural landscapes, an important value that is currently being highlighted as the National Park Service is in the process of nominating the Appalachian National Scenic Trail to the National Register of Historic Places.

### HISTORY AND CONTEXT

The Appalachian Trail was conceived in the early 20<sup>th</sup> century by forester and regional planner Benton MacKaye, whose vision for a realm, centered by a trail, linking the Appalachian Mountains to the human landscapes of the United States' eastern cities was realized with the creation of the A.T. route in 1937.

In 1974, the Appalachian Trail Conservancy (ATC) commissioned a greenway study in conjunction with the organization's 50th Anniversary. The report recommended the development of a broad landscape corridor in direct relationship to Benton MacKaye's original vision. Over the next 30 years, a concerted effort was made to purchase and protect permanent public access along the entire length of the A.T. This work has resulted in one of the most significant and successful land conservation programs in the history of the United States. Today, the Appalachian Trail Conservancy, National Park Service, and 31 regional trail maintaining clubs share in the stewardship and the protection of the A.T. and its surroundings, which transcend traditional boundaries and jurisdictional designations. Nearly 100 percent of the 2,192

miles of the A.T. is now within a protected passageway that, in most places, extends, on average, 500 feet on either side.

Numerous conservation efforts – public and private - actively targeting and working to conserve highpriority lands within this wide conservation greenway have been organized and carried out by local, regional, and national entities, but often not in a manner that follows a unified, intentionally crafted, and connected regional strategic vision agreed upon by the dozens of conservation organizations in the larger 35-million-acre landscape.

The ATC and NPS recognized that this unified vision is vital to the next phase of Trail protection: broadening the scale of protection of the A.T. landscape. They identified the need for a new model for collaborative conservation, based on a high-level, collaborative, and coordinated partnership of networks and people, agencies and organizations that together could conserve a more connected, accessible, and climate-resilient landscape of habitats, cultural and heritage sites and recreational trail systems.

Calling for such a bold conservation achievement would seem more daunting if it were not for the recent development of collaborative networks of partners that together already span large swaths of the A.T. Greenway. The ATC and NPS formed the Appalachian Trail Landscape Partnership (ATLP) to enable an expanded network of partners to better protect and connect the A.T.'s landscape matrix of forests, fields, farms, parks, and trails. Together with dozens of other organizations and agencies, and sub-regional networks of hundreds of organizations, the ATLP seeks to support ever more effective, inclusive and collaborative partnerships to address trends that cause major impacts on the Trail's viewsheds, soundscapes, ecological systems, public access to outdoor recreation and cultural resources.

## **KEY CHALLENGES**

**Achieving a strong and meaningful governance structure.** There are numerous sub-A.T. landscape initiatives and partnerships along the A.T. greenway, each of which employs different governance frameworks and has different levels of capacity and resources. Geographic distances create “silos” that limit the power and potential of collaboration and planning across regions and scales based on a coordinated vision and strategy.

**Overcoming competition for limited public and private funding.** Conservation organizations and local, state, regional, and national conservation projects along the A.T. compete for limited public and private funding, and there is a lack of coordination among organizations and initiatives seeking funding.

**Developing an effective and coordinated communication strategy.** Organizations and initiatives have different approaches to and capacity for executing communications that increase community engagement, build public support, and attract donors. Regional and sub-regional organizations and initiatives working along the A.T. greenway rarely coordinate on communications strategy and branding, although efforts are being made (i.e., through the Wild East communications campaign).

**Prioritizing, on a regional basis, land conservation along the A.T. greenway.** Sub-regional and locally scaled activities use different criteria for prioritization purposes, and there is an absence of a coordinated, regional prioritization exercise identifying high-priority land for conservation along the A.T. greenway. There is a need to achieve greater efficiencies and synergies in identifying and protecting these lands.

## **STRATEGIC RECOMMENDATIONS**

**Define the role, goals, objectives, strategies, and actions of the ATLP through a multi stakeholder strategic planning process.** Using the Northern Appalachian Trail Landscape Partnership (NATLP) as a test case for the greater ATLP, develop a region-wide, inclusive, multi-sector stakeholder engagement and strategic planning process based on the NATLP's six core values (The six core values are (1) viewsheds (2) forestlands and farms (3) natural resources (4) recreation and public access (5) community connections and human health (6) historical and cultural sites) to achieve a unified vision and strategy.

**Enable effective communication and coordination between stakeholders and between scales of collaborative initiatives in the ATLP.** Build platforms – including online platforms, mobile tools (Slack, Basecamp), in-person working groups, and convenings- through which partners (i.e., sub-regional initiatives like the NATLP) in the ATLP can share their work and progress towards shared, collectively defined goals.

**Develop transparency between partners in the ATLP to decrease competition for limited resources.** Implement processes through which ATLP partners have a view into all projects seeking funding and can coordinate fundraising to benefit from aggregation and economies of scale and develop diversified funding strategies. Look to sub-regional initiatives for examples of tools and processes to adapt and use.

## **ACHIEVEMENTS BY WHICH THE INITIATIVE'S SUCCESS CAN BE MEASURED**

Achievement of the following milestones within the next 12-24 months will indicate progress in the long-term conservation of the A.T. landscape:

***Engage in a year-long strategic planning process for the NATLP*** with the assistance of the University of Massachusetts Amherst Department of Landscape Architecture and Regional Planning, through which NATLP stakeholders will define a shared vision, objectives, and strategy and will identify the best activities to be implemented at each scale within the NATLP landscape. This process will serve as a test and model for the larger ATLP partnership.

***Develop a science-based strategic conservation prioritization map*** based on the values, goals, and objectives of the ATLP and from this, identify a visionary land protection goal for the A.T. landscape.

***Create an online GIS database of Regional Conservation Partnerships and partners' projects*** associated with an already-identified area of 1.4 million acres of high conservation value land within the 10 million-acre NATLP landscape.

***Develop a project endorsement protocol to support Regional Conservation Partnerships and other partners' projects*** that contain areas of highest conservation value within the A.T. landscape.

***Successfully track and package portfolios of ATLP partners*** for consideration by national funders and donors and benefit from aggregation and economies of scale.

***Leverage the Wild East campaign to promote the value of the A.T. Landscape Initiative*** and the interest of the ATLP in collaborating with national and international interests, funders, and potential partners.

## **BENEFITS OF PARTICIPATION IN THE LARGE LANDSCAPE PEER LEARNING EXCHANGE**

The ILCN's Landscape Conservation Peer Exchange discussions concerning the needs of the Ruta de Los Parques led the Appalachian Trail Landscape Partnership team to pursue a strategic stakeholder engagement process for the NATLP with the assistance of the University of Massachusetts Amherst and funding from the Wild East Action Fund, Lincoln Institute of Land Policy, and Highstead Foundation. The ATLP will be examining this process carefully to determine what may be replicated at scale. Developing these and other opportunities will cultivate trust among members, new and long-standing, thus enabling more productive discussions surrounding funding and conservation finance. These discussions will naturally involve or lay the groundwork for how we collectively talk about the ATLP and its relationship to members' work and that of various initiatives.

## **WHO WE ARE: MEMBERS OF THE APPALACHIAN TRAIL LANDSCAPE PARTNERSHIP TEAM**

### **Wendy K. Janssen, Superintendent, Appalachian National Scenic Trail, National Park Service**

Throughout Wendy Janssen's 31-year career with the National Park Service (NPS), she has been committed to working collaboratively and building strong partnerships. From 2008 to February 2013, Wendy served as superintendent of two parks, Hagerman Fossil Beds National Monument (one of three units in the NPS that contains a portion of the Oregon National Historic Trail) and Minidoka National Historic Site in Idaho, with a unit of Minidoka in Bainbridge Island, Washington. Since March 2013, she has been the superintendent of the Appalachian National Scenic Trail. Wendy has worked in management positions at parks across the country, including Cabrillo National Monument, Santa Monica Mountains National Recreation Area, Martin Luther King, Jr. National Historic Site and Preservation District, and Whiskeytown National Recreation Area, in addition to being a planner at the Service's Harpers Ferry Center and in park ranger positions from Hawaii to New Hampshire. Wendy is a graduate of Rutgers College, Rutgers University, as well as the Harvard Kennedy School of Government Senior Executive Fellows Program, Aspen Institute Executive Seminar and National Parks Institute Executive Leadership Seminar.

**Bill Labich, Senior Conservationist, Highstead**

Bill Labich is a senior conservationist with Highstead Foundation and coordinates the Regional Conservation Partnership (RCP) Network, Northeast Forest Network, and co-coordinates the Northern Appalachian Trail Landscape Partnership. With 35 years' experience in forestry, land use planning, and landscape conservation, Bill assists others in the development of RCPs and RCP Networks in the Eastern United States and beyond. Bill serves on the steering/coordinating committees of the Network for Landscape Conservation (national), A.T. Landscape Partnership (Eastern U.S.), and the Hudson to Housatonic RCP. Bill served in the Peace Corps in Haiti (85-87), which led to his interests in collaborative community-based conservation. An associate of Harvard Forest, Harvard University, Bill has co-authored academic papers and chapters on RCPs and landscape conservation and is the author of "The Regional Conservation Partnership Handbook" (Highstead 2015, reprinted 2019) and co-author of "Wildlands and Woodlands, Farmlands and Communities: Broadening the Vision for New England" (Harvard Forest, Harvard University 2017). Bill earned his BS in Forestry from the University of Maine at Orono and his MRP from the University of Massachusetts Amherst.

**Dennis Shaffer, Director of Landscape Conservation, Appalachian Trail Conservancy**

Dennis is responsible for developing and directing the Appalachian Trail Landscape Partnership in cooperation with a diverse array of local, state, and national conservation partners. He is a graduate of Pennsylvania State University and Antioch New England Graduate School. Dennis has spent over 30 years serving in various capacities leading conservation organizations and land protection programs. His previous experience includes executive director of the Green Mountain Club, the director of the San Juan County Land Bank, a field office director for The Trust for Public Land, and the vice president for stewardship for the Vermont Land Trust. During a previous tenure at the ATC, Dennis also served as a field representative in the mid-Atlantic region and the New England coordinator and director the Trust for Appalachian Trail Lands.

## 2.2 EXECUTIVE SUMMARY: EL BOLDO TO CANTILLANA CASE STATEMENT

Prepared by Fundación Tierra Austral

### THE EL BOLDO TO CANTILLANA CORRIDOR



Global Context of the El Bolder to Cantillana Corridor in Central Chile

Stretching from the Pacific coast northwest of Santiago to the Altos de Cantillana Sanctuary within Chile's capital district in metropolitan Santiago, the El Bolder to Cantillana corridor spans Chile's productive Central Valley and is comprised of Chile Mediterranean habitat. The 500,000 hectare (more than 120,000 acre) corridor is located in one of just five Mediterranean biodiversity hotspots on earth, and the only one in South America; it forms part of the Chilean Winter Forest, designated by international organizations as a

world priority for conservation. In addition, the corridor includes an ecoregion known as the Chilean Matorral, which features an unusually large number of endemic plant species. This ecoregion is, however, the least protected region in Chile, with only 4.3% of its expanse in protected status. Sixty-five percent of Chile's population lives and works in the Central Valley, which features myriad intensive land uses that threaten the integrity of the ecoregion, including mining, forestry, and agriculture. The El Bolder to Cantillana corridor comprises the last remaining large and continuous tracts of intact habitat in the region. Because 90% of the land within the corridor is privately owned, this large landscape presents a critical and urgent opportunity which the private and civic land conservation community can help to address through the use of a new legal tool for land protection in Chile -- the Derecho Real de Conservación (DRC).

### HISTORY AND CONTEXT

With the help of a team of lawyers and supporters from across the public, private and NGO sectors, Fundación Tierra Austral (FTA), was established in 2012 as one of the first land trusts in Chile. It has since played a major role

in enabling private land conservation in Chile. With the active encouragement of FTA and many other Chilean conservation organizations, the Chilean Congress passed in 2016, after ten years of effort, a law creating the *Derecho Real de Conservación*. The DRC effectively amends the definition of private property ownership in Chile's Civil Code by adding to the categories of ownership the right to own property for its conservation and natural heritage value and characteristics.

As a result of the law's passage, landowners in Chile can now dedicate their land for conservation through a private legal agreement (a DRC agreement) between two parties -- the landowner and an NGO, government agency, or individual. (Note: The conservation designation runs with the land, not with the landowner, and can only be altered by an agreement of both parties; land protected by DRC agreements remains private, and the agreements are drafted to be flexible and can accommodate income-producing sustainable land uses like forestry, agriculture and tourism. Finally, the DRC is an in gross agreement, meaning that neither the properties nor parties in the agreement are required to be adjacent.)

However, the DRC remains largely unknown and underutilized by landowners and public officials in Chile. With the El Bolfo to Cantillana large landscape conservation initiative, FTA will implement Chile's first DRCs in the corridor, with the aim of serving as an exemplary model for private land conservation throughout the country. This pioneering initiative, for which FTA has secured financial and institutional support from the BHP Charitable Foundation, will increase public awareness and trust in private land conservation that could have a significant and transformational impact on conservation in Chile and other civil code countries.

## KEY CHALLENGES

**Building public awareness of and support for the DRC.** The DRC is a brand-new tool for conservation which has yet to be widely implemented and tested. There is a critical need for FTA to demonstrate that the DRC is a functional, flexible, and trustworthy tool by successfully implementing agreements in the corridor, thereby building public awareness in private land conservation tools and strategies to protect Chile's landscapes, biodiversity, and natural resources.

**Developing cross-sectoral recognition of the environmental and social value of Chile's Mediterranean habitat.** The importance of Chile's Mediterranean habitat is chronically overlooked in favor of the better publicized and charismatic landscapes of Chilean Patagonia. By conserving remaining intact habitat, and through public education campaigns, FTA must significantly increase the Chilean public's knowledge of its Mediterranean habitat. It must also inspire and mobilize public and private partners in the region to protect this threatened landscape.

## STRATEGIC RECOMMENDATIONS

**Select strategic sites and landowners for exemplary DRCs.** FTA should develop science and context-based criteria to identify the highest priority properties for conservation within the El Bolfo to Cantillana corridor. These properties should represent intact habitat and present realistic opportunities to create DRCs that serve to make these agreements effective as demonstrations of best practices.

**Deploy a range of private land conservation tools and strategies to protect Chile-Mediterranean habitat.** In addition to the creation of new DRCs, FTA should utilize a range of private land conservation tools – including fee acquisition – to conserve sound examples of Chile’s Mediterranean habitat in the El Boldo to Cantillana corridor.

**Undertake an effective and broad-based communications campaign to increase awareness of the DRC and ChileMediterranean in key audiences.** FTA’s communications should highlight how the DRC responds to the needs of private landowners and stakeholders who live and work in Chile’s Central Valley, including individuals and families whose daily lives and livelihoods depend on their property. In addition, the communications should emphasize the value and rarity of this habitat type.

**Strengthen FTA’s capacity to serve as a model and resource for private and civic land conservation in Chile.** FTA should continue to partner with individuals, organizations, and networks with relevant expertise, exemplified by its participation in the Lincoln Institute of Land Policy’s Large Landscape Peer Learning Initiative, the Chile California Conservation Exchange, and the BHP Charitable Foundation’s Global Learning Network.

**Contribute to continuing efforts to enable private land conservation in Chile.** FTA should continue to lead and collaborate on private and public sector efforts to create tax, financial and other incentives for private land conservation that will accelerate a private land conservation movement throughout the country.

## **ACHIEVEMENTS BY WHICH THE INITIATIVE’S PROGRESS CAN BE MEASURED**

The El Boldo to Cantillana project is divided into three two-year phases. In its first phase, the initiative can be measured through its achievement of the following milestones within the next 12-24 months.

**Negotiate and complete three DRCs** that simultaneously protect priority Chile-Mediterranean habitat and serve as effective demonstration projects illustrating the feasibility and functionality of the DRC agreement in the El Boldo to Cantillana corridor. These agreements will address the long-term governance and stewardship needs of each property, including the need for funding, monitoring, and enforcement of the agreement.

**Advance an additional three DRCs** with the same characteristics as above, including at least one agreement with an extractive industry partner, which will serve as a demonstration of how the DRC can be effective and replicable in accommodating income-producing sustainable land uses.

**Record increased public awareness and interest** – including by landowners, the general public, and public officials – in both the DRC and the Chile-Mediterranean large landscape, and specifically the El Boldo to Cantillana corridor.

**Advance enabling law and policy** including tax and other incentives that will allow landowners, the general public, and the private sector to contribute to protecting Chile-Mediterranean habitat.

## **BENEFITS OF PARTICIPATION IN THE LARGE LANDSCAPE PEER LEARNING EXCHANGE**

FTA’s participation in the Large Landscape Peer Learning Exchange has benefited the El Boldo to Cantillana initiative by creating a knowledge and partner base through which we can leverage expertise and build capacity to achieve our landscape conservation goals. As a result of this exchange, FTA’s Executive Director was given the

opportunity to participate in the Beahrs Environmental Leadership Program at the University of California Berkeley in July 2019.

The initiative will continue to build ties with colleagues from the exchange working to conserve Northern California's Mediterranean habitat, and are soliciting their expertise in stakeholder outreach, communications, and branding that will tap into Chileans' latent pride in their natural heritage. Through the Chile California Exchange, FTA will pursue possible landowner conservation partnerships between Chile and California in relation to agricultural lands in Mediterranean habitats. FTA will follow up with the Appalachian Trail team to learn about partnerships with universities and priority-setting processes. As a result of the strong relationships built during the exchange, FTA will remain connected and engaged with the team working on large landscape conservation in Chilean Patagonia, particularly with regard to advancing the use of DRC agreements and efforts to secure financial incentives for private land conservation action in Chile.

## **WHO WE ARE: MEMBERS OF THE STUDY GROUP FOCUSED ON THE EL BOLDO TO CANTILLANA CORRIDOR**

### **Victoria Alonso, President, Fundación Tierra Austral**

Victoria Alonso has 20 years of professional experience, in the public, non-profit and private sectors, in the protection of the environment and, more specifically, to the conservation of biodiversity and the search for creative instruments to preserve nature under challenging circumstances. Alonso is a partner at Templado, a private business oriented at providing consulting services for nature conservation.

Previously, she worked as the private lands coordinator at The Nature Conservancy (TNC) of Chile, where she was in charge of looking for mechanisms that can enhance private conservation in the Chilean Mediterranean habitat. She also coordinated a group of people looking for innovative tools that create legal incentives for private conservation in Chile. This group was able to introduce, for the first time in Latin America, a proposal to amend the civil code in order to create a Derecho Real de Conservación, analogous to a conservation easement adapted to the Chilean legal system, which was successfully approved in December 2016. Alonso also worked for seven years at the Environmental Agency, CONAMA (currently the Environment Ministry), where she produced and got approval in December 2004 of the Chilean National Biodiversity Strategy. She is an Agricultural Engineer from the Universidad Católica de Chile and holds an MSc in Environmental Sustainability from the University of Edinburgh.

### **Henry Tepper, Strategic Conservation Consultant, Fundación Tierra Austral**

Henry Tepper is an independent environmental consultant and an Instructor in the Sustainability Master's Program at the Harvard University Extension School. He has spent twenty-five years as a conservation leader in both the United States and abroad. He has special expertise in land conservation and has played a direct role in the protection of almost 1 million acres in the US and Latin America. He serves as a senior conservation advisor to the Tierra Austral Land Trust's

El Boldo to Cantillana Conservation Initiative in Chile. He has worked for more than a decade as part of the Chilean Private Lands Conservation Initiative, where he played a central role in the creation of the Fundación Tierra Austral and in the passage of Chile's private lands conservation legislation, the *Derecho Real de Conservación*. Henry's past roles include serving as the President of Mass Audubon, as Chief Conservation Officer and a Partner at Patagonia Sur, LLC, and as Vice President of State Programs at the National Audubon Society. Henry spent thirteen years at The Nature Conservancy (TNC), where he served first as the State Director in New Hampshire and then the State Director in New York State. He was a founding member of the Land Trust Alliance's Land Trust Accreditation Commission and was a member of the Land Trust Alliance's National Leadership Council. He currently serves on the Board of the Northeast Wilderness Trust and as a member of the Steering and Advisory Committee of the International Land Conservation Network.

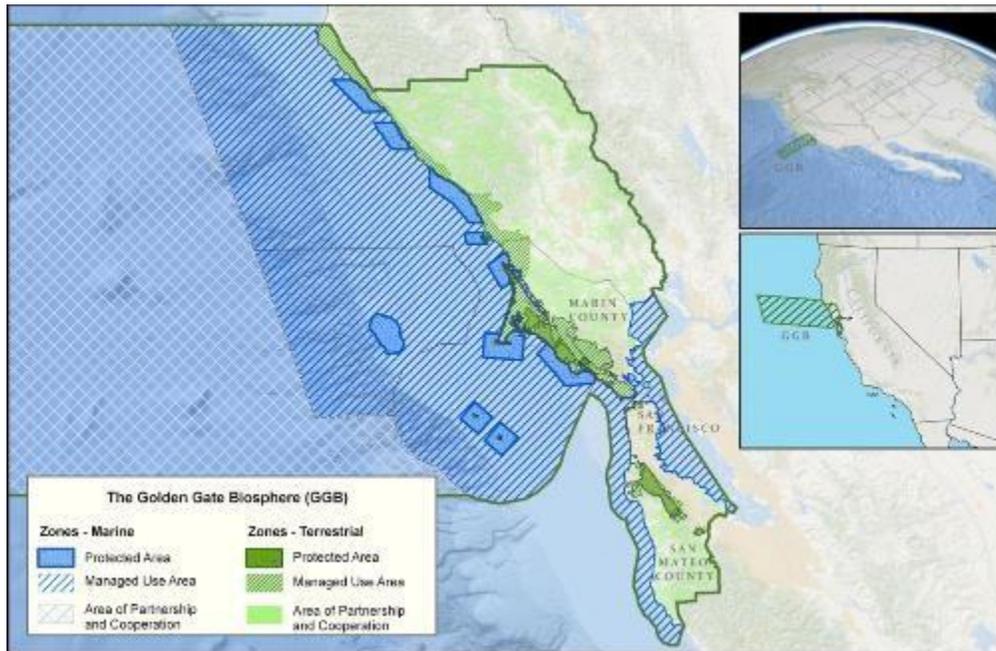
**Diego Tabilo, Executive Director, Fundación Tierra Austral**

Diego Tabilo is the Executive Director of Fundación Tierra Austral, one of the first land trusts in Chile. He has a degree in Natural Resources Engineering from the University of Chile and experience working as environmental consultant for diverse private and government institutions in the areas of environmental impact assessment, invasive species management, and stakeholder engagement for conservation projects. Before joining Tierra Austral in 2017, he worked as a restoration specialist for the American NGO Island Conservation on projects in Chile and Ecuador. At Tierra Austral, Diego leads the organization's development and the implementation of private land conservation projects.

## 2.3 EXECUTIVE SUMMARY: GOLDEN GATE BIOSPHERE CASE STATEMENT

*Prepared by the Golden Gate Biosphere Team*

### THE GOLDEN GATE BIOSPHERE



Comprised of over 17 million acres of land and sea, the Golden Gate Biosphere (GGB) includes open space lands and protected areas in Sonoma, Marin, San Francisco, and San Mateo Counties as well as marine and estuarine areas of the Pacific Ocean and the San Francisco Bay in the state of California. It is the only biosphere in the United States where land, sea, and urban areas meet; over 2.5 million people live within the GGB.

### HISTORY AND CONTEXT

More than 100 years ago, a pristine redwood forest just north of the Golden Gate was threatened by logging and damming. Businessman William Kent purchased the forest and donated it to the federal government, which declared it National Monument and placed under National Park Service management. In response to urban development, in the late 1960s, a grassroots conservation movement to protect lands across public and private boundaries resulted in the creation of the Golden Gate National Recreation Area (GGNRA), a national park that connected lands and waters across multiple jurisdictions and landscapes. Over time, the GGNRA has grown significantly, and the coastal waters adjacent to these parklands have been designated as National Marine Sanctuaries. In 1988, the United Nations Education, Scientific and Cultural Organization (UNESCO) designated this extraordinary landscape of protected areas, representing

the rich biodiversity of the San Francisco Bay region, the Golden Gate Biosphere Reserve. The GGB joins 686 sites throughout the world as regions with high biological richness that serve as examples of sustainable human use of the environment.

After a period of dormancy in the early 2000s due to reduced federal funding, the GGB has recently been re-designated. There is renewed engagement among partners in the landscape to work collectively towards landscape-scale conservation objectives to meet the threats and challenges faced by the region, including climate change. To address that opportunity and challenge, conservation and stewardship partnerships have emerged and grown over the last decade – engaging local communities, land and water-managing agencies (ranging from private, county, special district, state and regional entities), scientists and universities, and a vibrant nonprofit conservation sector. Now, the Golden Gate Biosphere provides an opportunity to usher in a new era of large landscape conservation and stewardship in California. The hallmark of this new era is a strategic and functionally connected network of actors who can work collaboratively to ensure the long-term conservation and stewardship of the region’s land and water resources. It calls for paradigm shifts in policy and administration, a willingness to bridge institutional divides, and a concerted effort to increase awareness around large landscape stewardship. Previous conservation successes, existing organizational resources, and growing political will have positioned the biosphere to be a leader in ushering in this new era, serving as an example for the rest of the state of California and the United States.

## **KEY CHALLENGES**

**Advancing statewide policy that enables landscape-scale stewardship.** The current regulatory paradigm and natural resources policy portfolio in California, coupled with a lack of data management systems at the regional level, create barriers to pursuing transboundary, large landscape stewardship work. A fundamental change is needed that promotes judicious action at multiple scales, rather than the current risk-averse approach that keeps needed projects from proceeding.

**Increasing durable public funding towards landscape stewardship.** The collaborative groups within the GGB all face challenges in sustaining support for critical backbone functions necessary to advance the collective goals, programs, and projects of the transboundary partnerships. There is an urgent need to increase the allocation of state and federal funding sources toward landscape stewardship, as well as a need for a durable public funding source to ensure that these public land investments will maintain their ecological, social, and economic value.

**Developing a coordinated, science-based approach.** Given the complexity of the natural resources issues facing California, there is a need to comprehensively understand and address the near-term challenges affecting the long-term health and resiliency of the GGB in a coordinated, science-based manner. This requires a new approach that dissolves some of the boundaries to data-sharing between agency, university, and non-profit partners to identify ways the “green and blue infrastructure” of the GGB can be a resource for regional resilience.

**Raising awareness about landscape stewardship through branding and communications.** The success of the GGB is tied up with how well we communicate the needs and benefits of large landscape stewardship to new partners, funders, and the public. There is also a need to brand the movement in a shorthand, memorable way that can build social capital for landscape stewardship work.

**Achieving a governance structure and staffing to maximize impact.** As the GGB comes back on line after a period of dormancy, there is a need for a governance structure that maximizes resources and optimizes the roles and responsibilities of partners. The GGB currently lacks a dedicated coordinator to facilitate a shared collective purpose and vision.

## **STRATEGIC RECOMMENDATIONS**

**Create a suite of policies that promote transboundary, partnership-based action and unlock new funding mechanisms.** Strategic recommendations include allocating upwards of \$5M from “state-side” Land and Water Conservation Fund dollars toward landscape stewardship projects, incentivizing landscape stewardship through the creation of grant programs using statewide cannabis and carbon funds, and allowing federal agencies in the region to use fee revenue to execute projects with a focus on connectivity and restoration.

**Make permitting and compliance more nimble and willing to take on an “action over inaction” management paradigm,** by clarifying areas where exemptions and increasing efficiencies exist but are not fully utilized, and by supporting the efforts of groups like Sustainable Conservation and the California Landscape Stewardship Network to increase programmatic efficiencies for permitting.

**Promote science-at-scale** by collectively building a spatially-explicit “knowledge-base” to provide comprehensive and transparent data on natural resources, ecosystem health, and shared infrastructure across the GGB. Through a facilitated capacity-building process, this knowledgebase can shape landscape-scale resilience strategies to reduce shared threats of drought, invasive species, fire and flooding via functional connectivity between individual parcels and across public-private jurisdictions.

**Create a sustainable governance framework to engage and support organizations in strategically addressing challenges and opportunities at multiple scales.** Initial steps include conducting a network-wide assessment of existing resources and assets across partner organizations, creating an agreement that clarifies roles and responsibilities, and establishing shared parameters for measuring success.

Identify an entity and individual(s) to represent the GGB within the public, nonprofit, and governmental framework to help advance its conservation goals and raise public awareness. This representative entity will target focused goals for the large landscape conservation movement and seek to make the GGB a demonstrated model of success among UNESCO Biosphere Reserves in achieving those goals.

## **ACHIEVEMENTS BY WHICH THE INITIATIVE'S PROGRESS CAN BE MEASURED**

The Golden Gate Biosphere team has identified several milestones by which to our regional and statewide efforts to advance partnership-based stewardship work can be measured, including:

- *Remove four regulatory barriers at the state government level;*
- *Hire a Special Assistant to the Governor to serve as liaison to the panoply of collaborative groups working in partnership to achieve large landscape conservation;*
- *Draft a 3-year strategic plan that outlines collaborative opportunities across the GGB and statewide;*
- *Draft a business plan for the GGB that establishes mechanisms for financial support of its core functions and a project facilitator; and* ○ *Identify, design and fund a regional, science-based project.*

## **BENEFITS OF PARTICIPATION IN THE LLPLI**

Much like large landscape stewardship, the benefits of participating in the Large Landscape Peer Learning Exchange materialize at various levels. As individual thought-leaders in the field, it is invaluable to meet regularly with other professionals in order to incubate and shape ideas that we can bring back to our communities and landscapes. As a collection of conservationists, continual learning through peer exchange promotes best practices and innovation, and nothing is more educational than moving through and experiencing the landscapes of the organizations involved in the Exchange. Finally, for the large landscape conservation movement as a whole, the Large Landscape Peer Learning Exchange addresses the urgent need for building bridges that span jurisdictions, constituencies, and funding sources so that we may act as “conservationists without borders.”

## **WHO WE ARE: MEMBERS OF THE GOLDEN GATE BIOSPHERE TEAM**

### **Sharon Farrell, Executive Vice President of Projects, Stewardship & Science, Golden Gate National Parks Conservancy**

Sharon Farrell is Executive Vice President of Projects, Stewardship & Science at the Golden Gate National Parks Conservancy. In this role, Sharon supports many of the organization's conservation initiatives and community science, restoration, and stewardship programs. This includes advancing opportunities for engaging partners, scientists and community members in research, monitoring and many aspects of land stewardship. Sharon also works closely with agency partners to oversee the One Tam Initiative, a community initiative to help ensure a healthy future for Mt. Tamalpais.

### **Alison Forrestel, Chief, Natural Resource Mgmt. and Science, Golden Gate National Recreation Area**

Alison Forrestel is the Chief of Natural Resource Management and Science at the Golden Gate National Recreation Area. She has worked for the National Park Service for 15 years and has expertise in fire ecology, disease ecology, restoration, and large landscape processes. Alison co-leads the Golden Gate

Biosphere and engages in large landscape management through the Tamalpais Lands Collaborative and the National Park Service's Connected Conservation program.

**Jonathan B. Jarvis, Executive Director, Institute for Parks, People, and Biodiversity, University of California Berkeley**

Jon Jarvis is the inaugural executive director of the Institute for Parks, People, and Biodiversity at the University of California Berkeley. Jon served 40 years with the National Park Service (NPS) and as its 18th director from 2009 to 2017. During his tenure as NPS director, Jarvis initiated extensive programs to address climate changes in the national parks, expanded the NPS by 22 new parks, and led the service through its Centennial with a vision for a second century of park stewardship, engaging communities through recreation, conservation, and historic preservation programs.

**Lisa Micheli, President and CEO, Pepperwood Foundation**

Dr. Lisa Micheli has over 25 years of experience applying her technical, policy, and fundraising expertise to the design and implementation of ecological restoration, research and education programs. She is the co-chair of the Terrestrial Biodiversity Climate Change Collaborative (TBC3), a Gordon and Betty Moore Foundation Bay Area climate adaptation research initiative. She joined Sonoma County's Pepperwood Foundation in October of 2009 as its premiere Executive Director.

**Greg Moore, President and CEO Emeritus, Golden Gate National Parks Conservancy**

Greg Moore has served as the top executive of the non-profit Golden Gate National Parks Conservancy since 1985, working in partnership with the National Park Service and Presidio Trust to preserve and enhance the Golden Gate National Parks. Under Moore's leadership, the Parks Conservancy has become one of the most successful nonprofit organizations supporting any area of the national park system, providing more than \$400 million in support to park projects and programs since the Conservancy's establishment in 1981.

## 2.4 EXECUTIVE SUMMARY: THE ROUTE OF PARKS (*RUTA DE LOS PARQUES*) CASE STATEMENT

*Prepared by: Study Group for Large Landscape Conservation in Chilean Patagonia*

### THE ROUTE OF THE PARKS IN CHILEAN PATAGONIA



Map of the Route of Parks in Southern Chile

The Route of Parks, stretching from Puerto Montt in northern Chilean Patagonia to Puerto Williams in the south, covers almost 63 million acres or a third of the Chile's land area. It includes 17 national parks with a total area of 30 million acres. Its extensive area contrasts with its population of less than 300,000 inhabitants, just 1.7% of Chile's inhabitants. These two characteristics have created a unique opportunity for largescale conservation, so that this region today comprises 85% of Chile's terrestrial protected areas, and 91% of its national parks. Chilean Patagonia features a diversity of ecosystems and numerous endemic species of plants and animals, of international relevance for conservation. Its glaciers, ice fields, mountain, rivers, fjords, forests, steppes and wetlands constitute a distinctive and unique natural and scenic heritage that are recognized and valued both within Chile and by its many international visitors and supporters. At the same time, the area of the Route of Parks is home to more than 60 communities who are key stakeholders in the success and longterm integrity of this unique and globally significant large landscape.

### HISTORY AND CONTEXT

In 2017, the State of Chile and Tompkins Conservation signed a historic protocol of agreement to materialize a set of objectives known as the "Network of Parks of Chilean Patagonia." Through this agreement, Tompkins Conservation donated one million acres of private land owned by Douglas and Kristine Tompkins to Chile, including all infrastructure and amenities on the properties, which the Chilean government generously augmented by re-categorizing 6.5 million acres of national reserves and incorporating 2.4 million acres of public lands as national parks. The agreement, the single largest land donation by a private owner to a State, was the culmination of a 25-year effort by the Tompkinses for the conservation and restoration of land in Chilean Patagonia. Altogether, it resulted in the expansion of 3 existing national parks and the creation of 5 new national parks covering 10 million newly-protected acres within the Route of Parks.

An integral part of the donation, and the Route of Parks project, is a vision for development in Chilean Patagonia based on conservation, wherein nature tourism in these iconic parks and protected areas becomes an engine for economic and social well-being in the surrounding towns and communities. The Route of Parks aims to demonstrate that wellprotected national parks are essential not only for the protection of biodiversity and ecosystem services, but that

they are an asset for productive systems and economic activities that depend on nature and benefit from being surrounded by healthy and flourishing communities. In order to achieve this vision for large landscape conservation and sustainable development in this immense territory, it is critical to achieve a legal, financial, and institutional structure that will ensure the long-term management and stewardship of the Route of Parks.

## KEY CHALLENGES

**Achieving strong, centralized institutional support and an integrated governance structure.** Chile is one of the few Latin American countries that does not have a public agency which comprehensively manages terrestrial and marine conservation. Instead, public protected lands are under the management of Chile's National Forestry Corporation (CONAF), a nonprofit private entity under the Ministry of Agriculture. Furthermore, multiple stakeholders across the public and private sector are working on efforts to lead the land conservation strategy to be developed in the Route of Parks, without an agreed-upon framework for governance.

**Overcoming the public and private funding gap for conservation.** Chile's protected areas lack a long-term financial mechanism through which their management and stewardship can be ensured. CONAF allocates just USD \$1.76 per acre of protected area, one of the lowest budgets for this purpose in Latin America and a figure that has not grown substantially even as protected areas expand. Furthermore, Chile's tax system disincentives private philanthropy for conservation, as grants and donations may be subject to an aggregate tax of 65%.

**Building capacity for protected area stewardship and management.** Chile has a century-old tradition of creating national parks, and yet their contribution to both the local and national economy are under-recognized and underutilized. Building capacity in park rangers and staff is a key step in ensuring that Chile can cope with a growing number of parks and visitors, and maintain the quality and integrity of its protected areas.

**Generating support from local communities and the Chilean public in the 'conservation for development' idea.** The success of the Route of Parks to involve and count on the support and stewardship of the surrounding communities. Beyond these communities, it is critical to build citizen appreciation and support for conservation throughout Chile.

## STRATEGIC RECOMMENDATIONS

**Develop a cross-sector, multi-stakeholder governance model.** A Public-Private Committee should be established at the regional governmental level for each of the three regions of the Route of Parks. This committee would be responsible for identifying risks, threats, and gaps in protected area management, as well as setting up a shared vision, conservation and development goals, and actions with a relevant group of public and private representatives and local communities. An Inter-regional Public-Private Steering Committee should act as the highest governance body of the Route of Parks, integrating the vision, strategies, and objectives of the three regional committees.

**Advocate for the centralized administration and supervision of Chile's national system of protected areas.** The Chilean government should create, under the Ministry of Environment, a dedicated Biodiversity and Protected Areas Service responsible for the administration and supervision of Chile's National System of Protected Areas, an integrated system of public and privately protected areas.

**Create a permanent fund for the management, stewardship, and operation of the Route of Parks.** Further to an agreement announced in May 2019 between the Chilean government, Tompkins Conservation, and the Pew Charitable Trust, a 15-20 year fund (Protecting Patagonia Forever) should be established to finance infrastructure, trails, personnel, and equipment to allow the Route of Parks to match international standards and catalyze economic development in surrounding communities.

**Promote environmental philanthropy through tax reform and policymaking.** The Chilean tax code should be amended to incentivize environmental philanthropy, as proposed in the “Short Law” for Donations which has been submitted to Congress and which would allow grants and donations for conservation to be tax deductible.

**Establish a model park that will host a school for park rangers.** To train and professionalize park rangers able to manage and steward Chile’s growing parks and protected areas in the Route of Parks to a high standard, a model park and school for rangers should be established at Pumalín Park in northern Chilean Patagonia.

**Involve local communities in the development and conservation process.** The Regional Committees should conduct outreach to the 60 communities of the Route of Parks and identify community leadership and organization, interests, and needs. This is essential to efficiently coordinating the different promotion instruments, infrastructure projects and other actions that state agencies carry out in the territory to support communities.

**Develop a public education campaign for Chile’s protected areas and the Route of Parks.** Organizations like the Friends of Parks of Patagonia and other should build a campaign to raise awareness of the Route of Parks as part of Chile’s natural and cultural heritage, as well as about the potential economic benefits of these protected areas.

## **ACHIEVEMENTS BY WHICH THE INITIATIVE’S PROGRESS CAN BE MEASURED**

The Study Group for Landscape Conservation in Chilean Patagonia believe that the achievement of the following milestones within the next 12-24 months will indicate progress in the long-term conservation of the Route of Parks:

- ***Achieve a stronger coordination and governance structure*** identifying a shared vision and agreed-upon set of roles by public and private institutions and entities contributing to the Route of Parks effort, including the creation of the model park and school for rangers at Pumalin Park.
- ***Advance enabling law and policy*** including the creation of the Biodiversity and Protected Areas Service, the establishment of the Protecting Patagonia Forever fund, and the passage of tax reform legislation that will allow landowners, the general public, and the private sector to contribute to protecting the Route of Parks. Amigos de los Parques has already help championed an Environmental Philanthropy Law for Chile, in terms of mobilizing actors from all sectors to avoid bans on donations from abroad to Chile, as well as articulating various actors around this agenda, including the creation of the Environmental Philanthropy Network for Chile and the participation in the creation of the Environmental Philanthropy Commission of the Center for Public Studies (<https://amigosdelosparques.cl/cep-lanza-project-to-promote-environmental-philanthropy/>), together with the main NGOs of the sector in Chile, think tanks and the main wealth of the country.

- **Successfully complete two public education campaigns** - including to communities in the Route of Parks, and the Chilean public, recording increased interest in and support for protecting Chile's natural heritage and awareness of the economic benefits of and development opportunities in conservation.
- **Initiate community support work in three communities of the Route of Parks**, one in each region, identifying the environmental, social and development conditions of the territory, strengthening local leadership, fostering cooperation and public-private partnerships, and identifying the needs, gaps and opportunities that emerge from protected areas on people's livelihoods.

## **BENEFITS OF PARTICIPATION IN THE LARGE LANDSCAPE PEER LEARNING EXCHANGE**

Participation in the Large Landscape Peer Learning Exchange has benefited the Large Landscape Conservation in Chilean Patagonia initiative by connecting the members of this Study Group to experienced practitioners in United States with the expertise to advise the initiative on two pressing challenges: governance (the Golden Gate Biosphere Reserve team) and regional coordination between the public and private sectors (the Appalachian Trail team). The Exchange has also led the Study Group to recognize the importance of coordinating with other landscape conservation efforts in Chile (the El Boldo to Cantillana team), who are important partners in advancing enabling law and policy and in building capacity and trust in private land conservation as part of an integrated public-private system of protected areas.

The Large Landscape Peer Learning Exchange has had an instrumental role in supporting the work of Amigos de los Parques, a relatively new NGO connecting the vision of the Route of the Parks with the Chilean people. Amigos de los Parques continues to grow under the leadership of its executive director Eugenio Rengifo. Working with the Large Landscape Peer Learning Initiative as well as an Eisenhower Fellowship, Eugenio Rengifo was able to connect with best practices throughout the United States with its well-developed system of "friends groups" for national parks and public lands. In particular, a specific and ongoing exchange developed between Greg Moore of the Golden Gate National Parks Conservancy and Eugenio Rengifo. That exchange is ongoing through the support of the Lincoln Institute.

## **WHO WE ARE: MEMBERS OF THE STUDY GROUP FOR LARGE LANDSCAPE CONSERVATION IN CHILEAN PATAGONIA**

### **Hernan Mladinic, Advisor, Friends of Parks of Patagonia and Councilor, Chile-California Council**

Hernan Mladinic was born in Punta Arenas, the largest city in Patagonia, in front of the Strait of Magellan. From July 2008 to April 2018 he was Executive Director of the Pumalín Park and Project (later Tompkins Conservation). In that position, he led relationships with government institutions in the donation and creation of Chilean national parks. During the administration of Michelle Bachelet (2014-2018), Hernan headed the team that proposed the "Network of Parks of the Chilean Patagonia," an agreement which made possible the creation of 8 new national parks encompassing 10 million acres, thanks to the donation of 1 million acres, the largest donation of a private organization to a State in the world, in an historic public-private conservation effort. Hernan is currently a member of the Advisory Board of the nonprofit organization "Friends of Parks of Patagonia", created under the umbrella of the Tompkins group to promote a citizen culture of appreciation and protection of national parks. Hernan graduated as a Sociologist at the University of Chile and completed his Master of Arts in Environmental Studies at the University of Toronto.

**Roberto Peralta Martínez, Attorney, Peralta Abogados**

As a lawyer, Roberto Peralta has worked at the Unión Social de Empresarios y Ejecutivos Cristianos (1992-1994), the Lan Chile Group (1995-2000), with the law firms Philippi, Yrarrázaval, Pulido & Brunner, 2000-2007, Toro y Depolo, 2007-2008, with Peralta, Gutiérrez y Asociados, 2008-2018, and with Peralta Abogados from 2018. Roberto has also been a professor at the Catholic University of Chile (2012-2017), the University of Chile (1988-2006), Alberto Hurtado University (2011-2014) and the NGO Simón de Cirene (2007-2017). He is a member of the Colegio de Abogados A.G. and the Unión

Social de Empresarios y Ejecutivos Cristianos. Roberto received his education at the University of Chile, the University of California Los Angeles, and Harvard University. Roberto was admitted as attorney in Chile in 1993 and in New York, USA, in 2000.

**Charles Kimber, Senior Vice President of Commercial & Corporate Affairs, Arauco**

Charles Kimber is Senior Vice President of Commercial & Corporate Affairs for Arauco, one of the world's leading forestry enterprises and manufacturer of wood pulp and of a wide range of wood products. Arauco has operations in Chile, Argentina, Brazil, United States of America, Canada and through its joint ventures in Uruguay, Portugal, Spain, Germany and South Africa. Mr. Kimber joined Arauco in 1986 and since then, has held several positions within the company, as it grew from sales of US 150 million to over US 6 billion today. Charlie received his degree in Commercial Engineering at the Pontificia Universidad Católica de Chile. He is a Member of the Board of Corma (Chilean Forestry Association), AMCHAM (the Chile American Chamber of Commerce), The Chile-Argentine Chamber of Commerce, Chairman of AccionEmpresas, and also a board member of several companies within the Arauco Group.

## APPENDICES



Rhododendrons along the Appalachian Trail, Roan Highlands near the North Carolina/Tennessee border, USA (Photo: Getty Images)

# APPENDIX 1. BACKGROUND ON THE APPALACHIAN TRAIL PARTNERSHIP

## APPALACHIAN TRAIL LANDSCAPE PARTNERSHIP – THE MAP



## **APPALACHIAN TRAIL LANDSCAPE PARTNERSHIP – THE LANDSCAPE INITIATIVE**

The Appalachian Trail Landscape Partnership was launched by the Appalachian Trail Conservancy and National Park Service in 2015. It is now heading into its fourth year. The partnership is ongoing and very much evolving!

The Appalachian Trail Landscape Partnership is a coalition of government agencies, non-profit organizations and local communities operating at local, state, regional and national levels throughout the landscape surrounding the Appalachian Trail. Governance is an informal network of partners focused on building relationships, exchanging information and identifying and working on common interests and priorities. A steering committee and workgroups provide overall guidance to the Partnership. The Appalachian Trail Conservancy and National Park Service provide partnership coordination and facilitation.

## **APPALACHIAN TRAIL LANDSCAPE PARTNERSHIP – THE PEOPLE**

### **Wendy Janssen – Superintendent, Appalachian National Trail**



In 2013, Wendy Janssen was named Superintendent of the Appalachian National Trail. From 2008 -2013, Janssen served as superintendent of Hagerman Fossil Beds National Monument (HAFO) and Minidoka National Historic Site (MIIN) in Idaho, with a unit of MIIN in Bainbridge Island, WA. During her tenure, Janssen led extensive planning and implementation efforts for both sites, including the construction of new facilities, preservation of historic camp structures, and development of education programs. In those efforts she worked with her staff to engage new audiences and involve partners to establish a cooperative and collaborative environment. Janssen also worked on many

external issues affecting both parks, including wind turbines, transmission lines, and a concentrated animal feeding operation.

“Wendy’s commitment to working collaboratively and building strong partnerships have been a cornerstone of her career in the National Park Service,” said Northeast Regional Director Dennis Reidenbach. “Her excellence in those areas are just a few of the many reasons we know she is the perfect fit to lead the Appalachian Trail’s unique cooperative management system into the centennial of the National Park System in 2016, and beyond.”

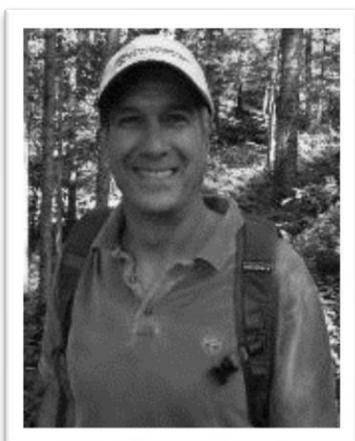


**Bill Labich – Senior Conservationist,  
Highstead**

As a Senior Conservationist at Highstead, Bill facilitates the development and activity of state-wide and regional conservation partnerships and networks on behalf of the Wildlands and Woodlands Initiative. Bill has 25 years' experience in the fields of forest management, land use planning, environmental education, and regional land conservation. He works with local, state and regional governments, non-profits, and private landowners.

Bill has a Masters in Regional Planning from the University of Massachusetts, Amherst and a Bachelors of Science in Forestry from the University of Maine at Orono. He has co-authored papers on cross-boundary cooperation among private landowners and on the Wildlands and Woodlands Vision.

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**Dennis Shaffer -- Director of Landscape Conservation, Appalachian Trail Conservancy**

Dennis is responsible for developing and directing the Appalachian Trail Landscape Partnership in cooperation with a diverse array of local, state and national conservation partners. He is a graduate of Pennsylvania State University and Antioch New England Graduate School. Dennis has spent over 30 years serving in various capacities leading conservation organizations and land protection programs. His previous experience includes: executive director of the Green Mountain Club, the director of the San Juan County Land Bank, a field office director for The Trust for Public Land and the vice president for stewardship for the Vermont Land Trust. During a previous tenure at the ATC, Dennis also served as a field representative in the mid-Atlantic region and the New

England coordinator and director the Trust for Appalachian Trail Lands.

## **APPALACHIAN TRAIL LANDSCAPE PARTNERSHIP – AGENDA, LIST OF PARTICIPANTS, AND OVERVIEW**

**Large Landscape Peer Learning Exchange Appalachian Trail Landscape Partnership, Northern Appalachian Trail Woodstock, Vermont September 16-19, 2019**

**Convened by:** Jim Levitt, Lincoln Institute of Land Policy  
Shawn Johnson, University of Montana  
Chandni Navalkha, Lincoln Institute of Land Policy

**Hosted by:** **Appalachian Trail Landscape Partnership Team** Bill Labich, Highstead Foundation  
Dennis Shaffer, Appalachian Trail Conservancy  
Wendy Janssen, Appalachian National Scenic Trail, National Park Service

**Visiting Teams: El Boldo to Cantillana Team**  
Henry Tepper, Fundacion Tierra Austral  
Victoria Alonso, Fundacion Tierra Austral

**Large Landscape Conservation in Chilean Patagonia Team**  
Charles Kimber, Arauco  
Hernan Mladinic, Chile California Council Roberto Peralta, Peralta Abogados

**Golden Gate Biosphere Reserve Team**  
Greg Moore, Golden Gate National Parks Conservancy  
Lisa Micheli, Pepperwood Foundation  
Sharon Farrell, Golden Gate National Parks Conservancy

**Joined by:** Anne Stetson, John Merck Fund  
Christina Marts, National Park Service  
Don Weeden, Weeden Foundation  
Doug DeAngelis, Lynx  
Elizabeth Adams, Lyme Timber Company  
Gaye Symington, High Meadows Fund  
Nora Mitchell, Conservation Study Institute  
Peter Howell, Open Space Institute  
Peter Stein, Lyme Timber Company  
Rolf Diamant, National Park Service  
Sabrina Wei, Peking Forestry University  
Shenmin Liu, Lincoln Institute of Land Policy

## **Agenda**

### **Monday, September 16 (optional day) Woodstock, VT**

**12:45 Participants Convene to Depart for Hanover, NH** Woodstock Inn | 14 The Green, Woodstock, VT

**13:00 Lunch**  
Molly's | 43 S Main St, Hanover, NH

**14:00 Perspectives from a Designated Appalachian Trail Community – Hanover, NH**

Lyme Timber | 23 S Main St, Hanover, NH

*Meet with Julia N. Griffin, Town Manager of Hanover, New Hampshire for local perspectives from a designated Appalachian Trail community.*

**15:30 Visit Hanover Conservancy Properties and Hike on the Northern Appalachian Trail**

*Joined by J.T. Horn, Senior Project Manager at the Trust for Public Land Hanover, NH*

**18:00 Group Dinner**

Simon Pearce | 1760 Quechee Main St, Quechee, VT

**Tuesday, September 17 Marsh-Billings-Rockefeller National Historical Park**

**8:00 Breakfast on your own.**

*The morning is free to explore the town of Woodstock until we gather for lunch.*

**12:00 Lunch**

Forest Center at Marsh Billings Rockefeller National Historical Park | 54 Elm St, Woodstock, VT

**13:00 Welcome | Jim Levitt, Shawn Johnson**

**13:30 A Closer Look at the Appalachian Trail | Bill Labich, Dennis Shaffer, Wendy Janssen**

**14:45 Coffee Break**

**15:00 Presentation and Tour of Marsh Billings Rockefeller National Historical Park**

Marsh Billings Rockefeller National Historical Park | 54 Elm St, Woodstock, VT

*Joined by Rick Kendall, Superintendent, and Christina Marts, Deputy Superintendent, Marsh-Billings-Rockefeller National Historical Park & Saint-Gaudens National Historic Site*

**17:00 Clinic Session Preparation**

*Open time for teams to prepare for clinic sessions on Wednesday, September 18.*

**19:30 Group Dinner: Preparing to Celebrate Chile's Independence Day**

Richardson's Tavern at the Woodstock Inn | 14 The Green, Woodstock, VT

*Joined by Jim Brangan, Assistant Director, Champlain Valley National Heritage Area and Dr. Rebecca Stanfield McCown, Director, the National Park Service Stewardship Institute*

**Wednesday, September 18 Marsh-Billings-Rockefeller National Historical Park**

**8:00 Breakfast on your own.**

**9:00 Appalachian Trail Landscape Partnership Case Statement Presentation & Clinic Bill Labich, Dennis Shaffer, Wendy Janssen**

**10:15 Coffee Break**

**10:45 Ruta de Los Parques Case Statement Presentation & Clinic Charles Kimber, Hernan Mladinic, Roberto Peralta**

**12:00 Lunch**

Forest Center at Marsh Billings Rockefeller National Historical Park | 54 Elm St, Woodstock, VT

**13:00 Golden Gate National Biosphere Reserve Case Statement Presentation & Clinic Lisa Micheli, Greg Moore, Sharon Farrell**

**14:15 Coffee Break**

**14:30 El Boldo to Cantillana Case Statement Presentation & Clinic Henry Tepper, Victoria Alonso**

**15:45 Break**

**16:00 Guided Discussion: Reflections on the Day | Shawn Johnson**

**16:45 Clinic Wrap Up and Concluding Remarks | Jim Levitt and Peter Stein**

**17:00 Carriage Trail Stroll in Marsh Billings Rockefeller National Historical Park**

**18:45 Dinner**

The Prince and the Pauper | 24 Elm St, Woodstock, VT

*Joined by invited guests from local foundations and organizations*

**Thursday, September 19 Marsh-Billings-Rockefeller National Historical Park**

**8:00 Breakfast on your own.**

**9:00 Preparing for the California Chile Conservation Exchange (CCCX) and ILCN Global Congress Jim Levitt, Chandni Navalkha**

**9:30 Reflections: What have we learned? What have we achieved? | Shawn Johnson**

**10:30 Coffee Break**

**10:45 Future of the Peer Learning Exchange: How do we move forward? Jim Levitt, Shawn Johnson**

**11:30 Concluding Remarks | Jim Levitt, Shawn Johnson**

**12:00 Lunch and Adjournment**

**14:00 Optional Hike on the Appalachian Trail – Barnard, VT**

**19:00 Annual Meeting of the Vermont Community Foundation**

Billings Farm, 69 Old River Rd, Woodstock, VT

*All are invited to participate in the annual meeting of the Vermont Community Foundation.*

## **APPALACHIAN TRAIL LANDSCAPE PARTNERSHIP – ONGOING DOCUMENTATION**

Members of the Appalachian Trail Landscape Partnership Team and a group of conservation and thought leaders from New England helped design and implement the third and final meeting of the 2018-2019 peer learning cohort. In many ways, this last study tour reflected the growth of the group over the past year – connected personally and professional, well-informed about the issues and challenges facing each of the landscapes as well as all of the landscapes, and ready to turn thoughtful reflection into purposeful strategy and action.



The September 16-19, 2019, gathering started with an optional day that provided a look at the landscape and communities connected to the Appalachian Trail and information about local efforts to expand conservation footprint the trail into nearby areas, thereby beginning to realize the broader vision of the Appalachian Trail Landscape Partnership. Local community and conservation leaders shared how some of those successes were born of individual generosity and others through strategic planning and leveraging of multiple sources of money and financing. At the end of the day, a winding road through the rolling hills and bucolic landscape brought the group to a scenic dinner on the river, a fitting setting to reconnect and enjoy one another's company before diving deep into landscape conservation strategy in the coming days.

The study tour officially kicked off at Noon on September 17 with lunch at the Forest Center building at Marsh Billings Rockefeller National Historical Park. After lunch, the group had a chance to update one another on their efforts since our last gathering and to share their expectations for our time together. The group shared a sense of hopefulness about their individual and collective efforts, even as they acknowledge some of the barriers they would face in moving from strategic thinking into broader partner engagement and, eventually, strategic action. The afternoon was also a chance for the Appalachian Trail Landscape Partnership team to share more details about their efforts, including the communications and branding campaign they have begun – Wild East. The group then had a chance to explore the grounds of the National Historical Park, including the historic home of the Billings and Rockefeller families. After the brief tour, participants then had some time to work in their teams on final preparations for the case statements they would present to a panel of experts the following day. The group ended the day with a celebratory toast and dinner to mark Chile’s Independence Day.

Wednesday, September 18, offered the peer learning initiative teams the opportunity to present their case statements to a panel of experts under the coordination of Peter Stein. The format for the presentations was a friendly spin on the popular show “Shark Tank.” In this case, the “Dolphin Tank” workshops were designed to provide large landscape conservation leaders with expert guidance and insight on a set of emerging strategies to address their governance, finance, policy, communications, organizational/partnership development, or other objectives. The teams then had an opportunity to discuss and integrate the experts’ feedback into their emerging strategies and work plans. In all cases, the feedback provided by the panel of twelve experts provided new insights and ideas. The ideas and insights ranged in scope from business planning and financial tools to communications and legal/policy advice. The breadth and depth of knowledge and experience represented by the panel provided a new and valuable dimension to the peer learning initiative. In particular, it provided ways of thinking about the challenges and opportunities facing each landscape in ways that extended beyond the exchange among the peers themselves. At the conclusion of the presentations, the group had the opportunity to explore the carriage trails at the National Historical Park. This provided the group with much needed unstructured time to further explore the ideas and suggestions offered by the panel of experts. The group’s final dinner provided an opportunity to reflect on the past year’s efforts and to express gratitude for the time everyone got to spend together and the gifts that time provided in terms of inspiration, connection, focus, strategy, and intention.

The morning of September 19 provided the group with the opportunity to share some thoughts about the program as a whole. It also offered them the chance to suggest how the program might continue into the future and what role they might like to play. Many participants noted how singular and special this group was and how difficult that would be to replicate or carry forward. Instead of attempting to keep this “good thing” going, the group suggested that a new cohort should be established with the same deliberate intention on building relationships, utilizing both structured and unstructured time, and facilitating learning both at meetings and between meetings. Moreover, the group wants to stay in touch in some way.

Finally, the group discussed how they would quickly integrate the feedback from the panel of experts into revised case statements. In turn, the support team for the peer learning initiative would develop executive summaries to share at the October meeting of the Chile California Conservation Exchange (CCCX). The executive summaries for the Chile and

California landscape initiatives were shared at the CCCX meeting; the executive summary for the Appalachian Trail Landscape Partnership effort was shared at a December Partnership meeting. All executive summaries are provided as appendices to this report.

## APPENDIX 2. BACKGROUND ON EL BOLDO TO CANTILLANA

### EL BOLDO TO CANTILLANA – THE MAPS

Figure 1. Global context of El Bolder to Cantillana Corridor

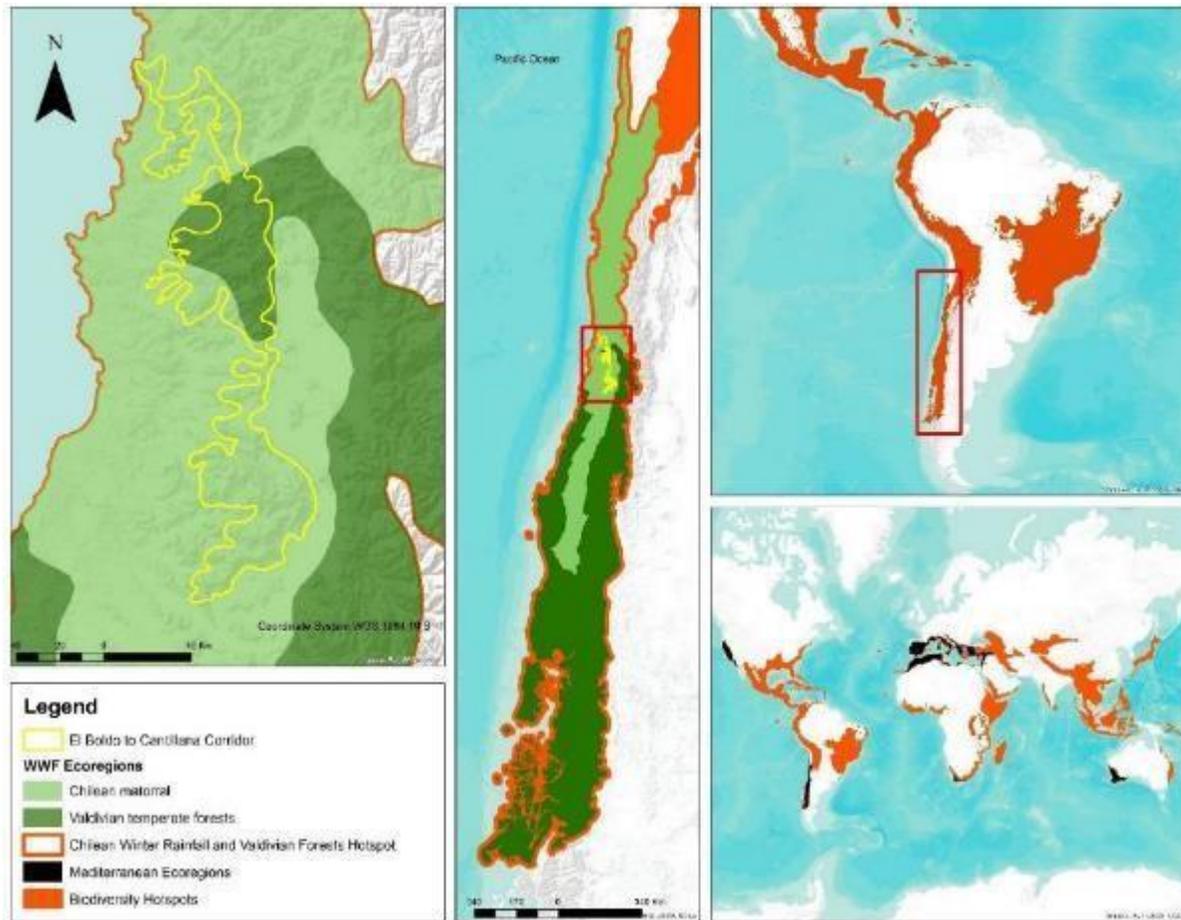
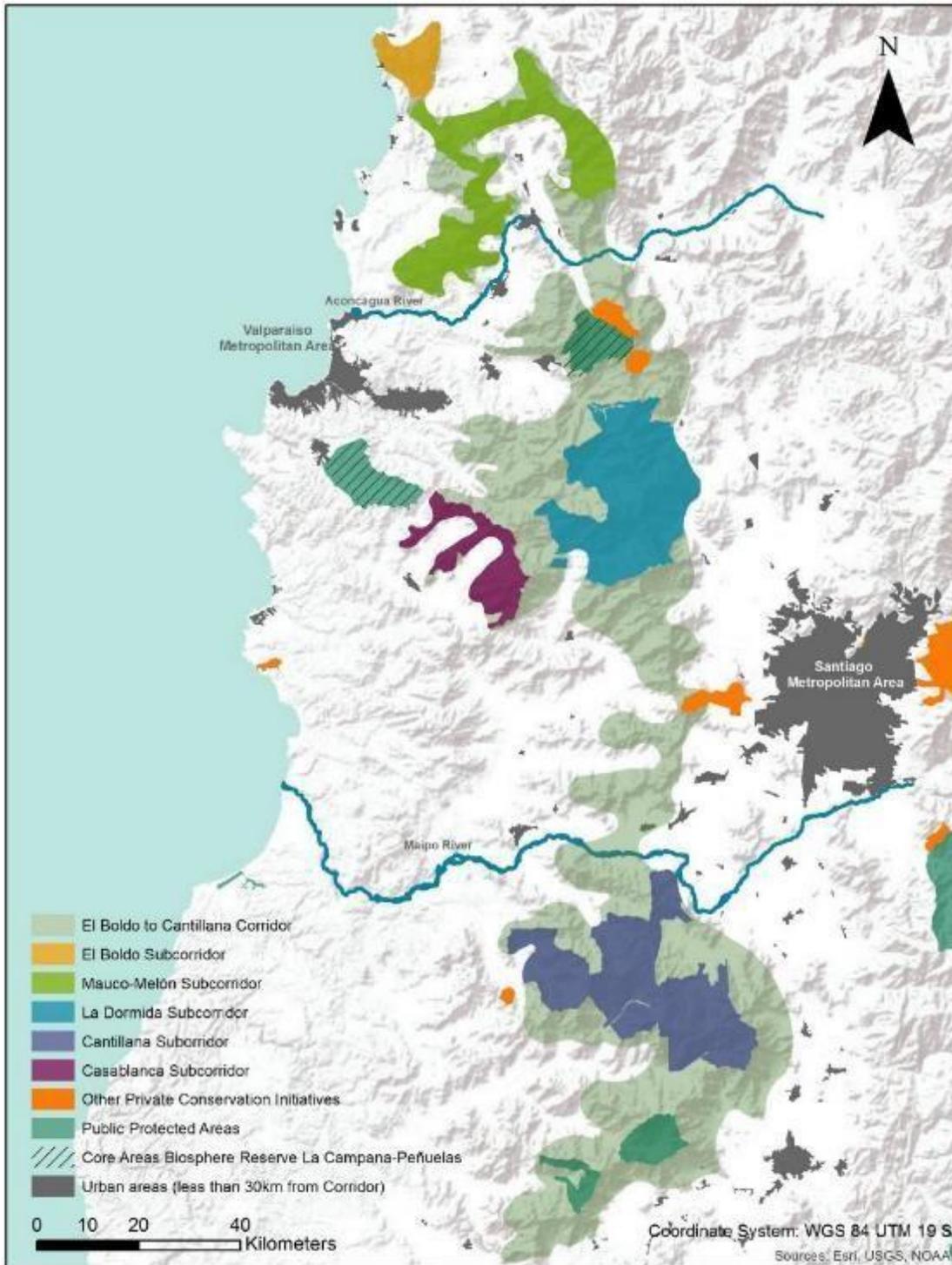
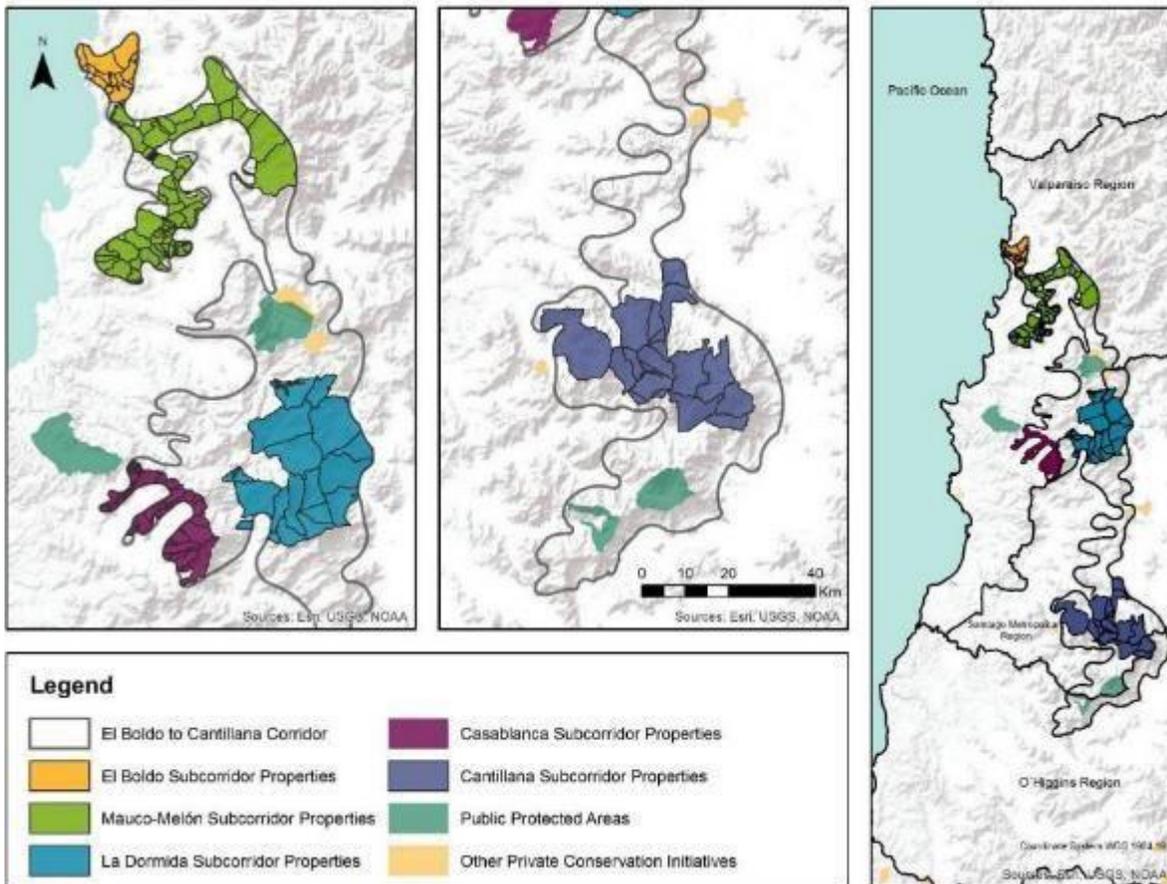


Figure 2. El Boldo to Cantillana Corridor's area of influence



Source: Own elaboration

**Figure 3.** Subcorridors and administrative division of properties



## EL BOLDO TO CANTILLANA – THE LANDSCAPE INITIATIVE

El Bordo to Cantillana is an initiative of the Fundación Tierra Austral, the Tierra Austral Land Trust (FTA). The project was formulated during the past two years, and will begin in earnest as part of a grant that FTA received from the Global Sustainability Grant Program of the BHP Foundation of Australia. The project is also part of the larger, multi-faceted Chilean Private Lands Conservation Initiative, which has been underway for more than a decade.

There is a years-long history of key individuals and organizations working to achieve conservation in this region of the country. If this initiative is successful in its initial phase, the hope is that it will continue to grow and evolve, attracting more landowners and partner organizations.

The El Bordo to Cantillana Initiative will advance the protection of Chile's rarest, most under-protected and most threatened ecosystem, the Chile-Mediterranean habitat of central Chile. Because this habitat is almost all privately owned, the use of tools such as the Derecho Real de Conservacion (DRC) is required to protect land in a 435,389 hectares natural biological corridor that stretches from El Bordo on the Pacific coast to Cantillana, located just outside of the capital city of Santiago. The project's central goal is to advance conservation in this critical corridor by testing and strengthening the DRC as a tool for protecting the El Bordo to Cantillana Corridor, and it is organized into three consecutive phases. The first phase focuses on designing, testing and implementing three demonstration DRC agreements. The second phase will replicate the use of DRCs in the Corridor, and the third phase will accelerate the pace of land protection in this extraordinary habitat by increasing public awareness of both the Chile-Mediterranean and the DRC, and promoting sustainable land uses in the entire region.

## EL BOLDO TO CANTILLANA – THE PEOPLE



**Victoria Alonso – Partner, Templado**

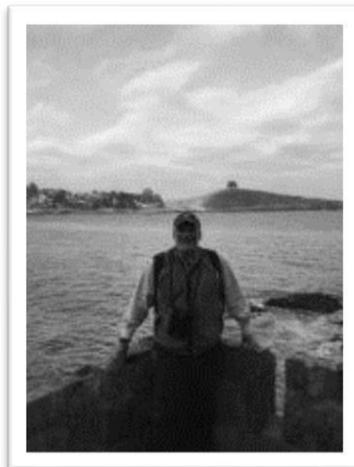
Victoria Alonso is an Agriculture Engineer from the Universidad Católica de Chile and holds an MSc in Environmental Sustainability from the University of Edinburgh, UK. Victoria has 20 years of professional experience, in the public, non-profit and private sectors, always linked to the protection of the environment and, more specifically, to the conservation of biodiversity and the search for creative instruments to preserve nature under challenging circumstances. Alonso is today partner at Templado, a private business oriented at providing consulting services for nature conservation. She is also Chair of the Board of Fundación Tierra Austral, one of Chile's first land trusts.



**Diego Tabilo – Executive Director, Fundación Tierra Austral**

Diego Tabilo served as Executive Director of Fundación Tierra Austral, one of the first land trusts in Chile. He has a degree in Natural Resources Engineering from the University of Chile and experience working as environmental consultant for diverse private and government institutions in the areas of environmental impact assessment, invasive species management, and stakeholder engagement for conservation projects. Before joining Tierra Austral in 2017, he worked as a restoration specialist for the U.S. NGO Island Conservation in Chile and Ecuador. At Tierra Austral, Diego leads the organization’s development and implementation of private land conservation projects.

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**Henry Tepper – Consultant, ADS Ventures, Inc.**

Henry Tepper is an independent environmental consultant and an Instructor in the Sustainability Masters Program at the Harvard University Extension School. He has spent twenty-five years as a conservation leader in both the United States and abroad. He has special expertise in land conservation and has played a direct role in the protection of almost 1 million acres in the US and Latin America.

Henry’s consulting projects include working with a team that includes members from the Water Institute of the Gulf, the Texas Parks and Wildlife Foundation and the US Endowment for Forestry and Communities to establish a conservation and restoration loan fund for the Gulf of Mexico; serving as a senior conservation advisor to the Tierra Austral Land Trust’s El Bolfo to Cantillana Conservation Initiative; working with the

Land Trust Alliance on a Climate Change Tool Kit; and advising the Kentucky Natural Lands Trust on its Pine Mountain forest conservation initiative.

Henry has served as the President of Mass Audubon, Chief Conservation Officer and a Partner at Patagonia Sur, LLC, and Vice President of State Programs at the National Audubon Society. He spent thirteen years at The Nature Conservancy (TNC), where he served first as the State Director in New Hampshire and then the State Director in New York State. He was a founding member of the Land Trust Alliance’s (LTA’s) Land Trust Accreditation Commission and was a member of the LTA’s National Leadership Council. He currently serves on the Board of US Friends of Canadian Land Trusts, as a member of the Steering Committee of the International Land Conservation Network, and on the Board of the Adirondack Archives Project. He has also worked for more than a decade as part of the Chilean Private Lands Conservation Initiative, where he played a central role in the creation of the Tierra Austral Land Trust and in the passage of Chile’s private lands conservation legislation, the Derecho Real de Conservacion. Henry holds a B.A. from the University of Michigan and an M.A. and Admission to Doctoral Candidacy from Cornell University. He lives with his family in Lincoln, MA.

## EL BOLDO TO CANTILLANA – AGENDA, LIST OF PARTICIPANTS AND OVERVIEW

### Large Landscape Conservation Peer Exchange Chilean Mediterranean Corridor and Ruta de Los Parques Gathering Zapallar to Pumalin, Chile

**March 10-16, 2019**

**Convened by:** Jim Levitt, Lincoln Institute of Land Policy  
Chandni Navalkha, Lincoln Institute of Land Policy

**Hosted by:** **Ruta de los Parques Team**  
Charlie Kimber, Arauco  
Hernan Mladinic, Friends of the Parks of Patagonia; currently at the Wilson Center  
Eugenio Rengifo, Tompkins Conservation  
Roberto Peralta, Peralta Abogados

**Chilean Mediterranean Corridor Team**

Victoria Alonso, Templado  
Henry Tepper, ADS Ventures  
Diego Tabilo, Tierra Austral Land Trust

**Visiting Teams: Northern Appalachian Trail Team**

Dennis Shaffer, Appalachian Trail Conservancy  
Wendy Janssen, Appalachian National Scenic Trail, National Park Service  
Bill Labich, Highstead Foundation

**Golden Gate Biosphere Reserve Team**

Sharon Farrell, Golden Gate National Parks Conservancy  
Greg Moore, Golden Gate National Parks Conservancy  
Jon Jarvis, UC Berkeley Institute for Parks, People, and Biodiversity  
Lisa Micheli, Pepperwood Foundation

**Facilitator:** Shawn Johnson, University of Montana

**Objectives:** The broad objectives of the peer exchange are to:

- *Expand existing regional and national large landscape conservation networks into the international arena. If this pilot year proves successful, continue to build international partnerships in additional countries in future years;*
- *Share knowledge and build relationships among landscape conservation leaders in specific landscapes through a series of study tours;*
- *Identify challenges, best practices, promising approaches for large landscape conservation as they relate to history, law and policy, governance, finance, and management; and*
- *Provide each team of landscape leaders with specific recommendations for addressing a critical challenge facing their landscape. (We will focus on this objective at the group's final gathering in Fall 2019.)*

- Write “Case Statements” for each large landscape conservation initiative – a compelling message to potential public and private funders/supporters that speaks to the situation in each landscape, the complications or challenges it faces, and one or more solutions to those challenges.

**Approach:** The peer exchange will reach these objectives by using the following methods:

- Design and organize facilitated dialogues and study tours with experts working at a range of scales within each large landscape;
- Document and share the results of our conversations on challenges, best practices, and promising approaches for large landscape conservation as they relate to history, law and policy, governance, finance, and management;
- Provide insights and examples of how peer learning networks can facilitate and empower landscape conservation efforts operating at multiple scales, from local, to state/regional, to national, to international; and
- Working with Peter Stein, design and facilitate a day-long clinic focused on real-world problem solving.
- Working with each landscape team, develop a Case Statement for each initiative.

**Chile Agenda, Part 1: Agenda for Chilean Mediterranean Corridor (March 10-12) Sunday, March 10  
Santiago to Zapallar**

**Hotel in Zapallar (March 10):**

**Hotel Isla Seca | Ruta F-30-E 31 | Zapallar, Región de Valparaíso, Chile**

*Objectives for the day:*

- Get reacquainted with one another;
- See examples of the Mediterranean landscape between Santiago and Zapallar; and
- Review agenda and overall objectives for this gathering.

**-- Participants Arrive in Santiago --**

**12:00 Participants Convene at SCL Airport**

Restaurante Le Fournil (International Arrivals), Aviator David Fuentes, Pudahuel, Región Metropolitana, Chile

**13:30 Picnic Lunch**

Emiliana Organic Vineyard, Casablanca, Chile

**16:00 Arrive at Hotel Isla Seca**

Ruta F-30-E 31, Zapallar, Región de Valparaíso, Chile

**19:30 Group Dinner at Hotel Isla Seca**

Ruta F-30-E 31, Zapallar, Región de Valparaíso, Chile

**21:30 Parting Words for the Day / Instructions for Monday Morning**

## **Monday, March 11 Zapallar to Santiago**

### **Hotel in Santiago (March 11 and 12):**

Hotel Atton Vitacura, Av Vitacura 3201, Santiago, Vitacura, Región Metropolitana, Chile *Objectives*

*for the day:*

- *Learn about the El Boldo to Zapallar Corridor, including the region's history, current conservation efforts, and future goals;*
- *Hear updates from the Golden Gate Biosphere, Appalachian Trail, and Ruta de los Parques Teams, especially as they relate to progress on the Case Statements each team is developing;*
- *Spend time in Parque El Boldo to learn more about the landscape and to provide a first-hand look at some of the issues presented during the morning session; and*
- *Continue to build knowledge and relationships among all participants.*

**8:00 Breakfast on Your Own**

**9:00 Welcome, Introductions, and Overview of the Day | Jim Levitt and Shawn Johnson**

Hotel Isla Seca Meeting Room

**9:30 El Boldo to Zapallar Case Statement Presentation and Discussion | Henry Tepper, Victoria Alonso, Diego Tabilo**

**10:15 Ruta de los Parques Case Statement Presentation and Discussion | Hernan Mladinic, Roberto Peralta**

**11:00 *Coffee Break***

**11:15 Golden Gate Biosphere Reserve Case Statement Presentation and Discussion | Lisa Micheli, Sharon Farrell, Jon Jarvis, Greg Moore**

**12:00 Appalachian Trail Landscape Partnership Case Statement Presentation and Discussion | Wendy Janssen, Dennis Shaffer, Bill Labich**

**12:45 Lunch at Hotel Isla Seca**

**13:45 A Closer Look at El Boldo Park | Carmen Rosa Ringeling Vicuna, Executive Director of Corporación Bosques de Zapallar (CBZ)**

Hotel Isla Seca Meeting Room

**14:00 Depart for Parque El Boldo**

E-30-F 15, Zapallar, Región de Valparaíso, Chile

**16:00 Depart for Santiago**

**19:30 Group Dinner**

Restaurante Liguria, Av. Luis Thayer Ojeda 019, Providencia, Región Metropolitana, Chile

**Tuesday, March 12 Santiago**

**Hotel in Santiago (March 11 and 12):**

Hotel Atton Vitacura, Av Vitacura 3201, Santiago, Vitacura, Región Metropolitana, Chile

*Objectives for the day:*

- *Meet with key leaders and decision-makers from the public, private, and philanthropic sectors to share information about our four landscape conservation initiatives;*
- *Facilitate discussion around some of the critical elements of landscape conservation, including the funding and financing of such initiatives; and*
- *Generate interest and momentum around large landscape conservation activities within Chile and beyond.*

**7:00 Breakfast on Your Own**

**7:45 Gather in Hotel Lobby**

**8:00 Depart Hotel for Harvard Club of Chile**

**8:30 Introduction of Large Landscape Peer Learning Exchange | Jim Levitt and Marcela Renteria**

**8:45 Panel Discussion on Large Landscape Conservation | Victoria Alonso, Jonathan Jarvis, Hernan Mladinic, Dennis Shaffer; moderated by Shawn Johnson**

David Rockefeller Center for Latin American Studies Regional Office, Harvard University Av.  
Dag Hammarkjold 3269, Third Floor. Vitacura

**10:30 Depart Harvard Club of Chile**

**12:00 Lunch Meeting with Ministry of Environment with Representatives of Ministry of National Assets and National Forest Corporation**

Ministry of the Environment, San Martín 73, Santiago, Región Metropolitana, Chile

**14:00 Depart for Reserva Natural Altos de Cantillana**

**15:30 Hike in Reserva Natural Altos de Cantillana**

Paine, Santiago Metropolitan Region, Chile

**19:30 Group Dinner**

Home of Charlie Kimber

## **ONGOING DOCUMENTATION – EL BOLDO TO CANTILLANA**

Peer Learning participants from the two Chilean landscapes were instrumental in the design and implementation of the March 10-16, 2019, study tour. The study tour was roughly divided between the two initiatives (On March 10-12, participants focused on El Boldo to Cantillana initiative, and from March 13-15, participants focused on the Ruta de los Parques effort). In addition, the study tour included time for engagement with local conservation efforts, meetings with government officials, a panel discussion on large landscape conservation hosted by the Harvard Club of Chile, and group work and reflection. Moreover, the study tour provided enough time and space for rich interaction between participants based on their own insights, experiences, and curiosities.

The El Boldo to Cantillana portion of the tour launched with a bus trip through the Mediterranean landscape between Santiago and Zapallar and was punctuated by a welcome lunch at Emiliana Organic Vineyard in Casablanca, Chile. Both the time in the bus and the time around the lunch table provided participants with an opportunity to reconnect and start to become grounded in the look and feel of the Chilean countryside. Upon arrival in Zapallar, participants took the opportunity to explore the area and begin refining their thoughts about the challenges and opportunities facing this landscape as well as their home landscapes.

Morning in Zapallar brought abundant sunshine and good energy to the room as participants dove back in to the substance of their work. Participants from each of the four initiatives framed their key issues and the central challenges where they were looking to one another for guidance. Over the course of the morning, it became clear that five themes were of particular interest to all parties – communicating a compelling vision/story; effective governance; working in diverse public-private partnerships; integrating science and tools; securing adequate funding/capacity; and working across scales in order to build a community/movement large enough to affect the pace, scale, and culture of the conservation and stewardship work being done in each region.

Over lunch, our colleagues Jim Levitt and Chandni Navalkha caught up to us after their flight delay, and we traveled to Parque El Boldo for a closer look at the countryside and existing private conservation efforts. The hike revealed the beauty of the conserved landscape as well as the story of conservation leaders taking action to protect the area from development while maintaining access. The group then returned to Santiago for a festive dinner and prepared for the next day's panel discussion at the Harvard Club of Chile.



On Tuesday, March 12, the group was warmly welcomed to the Harvard Club of Chile by a group of 40+ conservation and thought leaders. Following introductory remarks from Marcela Renteria and Jim Levitt, a panel of peer learning participants (Victoria, Jon, Hernan, Dennis, and Eugenio) shared brief stories of their work. An engaging question and answer session followed, largely focused on the strategic elements of large landscape conservation – funding, leverage, scope, scale, and urgency.

Participants were then welcomed to a meeting with representatives from the Ministry of Environment, Ministry of National Assets, and National Forest Corporation. The meeting provided an opportunity to learn about emerging ideas and plans that represent the future of conservation planning and management in Chile. Many in the audience enjoyed the opportunity to ask questions and engage in conversation with Jon Jarvis, exploring how the history and lessons of the National Park Service could provide guidance and a road map for emerging efforts in Chile.

Several members of the peer learning initiative stayed for additional ministerial meetings and discussions, while the majority of the group explored the city and made preparations for the next day's travel. All participants capped the day wrapped in the warm hospitality of Charlie and Lauren Kimber, who hosted the group at their home – including a number of colleagues from earlier in the day – and provided everyone with a delicious meal and a steady supply of engaging stories under a perfect fall sky.

# APPENDIX 3. BACKGROUND ON THE GOLDEN GATE BIOSPHERE RESERVE

## GOLDEN GATE BIOSPHERE – THE MAP



## **GOLDEN GATE BIOSPHERE – THE LANDSCAPE INITIATIVE**

The Golden Gate Biosphere is an important regional effort that helps coordinate and elevate the Bay Area's wealth of land management and stewardship networks, and the only one that connects them at a global scale.

In 2017, partners renewed the area's UNESCO Biosphere designation and added over 26,000 additional square miles of land and sea. The biosphere is now seeking opportunities to bring more agencies and organizations within these expanded boundaries into the shared work of the network.

In particular, Biosphere leaders are finding new ways to support and elevate collective research, management, and climate change resiliency efforts across the region. We are working together to increase awareness of the region's cultural and ecological riches, and determining how we can help protect and care for them at a regional scale.

The Biosphere Reserve has been in place since 1988. However, it has been inactive for much of that time, so right now it is re-starting and evolving.

Partners in the Biosphere Reserve represent a "network of networks". Each formal partner has signed an agreement, but there is no regulatory role or formal governance structure. The partners simply meet and work voluntarily toward common goals. As the partnership continues to evolve, there are near-term opportunities to increase collaboration around connectivity, climate change adaptation, and other large landscape conservation goals.

The key challenges are informal governance structure and lack of dedicated funding.

Critical question for the future of the Golden Gate Biosphere:

- *How do we effectively "brand" in the context of multiple organizations/collaborations?*
- *What are the specific ground-based measures we will promote to conserve large landscapes, and how will we measure success?*
- *What are the funding needs and sources?*
- *How can we motivate private land owners to participate?*

## **GOLDEN GATE BIOSPHERE – THE PEOPLE**



**Sharon Farrell – Executive Vice President of Projects, Stewardship & Science, Golden Gate National Parks Conservancy**

Sharon Farrell is Executive Vice President of Projects, Stewardship & Science at the Golden Gate National Parks Conservancy. In this role, Sharon supports many of the organization's conservation initiatives and community science, restoration, and stewardship programs. This includes advancing opportunities for engaging partners, scientists and community members in research, monitoring and many aspects of land stewardship. Sharon also works closely with agency partners to oversee the One Tam Initiative, a community initiative to help ensure a healthy future for Mt. Tamalpais.

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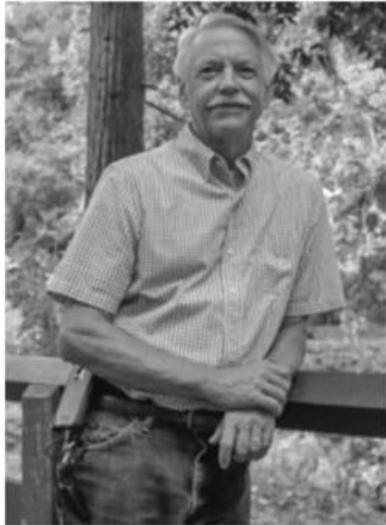
**Alison Forrestel – Chief of Natural Resource Management & Science, Golden Gate National Recreation Area**

Alison Forrestel is the Chief of Natural Resource Management and Science at the Golden Gate National Recreation Area. She has worked for the National Park Service for 15 years and has expertise in fire ecology, disease ecology, restoration, and large landscape processes. Alison co-leads the Golden Gate Biosphere which was renewed and expanded in 2017 and also engages in large landscape management through the Tamalpais Lands Collaborative and the National Park Service Connected Conservation program. She holds a Master of Forestry from Yale's School of Forestry and Environmental Studies and a PhD from UC Berkeley's Department of Environmental Science, Policy and Management.

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**Jonathan B. Jarvis – Executive Director, Institute for Parks, People, and Biodiversity, UC Berkeley**

Jon Jarvis is the inaugural executive director of the Institute for Parks, People, and Biodiversity at the University of California Berkeley. Jon served 40 years with the National Park Service (NPS) and as its 18th director from 2009 to 2017. During his tenure as NPS director, Jarvis initiated extensive programs to address climate changes in the national parks, expanded the NPS by 22 new parks, and led the service through its Centennial with a vision for a second century of park stewardship, engaging communities through recreation, conservation, and historic preservation programs.

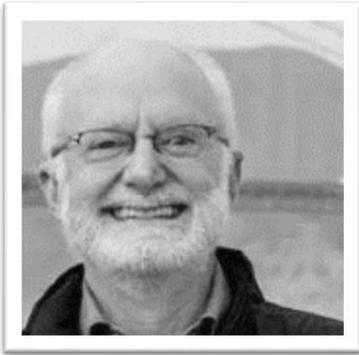


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**Lisa Micheli – Executive Director, Pepperwood Foundation**

Dr. Lisa Micheli has over 25 years of experience applying her technical, policy, and fundraising expertise to the design and implementation of ecological restoration, research and education programs. She completed her graduate studies at UC Berkeley as a NASA Earth Systems Research Fellow in 2000 and now focuses her research on relationships between watershed health and biodiversity. She is the co-chair of the Terrestrial Biodiversity Climate Change Collaborative (TBC3), a Gordon and Betty Moore Foundation Bay Area climate adaptation research initiative. She joined Sonoma County's Pepperwood Foundation in October of 2009 as its premiere Executive Director.





**Greg Moore – President & CEO,  
Golden Gate National Park Conservancy**

Greg Moore has served as the top executive of the Golden Gate National Parks Conservancy (GGNPC) since 1985. The GGNPC is the nonprofit organization that works in partnership with the National Park Service and Presidio Trust to preserve and enhance the Golden Gate National Parks. Under Moore’s leadership, the Parks Conservancy has become one of the most successful nonprofit organizations supporting any area of the national park system, providing more than \$400 million

in support to park projects and programs since the Conservancy’s establishment in 1981. During his tenure, the Parks Conservancy has received numerous national awards for interpretation, conservation, and park improvement efforts. In 2013, Moore was honored by The San Francisco Foundation with a Community Leadership Award.

## **GOLDEN GATE BIOSPHERE – AGENDA, LIST OF PARTICIPANTS AND OVERVIEW**

### **Large Landscape Peer Exchange Golden Gate Biosphere Reserve Gathering Santa Rosa to Santa Cruz, California October 19-21, 2018**

**Convened by:** Jim Levitt and Chandni Navalkha, Lincoln Institute of Land Policy  
Shawn Johnson, University of Montana

**Hosted by:** **Golden Gate Biosphere Reserve Team**  
Sharon Farrell, Golden Gate National Parks Conservancy  
Alison Forrestel, National Park Service and Golden Gate Biosphere Reserve  
Jon Jarvis, UC Berkeley Institute for Parks, People, and Biodiversity  
Lisa Micheli, Pepperwood Foundation

**Visiting Teams:** **Northern Appalachian Trail Team**  
Dennis Shaffer, Appalachian Trail Conservancy  
Wendy Janssen, Appalachian National Scenic Trail, National Park Service

**Ruta de los Parques Team**  
Charlie Kimber, Arauco  
Hernan Mladinic, Friends of the Parks of Patagonia; currently at the Wilson Center  
Roberto Peralta, Peralta Abogados

**Chilean Mediterranean Corridor Team**  
Victoria Alonso, Templado  
Henry Tepper, ADS Ventures  
Diego Tabilo, Tierra Austral Land Trust

## Objectives:

The broad objectives of the peer exchange are to:

- Expand existing regional and national large landscape conservation networks into the international arena. If this pilot year proves successful, continue to build international partnerships in additional countries in future years;
- Share knowledge and build relationships among landscape conservation leaders in specific landscapes through a series of study tours;
- Identify challenges, best practices, promising approaches for large landscape conservation as they relate to history, law and policy, governance, finance, and management;
- Provide each team of landscape leaders with specific recommendations for addressing a critical challenge facing their landscape. (We will focus on this objective at the group's final gathering in Spring 2019), and
- Write "Case Statements" for each large landscape conservation initiative – a compelling message to potential public and private funders/supporters that speaks to the situation in each landscape, the complications or challenges it faces, and one or more solutions to those challenges.

## Approach:

The peer exchange will reach these objectives by using the following methods:

- Design and organize facilitated dialogues and study tours with teams working at a range of scales;
- Document and share results of our conversations on challenges, best practices, and promising approaches for large landscape conservation as they relate to history, law and policy, governance, finance, and management;
- Provide insights and examples of how peer learning networks can facilitate and empower landscape conservation efforts operating at multiple scales, from local, to state/regional, to national, to international; and
- Working with Peter Stein, design and facilitate a day-long clinic focused on real-world problem solving.
- Working with each landscape team, develop a Case Statement for each initiative.

## Agenda for Golden Gate Biosphere Reserve Gathering

### Friday, October 19, Santa Rosa

#### Participants Arrive at Hotel

Marriott Courtyard Santa Rosa | 175 Railroad Street | Santa Rosa, California 95401 | +1 707-573-9000

#### 6:30 Welcome Gathering at Hotel

*Objectives for the evening: Get to know one another informally, recognizing that many people will have spent the day traveling. Go over the basic schedule and logistics for the next two days.*

- Welcoming remarks from Jim Levitt and California Team Hosts; introductions of all participants

#### 7:30 Group Dinner: Khoom Lanna | 107 4th Street | Santa Rosa, CA

#### 9:00 Parting Words for the Day / Instructions for Saturday Morning

## Saturday, October 20 Pepperwood Preserve

Breakfast on your own.

8:00 Depart Hotel for Pepperwood

8:30 Arrive at Pepperwood Preserve

8:45 Welcome and Overview of the Day | Lisa Micheli and Shawn Johnson

*Objectives: Review the agenda, expectations for participation, and logistics*

9:00 Overview of the Peer Exchange Program | Jim Levitt

*Objectives: Build shared understanding of the program objectives and approach. Listen to and incorporate participant feedback to refine the program going forward to ensure that it provides value to all.*

- Review the goals for the peer exchange program, and how the program seeks to accomplish those goals over the next 6-8 months and beyond.
- Participants will have an opportunity to add their thoughts about how to best structure and implement the program to meet everyone's interests. For example:
  - How can this exchange advance global understanding and local action?
  - What are the most valuable/meaningful things this peer exchange group wants to accomplish together?
  - What specific products do we want to produce?

9:45 Introductions of Each Landscape Conservation Initiative and Peer Exchange Team | Everyone

*Objectives: Begin to build a base level of understanding about each of the landscape conservation initiatives participating in this year's peer exchange. Learn about the role each representative team member is playing within that geography. **Note: This session will build upon the information shared in the pre-gathering survey.***

9:45 – 10:05 Golden Gate Biosphere Reserve Team  
10:05 – 10:25 Ruta de los Parques Team  
10:25 – 10:40 Break  
10:40 – 11:00 Northern Appalachian Trail Team  
11:00 – 11:20 Chilean Mediterranean Corridor Team

### **11:20 Challenges and Opportunities of Managing at the Landscape Scale | Jon Jarvis**

*Objectives: Build a shared understanding of the broader context and set of challenges of governing and managing at the landscape scale. Reflect on the similarities and differences in the challenges in the United States versus Chile. Explore common themes and needs across all initiatives.*

*Format: This session will begin with a 20 minute presentation followed by 20 minutes of facilitated dialogue with all participants.*

### **12:00 Lunch**

### **1:00 A Closer Look at the Golden Gate Biosphere Reserve | Alison Forrestel, Lisa Micheli, Sharon Farrell**

*Objectives: Provide a closer look at the history, evolution, and current challenges/opportunities facing the Golden Gate Biosphere Reserve. Build understanding of how overlapping and intersecting efforts and networks are aligning around shared interests. Set the stage for upcoming Tours of Pepperwood and the Golden Gate Biosphere Reserve.*

#### **Series of Short Presentations**

- Alison Forrestel will start with a big picture overview of the Biosphere Reserve.
- Lisa Micheli will share how her work at Pepperwood intersects with and contributes to the goals of the Biosphere Reserve at local and regional levels.
- Sharon Farrell will describe how her work with the Golden Gate National Park Conservancy, One Tam, and California Landscape Stewardship Network contributes to the goals of the Biosphere Reserve across the landscape and beyond.

#### **Facilitated Dialogue**

- Participants will have an opportunity to ask questions, share observations and insights, and reflect on the similarities and differences between the GGBR and their home landscapes.

### **2:30 Reflections/Key Take-Aways from Today's Discussion**

*Objectives: Capture key thoughts and take-aways from the discussions thus far. Begin to build a shared record of the peer exchange experience.*

### **2:45 Break**

### **3:00 Tour of Pepperwood Preserve | Lisa Micheli**

Participants will tour the preserve and hear about 2-3 current projects.

Potential Discussion Questions:

- What is the role of the Preserve's on the ground projects in contributing to the local area? To the geography of the Golden Gate Biosphere Reserve?
- What is the role of leaders like Lisa in both leading a Preserve and connecting with peers to achieve a broader landscape scale impact?
- What is needed from public and private partners to accomplish the work of the Preserve?

**5:00 Tour Concludes; Review Logistics for the Evening and Tomorrow**

**6:30 Social Time/Dinner and Evening Program - TBD**

## **Sunday, October 21 From Santa Rosa to Santa Cruz**

**Breakfast on your own.**

*Objectives for the day: Gain first-hand experience on the landscape, hearing from a range of partners and practitioners. Reflect on the how these on-the-ground actions are addressing critical needs for the region. Consider what else might be done to broaden the impact and scale of these efforts.*

**7:30 Gather in Hotel Lobby**

**7:45 Depart Santa Rosa**

**8:15 Arrive at Sonoma Mountain**

*Hear about local efforts to consolidate conservation easements and link the landscapes to the north and south.*

**9:00 Depart Sonoma Mountain – Travel to West Peak of Mt. Tamalpais**

**10:15 Arrive at West Peak of Mt. Tamalpais**

*Review the efforts of the collaborative One Tam initiative; hear about current restoration efforts.*

**11:00 Depart West Peak of Mt. Tamalpais – Travel to Mt. Umunum**

**2:30 Arrive at Mt. Umunum**

*Contrast the southern part of the corridor with the northern. Review current efforts in this area. Continue discussion about how all the pieces and projects fit together.*

***Note: This will be the final stop for the group as a whole. There will be an opportunity to share thoughts/take-aways from the day and say goodbyes.***

**3:15 Leave Mt. Umunum – Travel to Santa Cruz**

**5:00 Arrive in Santa Cruz – Meet up with Chile California Conservation Exchange Group**

## ONGOING DOCUMENTATION - GOLDEN GATE BIOSPHERE

Peer learning participants from the Golden Gate Biosphere designed and hosted the program's inaugural study tour from October 19-21, 2018. Given that this was the first convening of participants from all four landscapes, the host delegation designed an agenda that built in time for relationship building and knowledge sharing across all of the participating landscapes. On the first night, we met at our hotel in Santa Rosa, and shared an introductory group dinner at a local Thai restaurant.

On the first full day of the trip, Lisa Micheli and her staff hosted the group at Pepperwood Preserve for a full day of classroom-based discussion and dialogue. A major focus of the dialogue was on learning about each of the landscape initiatives and their key characteristics – what is their history, who are the key participants, what are their central objectives, what challenges to do they face, etc.?

Another important thread of the conversation was to explore and discuss the key features of large landscape conservation and to ground our conversation in the connections all landscapes initiatives shared – of working at the landscape scale, working through partnerships with novel governance structures, securing funding from multiple sources, and driving forward with leadership and vision.

In time, the conversation shifted from learning about the individual initiatives to learning more about the history and characteristics of the Golden Gate Biosphere. This included an in-depth look from Alison Forrestel at the Biosphere's geography, including its marine features, and the location of key partners like the Pepperwood Preserve and One Tam. It also featured a presentation from Sharon Farrell about working through strategic partnerships and governance arrangements to achieve large landscape conservation goals. Lisa Micheli rounded out the presentations from the host delegation with information about the role of the Preserve in advancing science and communications, engaging with partners and the public, and engaging in local, regional, and state-wide conservation efforts.

During and after the presentations, participants reflected on several take-aways for the group:

- We need to institutionalize partnerships, or they won't be durable. Right now, success is still too dependent on leaders like Sharon or Lisa and/or short-term funding. This needs to shift to a more deliberate effort to build institutional infrastructure, including paying attention to succession planning;
- Working in partnerships is the way large landscape conservation work happens – connecting leaders, practitioners, experts, scientists, funders, government officials, business leaders, and others;
- Doing this work well requires facility in core relational competencies – building trust; facilitating and leading teams; and bridging across issues, cultures, and subject-matter expertise.
- Creating the necessary partnerships and networks and developing skill in the core competencies that this work demands is not easy. Many of the challenges that large landscape conservation initiatives face in both the US and Chile is a lack of confidence and trust in one another.

- There are many opportunities not to reinvent the wheel, and exchanging best practices and lessons learned is a critical role that peer learning networks like this can play. Networks can also help facilitate communication with key audiences.
- Building shared understanding is an important first step in building effective partnerships. Science and information can be a great place to start a conversation and to avoid conflicts that are rooted in personal interests or ideology.



Following the dialogue and discussion, participants enjoyed a walking tour of the Preserve, which highlighted the role of fire on the landscape. We then retired to a house owned by Pepperwood sited high on a ridge that offered a spectacular view of the landscape. A group dinner, complete with a selection of excellent local wines, followed.

The second day of the Golden Gate Biosphere featured a tour of several sites and regional partners – Sonoma Mountain (see photo above) in Sonoma County, Mount Tamalpais in Marin County, and Mount Umunhum in Santa Clara County. Of particular note was the opportunity to meet with: at Sonoma Mountain with John Jarvis, (the distinguished former Director of the National Park Service, and at present the Director of the Institute for Parks, People and Biodiversity at the University of California at Berkley); and at Mount Tamalpais with Greg Moore, the renowned founder and Executive Director the Golden Gate National Parks Conservancy.



LLPLI Participants and Local Partners gathered at Sonoma Mountain (ILCN Photo)

# APPENDIX 4. BACKGROUND ON RUTA DE LOS PARQUES

## RUTA DE LOS PARQUES – THE MAP



## **RUTA DE LOS PARQUES – THE LANDSCAPE INITIATIVE**

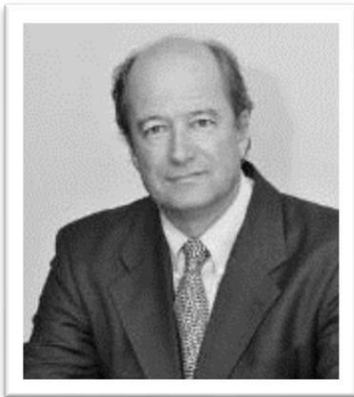
The Route of Parks stretches along one-third of Chile, connecting 17 National Parks and spanning three regions of Chile (Los Lagos, Aysén, and Magallanes). It includes the Carretera Austral, the Patagonian Channels, and the Ruta del Fin del Mundo (“World’s End Route”).

The route comprises more than 90% of Chilean territory protected under the category of National Park. It features more than 28 million acres of pristine ecosystems, home to species at risk of extinction, such as the Alerce (Fitzroya) tree, the Canquén Colorado (Ruddy-Headed Goose), the Pudú Deer, the Huemul (South Andean Deer), and the Huillín (Southern River Otter), among others.

The route assists in the economic development of more than 60 local communities, through ecologically-minded tourism that spurs investment as well as the local job market. In the United States, for example, for each dollar invested in National Parks, six to ten dollars end up returning to the local economy.

The Route of Parks strengthens Chile’s image as a world-class destination for nature lovers and outdoor enthusiasts, bringing increasingly more tourists to the country. In 2016, over half of foreign visitors to Chile were attracted to the country for its outdoor and adventure offerings, and in 2017, tourism in Chile increased 14%.

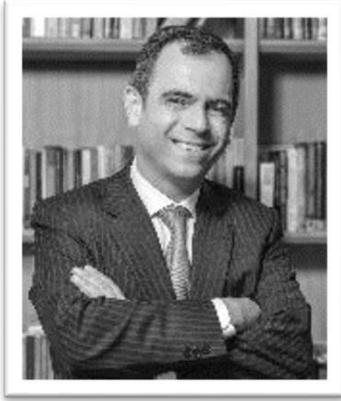
## **RUTA DE LOS PARQUES – THE PEOPLE**



**Charles Kimber – Senior Vice President of Commercial & Corporate Affairs, Arauco**

Charlie Kimber is Senior Vice President of Commercial & Corporate Affairs for Arauco, one of the world’s leading forestry enterprises and manufacturer of wood pulp and of a wide range of wood products. Arauco has operations in Chile, Argentina, Brazil, United States of America, Canada and through its joint ventures in Uruguay, Portugal, Spain, Germany and South Africa. Mr. Kimber joined Arauco in 1986 and since then, has held several positions within the company, as it grew from sales of US 150 million to over US 6 billion today. Charlie received his degree in Commercial Engineering at the Pontificia Universidad Católica de Chile. He is a Member of the Board of Corma (Chilean Forestry Association), AMCHAM (the Chile American Chamber of Commerce), The Chile-Argentine Chamber of Commerce, Chairman of AccionEmpresas, and also a board member of several companies within the Arauco Group.

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### **Roberto Peralta Martínez – Attorney, Peralta Abogados**

Born in Paris, France, on 28 August 1967, Roberto Peralta was admitted as attorney in Chile in 1993 and in New York, USA, in 2000. As a lawyer, he has worked at the Unión Social de Empresarios y Ejecutivos Cristianos (1992-1994), the Lan Chile Group (1995-2000), with the law firms Philippi, Yrarrázaval, Pulido & Brunner, 2000-2007, Toro y Depolo, 2007-2008, with Peralta, Gutiérrez y Asociados, 2008-2018, and with Peralta Abogados from 2018. Roberto has also been a professor at the Catholic University of Chile (2012-2017), the University of Chile (1988-2006), Alberto Hurtado University (2011-2014) and the NGO Simón de Cirene (2007-2017). He is a member of the Colegio

de Abogados A.G. and the Unión Social de Empresarios y Ejecutivos Cristianos. Roberto received his education at the University of Chile, the University of California Los Angeles, and Harvard.

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### **Hernan Mladinic – Advisor, Friends of the Parks of Patagonia**

Hernan Mladinic was born in Punta Arenas, the largest city in Patagonia, in front of the Strait of Magellan. In 1990 he graduated as a Sociologist at the University of Chile and 1999 he completed his Master of Arts in Environmental Studies at the University of Toronto. Between 1989 and 1994, he coordinated the Antarctic and Environment program of the Foundation for the Development of the Magellan region (FIDE XII), organizing campaigns and international outreach meetings about the Southern and Antarctic environmental problems. In 1994 he joined the Ministry of Planning, and

between 1995-1997 he served as Ministerial Regional Secretary for Planning of the Aisén Region (Northern Patagonia). In 2000, after his studies in Canada, he joined the National Environment Commission (now the Ministry of Environment) in the areas of inter-ministerial coordination and strategic environmental information. In 2002, he assumed the role of new business manager in the Cleaner Production Center INTEC, which later merged with Fundación Chile, becoming a researcher of the Sustainable Energy Program of the Foundation's Environment Area. Between 2004 and 2008 he worked in the Planning and Management Department of the National Petroleum Company in the areas of Environment, Renewable Energy, Social Responsibility and Business Intelligence. During that same period, he was a graduate professor of the Social-Environmental Economy course of the Master in Environmental Management and Planning of the University of Chile. From July 2008 to April 2018 he was Executive Director of the Pumalín Park and Project (later Tompkins Conservation).

From that position, he led the relationships with government institutions in the donation and creation of national parks. First, between 2011 and 2013, in the creation of the Yendegaia National Park, in south Tierra del Fuego, and during the administration of Michelle Bachelet (2014-2018), he headed the team of the proposal of the "Network of Parks of the Chilean Patagonia," an agreement which made possible the creation of 8 new national parks encompassing 10 million acres, thanks to the donation of 1 million acres, the largest donation of a private organization to a State in the world,

and added contributions of public lands from the State of Chile, in an historic public-private effort. This initiative will create a new tourist destination, the "Route of the Parks," a vision of development based on conservation, which will establish a network of 17 national parks, new and existing, throughout 1,700 miles from the southern city of Puerto Montt to Cape Horn, boosting economic development and prosperity of local communities.

Hernan is currently a member of the Advisory Board of the non-profit organization "Friends of Parks of Patagonia", created under the umbrella of the Tompkins group to promote a citizen culture of appreciation and protection of national parks. This year he has been the recipient of the Wilson Center–Vidanta Foundation Fellowship 2018 to develop a research project to "Fostering Sustainable Tourism Development in Latin America and the Caribbean." He will spend six months as a fellow at the Woodrow Wilson International Center for Scholars in Washington DC, beginning in October 2018.

## **RUTA DE LOS PARQUES – AGENDA, LIST OF PARTICIPANTS AND OVERVIEW**

### **Chile Agenda, Part 2: Wednesday, March 13 Santiago to Alerce Andino to Puerto Varas**

#### **Hotel in Puerto Varas (March 13):**

**Cabanas del Lago, Klenner 195, Puerto Varas, Región de los Lagos, Chile** *Objectives for the day:*

- *Transition between the two focal landscapes of this gathering;*
- *Begin exploring the issues and geography of the Rutas de los Parques in more detail; and*
- *Spend time out in the landscape to meet project partners and gain a first-hand look at challenges and opportunities.*

**8:00 Breakfast on Your Own**

**8:45 Gather in Hotel Lobby**

**9:00 Depart Hotel for Santiago Airport**

Aviador David Fuentes, Pudahuel, Región Metropolitana, Chile

**11:20 Flight from Santiago to Puerto Montt (LA 57)**

**13:03 Arrive at Puerto Montt Airport**

Edificio Terminal de pasajeros, Aeropuerto El Tepual, Puerto Montt, Región de los Lagos, Chile

**13:30 Depart for Katalapi Preserve**

**14:30 Lunch at Katalapi Preserve**

Puerto Montt, Region de Los Lagos, Chile

**16:00 Depart for Parque Nacional Alerce Andino**

Region de Los Lagos, Chile

**17:30 Depart for Hotel Cabanas del Lago**

Klenner 195, Puerto Varas, Región de los Lagos, Chile

**20:30 Group Dinner at Hotel Cabanas del Lago**

**Thursday, March 14 Puerto Varas to Parque Pumalin**

**Hotel in Parque Pumalin (March 14 and 15):**

**Cabanas Caleta Gonzalo, Caleta Gonzalo, Parque Pumalin, Carretera Austral, Chile** *Objectives for the day:*

- *Travel to Parque Pumalin;*
- *Continue exploring the issues and geography of the Rutas de los Parques in more detail;*
- *Spend time out in the landscape to meet project partners and gain a first-hand look at challenges and opportunities;*
- *Share landscape updates from all four landscapes with project partners in Pumalin; and*
- *Link experiences and knowledge-building/sharing back to the case statements each team is preparing.*

**7:00 Breakfast on Your Own**

**7:30 Gather in Hotel Lobby**

**7:45 Depart Hotel for Aerodrome Marcel Marchant (La Paloma)**

**9:30 Flight from Puerto Montt to Chaiten (Aerocord)**

**11:30 Arrive at Chaiten Santa Barbara Airport**

**12:30 Arrive at Parque Pumalin**

**13:00 Lunch at Parque Pumalin, Caleta Gonzalo**

**14:30 Explore Parque Pumalin**

**19:00 Group Dinner at Caleta Gonzalo**

## **Friday, March 15 Parque Pumalin**

**Hotel in Parque Pumalin (March 14 and 15):**

**Cabanas Caleta Gonzalo, Caleta Gonzalo, Parque Pumalin, Carretera Austral, Chile**

*Objectives for the day:*

- *Continue exploring the issues and geography of the Rutas de los Parques in more detail;*
- *Spend time out in the landscape to meet project partners and gain a first-hand look at challenges and opportunities;*
- *Continue to link experiences and knowledge-building/sharing back to the case statements each landscape is preparing;*
- *Capture key insights and take-aways from this gathering; and*
- *Discuss and clarify next steps for all peer exchange participants.*

**8:00 Breakfast on Your Own**

**9:00 Gather in Hotel Lobby**

**9:15 Depart for El Amarillo**

**10:45 Explore El Amarillo**

**12:30 Boxed Lunches**

**16:00 Return to Caleta Gonzalo**

**19:00 Dinner at Caleta Gonzalo**

## **Saturday, March 16**

### **Chaiten to Santiago**

**7:00 Breakfast on Your Own at Caleta Gonzalo**

**7:30 Gather in Hotel Lobby**

**7:45 Depart for Chaiten Santa Barbara Airport**

**10:30 Flight from Chaiten to Puerto Montt (Aerocord)**

**12:30 Arrive at Aerodrome Marcel Marchant (La Paloma), Puerto Montt**

## ONGOING DOCUMENTATION – RUTA DE LOS PARQUES



Lodging at Caleta Gonzalo, Parque Pumalin, Patagonia, Chile (Photo: Cristian Barahona Miranda, Wikimedia Commons) [https://commons.wikimedia.org/wiki/File:Caba%C3%B1as\\_Caleta\\_Gonzalo.jpg](https://commons.wikimedia.org/wiki/File:Caba%C3%B1as_Caleta_Gonzalo.jpg)

The two visits were markedly different. Katalapi – a private reserve – provided an intimate setting. The group departed early the next morning for the Santiago airport for Puerto Montt. Upon arrival in Puerto Montt, the group enjoyed visits to the Katalapi Preserve and the Parque Nacional Alerce Andino.

for connecting to place and for engaging with others to learn about the natural world and its significance. Parque Nacional Alerce Andino – a public national park – offered a large and open natural area open to exploration. The minimal infrastructure of the national park was notable to the American participants. The group then traveled to Puerto Varas for the night, where everyone enjoyed reminiscing about the day over a shared meal.

Thursday, March 14 was the day many in the group had been anticipating all week – the day we would leave more developed areas of Chile for Parque Pumalin. The group gathered early in the day at the airfield to have our luggage

carefully weighed for the short flight to Chaiten. It was a picturesque flight over the mountains and waters of northern Patagonia and foretold of the adventures we would shortly enjoy by foot and bus. The day was an amalgam of sights, sounds, and storytelling – a true adventure that fueled everyone’s spirits and brought forth a sense of awe. The group learned about the history of the park, revisited the lifelong vision and efforts of Doug and Chris Tompkins, walked along a lush stream leading to a waterfall, and strolled (and napped) under the towering canopy of the alerces. The connection was pure and purposeful – you could see it in people’s eyes, hear it in their voices, and feel it in the sincerity and hopefulness of their conversations. The angle of the fall sun colored and shaded the mountainous backdrop of these conversations in lyrical and ever-changing ways, matching the dance of the waters below.

Friday brought another day of adventure, this time to the southern stretches of the park. The road unveiled breathtaking terrain at every turn and led us to park headquarters, where participants would have the chance to hear from the park manager and the management team not only about past and current practices but also about emerging plans for the future of the park as it transitioned from management by Tompkins Conservation to public management. Everyone in the room felt the magnitude of the historic moment and wrestled with the tensions of transition. The group then traveled to a nearby camping area to get a better sense of the current park infrastructure and aesthetic. At one of the picnic areas, the group engaged in a bit of a role play scenario, where the groups presented their draft case statements to a hypothetical funder, policy maker, and university professor. The exercise gave each of the groups the opportunity to voice their ideas in front of their peers, gather feedback, and begin to strengthen their initial ideas with the overlays of information and feedback they received. Following these impromptu presentations and ensuing conversation, participants enjoyed fresh berries from the small farm in front of Chris Tompkins’ nearby house.

While the study tour wrapped up the following day and participants ventured on to individual travels or returned to their home landscapes, the conversations and experiences were embedded in participants’ minds and hearts. On their travels home, participants shared vignettes of these experiences and connections and the personal and professional impact of their time in Chile. The surrounding landscape continued to impress and inspire.



Charlie Kimber (Chile) and Jon Jarvis (USA) consider conservation strategies at Parque Pumalin (ILCN Photo)

## APPENDIX 5. ABOUT THE AUTHORS

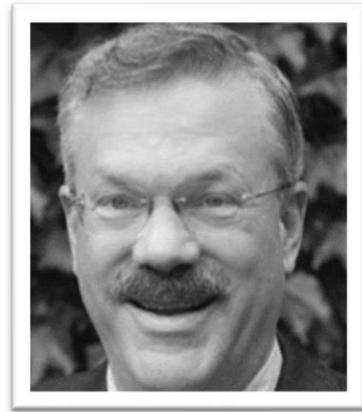


**Shawn Johnson – Managing Director Center for Natural Resources & Environmental Policy, University of Montana**

Shawn Johnson is Managing Director of the Center for Natural Resources & Environmental Policy at the University of Montana and co-director of the Center’s graduate certificate program in Natural Resources Conflict Resolution. Shawn organizes and leads strategic planning and capacity building workshops for a wide variety of organizations focused on natural resource policy and management and has served as a facilitator and mediator on issues ranging from land use planning and forest management

to conservation priority setting and regional collaboration.

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**James N. Levitt – Program Director  
Land and Water Conservation  
Lincoln Institute of Land Policy**

Jim Levitt is Director of the ILCN and Lead for Conservation and Sustainable Land Management at the Lincoln Institute of Land Policy in Cambridge, Massachusetts. He also serves as a Fellow at the Harvard Forest, Harvard University, in Petersham, Massachusetts, and at Highstead, a non-profit organization advancing land conservation based in Redding, Connecticut. Levitt focuses on landmark innovations in the field of land and biodiversity conservation (both present-day and historic) that are

characterized by five traits: novelty and creativity in conception; strategic significance; measurable effectiveness; international transferability; and the ability to endure. Levitt has written and edited dozens of articles and four books on land and biodiversity conservation. He has lectured widely on the topic in venues ranging from Santiago, Chile, to Beijing, China, and Stockholm, Sweden. Among his current efforts, Levitt plays an instrumental role in the effort to organize the International Land Conservation Network (ILCN), whose mission is to connect organizations around the world that are accelerating voluntary private and civic sector action to protect and steward land and water resources. Levitt is a graduate of Yale College and the Yale School of Management (Yale SOM). He was recently named a Donaldson Fellow by Yale SOM for career achievements that “exemplify the mission of the School.”

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**Chandni Navalkha – Program Manager Land Conservation Programs  
Lincoln Institute of Land Policy**

Chandni Navalkha is the Program Manager for Land Conservation Programs within the Department of Planning and Urban Form, where she works on projects to advance and accelerate the enduring protection of land and water resources worldwide. Prior to joining the Lincoln Institute, Chandni was a fellow with the Sri Lanka Program for Forest Conservation, conducting research on the impacts of conservation on local livelihoods near the Sinharaja World Heritage Site. Chandni has worked for organizations in North America, Latin America, and South Asia supporting urban, peri-urban, and rural communities involved in voluntary land and resource conservation, and earlier in her career worked in change management for private and public sector organizations as a consultant with Accenture. She holds a Master's in Environmental Science from the Yale School of Forestry and Environmental Studies and a dual Bachelor of Arts from Cornell University.