



# Strategic Plan 2014-2018

## ***Introduction***

The Peninsular Florida Landscape Conservation Cooperative (PFLCC) was created to address landscape scale stressors including climate change, urbanization, energy development, water resource issues and exotic species. The cumulative effects of these stressors point to the need to develop prospective science and strategies to allow for conservation of natural and cultural resources and functional landscapes into the future. The PFLCC is a self-directed science/management partnership that recognizes the need to work collaboratively and contribute to developing conservation strategies to address issues that are too complex for any singular organization or entity to resolve.

## ***Strategic Themes***

Strategic themes were developed to identify over-arching or cross-cutting issues and needs that transcend individual goals or objectives and warrant consideration in all aspects of the PFLCC conservation strategy.

- 1. Climate change**
  - a. Sea level rise
  - b. Downscaled climate models
  
- 2. Developing usable and effective conservation tools**
  - a. Ability to see the system

- i. Alternative future scenarios
- ii. Predicted habitat and species responses (climate envelope modeling)
- iii. Decision support tools
- iv. Risk management tool
- v. Vulnerability assessments
- vi. Develop monitoring protocols

**3. Setting conservation targets**

- a. Species
- b. Habitats
- c. Landscapes
- d. Ecological processes
- e. Social endpoints

**4. Processes**

- a. Creating adaptive management frameworks
- b. Learning as an explicit outcome
- c. Seamless information and knowledge transfer
- d. Transparent and replicable business processes

## ***Goals and Objectives Summary***

In 2013, the PFLCC Steering Committee developed a number of goals and objectives or a business plan for a 5-year period. This effort produced a detailed set of goals, objectives and tasks. This detailed version is presented in Appendix I. The abbreviated summary of the goals and objectives is as follows:

- 1. Goal :** Be the regional forum that integrates science and management to achieve landscape-level planning and coordinated conservation in the Peninsular Florida LCC
  - a. *Objective :* Broaden conservation planning efforts by identifying and engaging new (nontraditional) partners who have not typically participated in natural and cultural resource planning
  - b. *Objective :* Facilitate regular collaboration between key scientists and land managers working on landscape issues
  - c. *Objective :* Link PFLCC efforts to regional and national LCC efforts
  - d. *Objective :* Actively engage private landowners in conservation planning and recognize and support their value in landscape level conservation
  
- 2. Goal :** Facilitate partner collaboration that maximizes conservation investment, coordination and effectiveness
  - a. *Objective :* Develop a shared vision of important natural resource landscapes to enhance collaborative conservation planning and investment in Florida
  - b. *Objective :* Integrate science and conservation strategies across terrestrial, coastal and marine systems to enable comprehensive planning for sustainable landscapes
  - c. *Objective :* Promote data integration and data sharing of landscape level data sets
  - d. *Objective :* Develop collaborative landscape level habitat conservation and management actions

**3. Goal :** Encourage development of creative, non-regulatory incentives that maintain healthy aquatic and terrestrial communities on public and private land

- a. *Objective :* Develop effective outreach programs
- b. *Objective :* Develop public/private conservation tools and incentives
- c. *Objective :* Leverage funding for greater conservation benefits

**4. Goal :** Establish and ratify PFLCC governance structure

- a. *Objective :* Formalize and refine governance structure
- b. *Objective :* Evaluate and report on progress

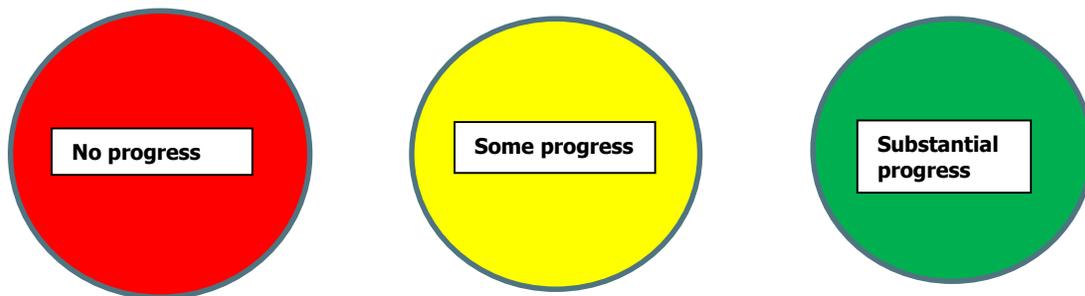
## ***Annual Operational Planning and Evaluation***

The intent of the strategic plan is to capture and evaluate contributions from all of the PFLCC partners recognizing that individual partners may be limited by their unique authorities, responsibilities or finite or limited resources. However, to gauge overall progress by the collective partnership, Steering Committee members will be asked to fill out a spreadsheet with a simple one or two line descriptor for any goal, objective or task that they plan to work on during the ensuing year. These will be compiled into an annual PFLCC operational plan.

After the year is over, the Steering Committee members will be asked to use a simple dashboard metric (red, yellow and green) to report

on progress. This is a step to gauge progress and is not intended to be a performance measure. After this is completed, the Steering Committee may elect to eliminate completed tasks, combine goals and objectives, or to create new goals and objectives. The intent is to be adaptive and not be bound by a 5 year planning cycle.

Example of a simple dashboard:



## **Appendix I**

**Goal 1: Be the regional form that integrates science and management to achieve landscape-level planning and coordinated conservation in Peninsular Florida**

<b>Objective 1.1: Broaden conservation planning efforts by identifying and engaging new (non-traditional) partners who have not participated in traditional conversation decision making</b>			
Task 1.1.1: Develop science-based messages for partner groups and stakeholders that explain focus areas and benefits of participating in PFLCC <i>from their perspective</i>			
Task 1.1.2: Communicate how PFLCC interacts with joint ventures (like SARP, JVs, etc.) and how these efforts are additive/complimentary			
Task 1.1.3: Leverage Florida’s Wildlife Action Plan and Wildlife Legacy Initiatives as foundational elements for PFLCC			
<b>Objective 1.2: Facilitate regular collaboration between key scientists and land managers working on landscape scale issues in LCCs and Florida FORUM</b>			
Task 1.2.1: Host an annual “conference” (face-to-face, or web event) for sharing of progress on conservation initiatives, include working groups.			
<b>Objective 1.3: Link PFLCC efforts to regional and national LCC efforts</b>			
Task 1.1.1: Hire a PFLCC Science Coordinator			
Task 1.1.2: Develop a science strategic plan that links to Southeastern Conservation Adaptation Strategy (SECAS) and neighbouring LCCs			

**Goal 2: Facilitate partner collaboration that maximizes conservation investment, coordination and effectiveness**

<b>Objective 2.1: Develop a shared vision of important natural resource landscapes that enhances collaborative conservation planning and investment in Florida</b>			
Task 2.1.1 Identify and prioritize emerging landscape threats and develop response alternatives			
Task 2.1.2 Develop multi-parameter set of Florida “futures” focused on climate change, policy assumptions, urbanization scenarios			
Task 2.1.3 Develop tools that enable assessment of the impacts of land use change on migration corridors and development of a conservation blueprint			
Task 2.1.4: ID and examine gaps in CLIP data			
<b>Objective 2.2: Integrate science and conservation strategies across terrestrial, coastal, and marine systems that enables comprehensive planning for sustainable landscapes.</b>			
Task 2.2.1: Identify data and databases that can be readily shared and utilized by multiple partner organizations			
Task 2.2.2: Develop shared conservation targets that identify and prioritize opportunities to safeguard, the “best of the best” aquatic and terrestrial communities			
Task 2.2.3: Develop resources and facilitate dialogue that identifies requirements to address the human dimension components of land- use change, including preservation of cultural resources			
Task 2.2.4: Actively involve stakeholders who have not traditionally participated in prior planning efforts (Tribes, Counties, Private Landowners)			
Task 2.2.5: Integrate data that measures the economic impact of restoration efforts.			
Task 2.2.6: Develop tools and resources that informs where development can best be directed (smart growth planning)			
Task 2.2.7: Identify and link to relevant planning processes of the Everglades restoration process			
Task 2.2.8: Expand Regional CCB effort to new parts of FL			
<b>Objective 2.3 Promote data integration and sharing of landscape level data sets</b>			

**Goal 2: Facilitate partner collaboration that maximizes conservation investment, coordination and effectiveness**

Task 2.3.1: Develop decision support tools for land use and conservation managers			
<b>Objective 2.4: Develop collaborative landscape level habit conservation and management action</b>			
Task 2.4.1: Establish a working group of partners to deliver guidance for appropriate fire regimes			
Task 2.4.2: Facilitate private/public participation in Cooperative Invasive Species Management Areas (CISMAs) for more efficient early detection/rapid response across ownership boundaries			
Task 2.4.3: Establish a working group of partners to identify water resource restoration opportunities for inclusion in PFLCC modelling and science efforts.			
Task 2.4.4: Develop a state-wide hydrologic tool for restoration that identifies where hydrological restoration will provide the greatest benefit			
Task 2.4.5: Coordinate monitoring for regional adaptive management efforts			

**Goal 3: Encourage development of creative, non-regulatory incentives that maintain healthy aquatic & terrestrial communities on public and private land**

<b>Objective 3.1: Develop Effective Outreach Programs</b>			
Task 3.1.1. Develop a web-based resource with links to regional plans and websites			
Task 3.1.2 Inventory existing web-based conservation tools for outreach and coordination			
Task 3.1.3 Identify 5-10 key geographic focal areas centered around key issues (i.e. ecosystems/ground/water)			
<b>Objective 3.2: Develop public/private conservation tools and incentives</b>			
Task 3.2.1: Develop studies and messages that link ecosystem services to the sustainability of working landscapes in Florida.			
Task 3.2.2: Explore and evaluate an array of conservation protection techniques with landowners: lease, rentals, conservation easements. Find out what works for landowners through forums and surveys			
Task 3.2.3: Explore development of a pilot private fire cooperative to ensure fire management (particularly where some other incentive/easement is also being applied)			
<b>Objective 3.3: Leverage greater funding for conservation</b>			
Task 3.3.1 Coordinate partner, agency and organization financial support for regional science and conservation			

<b>Goal 4: Establish/Ratify PFLCC Governance Structure</b>			
<b>Objective 4.1: Formalize and refine governance structure</b>			
TASK 4.1.1 Revisit and update charter and decision making based on input from this meeting and beyond			
TASK 4.1.2 Consider a future requirement for an Executive committee for decision-making.			
Task 4.1.3 Use monthly meeting/calls for business decisions			
<b>Objective 4.2: Evaluate and report on progress</b>			
Task 4.2.1: Communicate PFLCC messages to internal audiences via website and targeted e-mailings			
Task 4.2.2: Develop a plan for annual communication with the broader external stakeholder group. Get a professional outreach coordinator or their services to manage this task			
Task 4.2.3: Develop PFLCC glossary that integrates existing planning definitions and planning methodologies at a high level so everyone is on the same page (DOT/NRCS/FWS consistency and integration)			
Task 4.2.4: Develop clear assessment tools for plan objectives and tasks that clearly outline assumptions about ecosystems (land/aquatic/marine is what's included)			
Task 4.2.5 Develop agreed-to benchmarks to measure success of conservation in Florida (e.g., new or total area conserved, water quality standards met, etc.)			