

Changes in community/watershed/landscape	How are you thriving during these changes?	How are you adapting to these changes? Is there mission drift?
<p>Community Change</p> <ul style="list-style-type: none"> ● Rapid population change in terms of both numbers and demographics→ <ul style="list-style-type: none"> ● Increased cultural barriers/divides ● Increased Property Values resulting in: <ul style="list-style-type: none"> ● Changing landowner tenure ● Staff turnover – losing generational knowledge and community trust ● Cumulative Impacts from mounting recreational pressures. For example: <ul style="list-style-type: none"> ● People and their pets’ recreation ethics increasingly in conflict with the stewardship needs of local landscapes/wildlife ● Booming recreation economy increasing fishing pressure (34,000 angler days to >95,000 in 6 years) <p>Landscape Change</p> <ul style="list-style-type: none"> ● Land use changes and their impacts <ul style="list-style-type: none"> ● Shift from rural/agricultural to urban <ul style="list-style-type: none"> ▪ Impacts to groundwater ● Increased non-private land purchases ● Greater use of landscape by both in- and out-of-state residents <p>Climate Change</p> <ul style="list-style-type: none"> ● Drought ● Water availability <ul style="list-style-type: none"> ● Increased water consumption, drier water years → water supply shortage concerns in near future ● Wildfires <ul style="list-style-type: none"> ● Fuel-loaded forests from pine beetle outbreak and fire suppression 	<p>Mission Relevance</p> <ul style="list-style-type: none"> ● Heightened sense of community urgency to find solutions to water challenges ● Chance to connect the past to the present ● On-the-ground project results have built trust, credibility, & led to partnership agreements <p>Collaboration</p> <ul style="list-style-type: none"> ● Changes in community provide opportunity for more diverse voices at the table, while still identifying common ground for collaboration <p>Engagement</p> <ul style="list-style-type: none"> ● Engaging new and non-traditional partners <ul style="list-style-type: none"> ● Educational/stewardship opportunities ● Creative relationship-building competitions ● Potential volunteers and/or donors ● Catalyze Growth Policy development or revision <p>Diversification of Funding</p> <ul style="list-style-type: none"> ● Watercraft Inspection Stations and other projects with admin fees to build a savings account ● Covid-relief \$ ● Working with DNRC & MACD to secure permanent funding solution through the Legislature <p>Operations</p> <ul style="list-style-type: none"> ● Slowing down, re-calibrating, and simplifying ● Revising Strategic plan ● Establishing online and automated back-of-house systems ● Aligning staff roles with their talents 	<p>Collaboration</p> <ul style="list-style-type: none"> ● Watershed Groups and Conservation Districts collaborating ● Increasing transparency ● Sustaining existing partnerships AND building new ones→ Taking time to HEAR from partners. Partnerships go both ways and are mutually beneficial. <p>Creative Problem Solving</p> <ul style="list-style-type: none"> ● Identifying new opportunities to work in the Wildland Urban Interface on fire recovery and fuels reduction ● Exploring low-tech, process-based restoration opportunities that are relatively low-cost ● Pursuing large-scale restoration work ● Taking on more education programs and activities to stay funded ● Intermediating land deals for conservation benefits ● Ramping up forestry-related programs ● Creating more points of contact with general public to invest in conservation ● Promoting efforts through books, podcasts, films, guitars: There is no mission drift if the effort brings in capacity funding to carry out the mission

Challenges to accomplishing goals	Helpful Resources	Resources Needed to Address Challenges
<p>Public/Private Partnerships</p> <ul style="list-style-type: none"> • Nonprofits have aligned goals with agency partners, but agencies don't always have the priorities/timeframes for these issues <p>Funding</p> <ul style="list-style-type: none"> • Struggle to get funding for daily operations, staff management support of projects • Sunsetting of funding after initial successes <ul style="list-style-type: none"> • Need to build evidence-base that helps to justify continued/sustained support • Need to move away from opportunistic "one-off" project RFPs to more strategic, comprehensive project support • Insufficient funding to keep up with the pace of economic growth (e.g. cost of living) • Competing with project partners for same funds <p>Human Population & Demographic Changes</p> <ul style="list-style-type: none"> • New people not fully "in" community they're living in (work elsewhere) → division on issues • Specific resources (springs, tributaries of Yellowstone Watershed) being targeted for housing in response to growth pressures • Fighting investors (Goldman Sachs, Tech Co.'s) • Lack of awareness in the community about projects – need to communicate the value and connections that conservation projects provide <p>Organizational Capacity</p> <ul style="list-style-type: none"> • Shifting from volunteer to nonprofit with professional staff. • Turnover within organizations • Retaining good, qualified people <p>Collaboration</p> <ul style="list-style-type: none"> • Coordination among local organizations to leverage efforts instead of competing against each other 	<ul style="list-style-type: none"> • Western Collaborative Conservation Network - connect with practitioners in other regions <ul style="list-style-type: none"> ○ E.g., Oregon Watershed Enhancement Board funding for local groups (lottery \$) • Network for Landscape Conservation: catalyst fund for collaborative groups • Regional collaboratives map: Find a Collaborative Web App (arcgis.com) <ul style="list-style-type: none"> ○ E.g., Healthy Rivers Fund & Nonpoint Source Pollution 319 Funded Projects (arcgis.com) • Montana Nonprofit Association Resource Center • MT Department of Environmental Quality <ul style="list-style-type: none"> ○ E.g., Nonpoint Source 319 Program • Partnerships with local Universities • Galvanizing situations (ex. Milltown Dam) • Montana Watershed Coordination Council - including upcoming Resource Library • Future West Best Practices for Community-Based Collaboration Guide • Local people helping with resources and additional contacts, partnerships (i.e. Big Tech) • Local land trusts, public lands representatives • Local developers, despite possible competing interests (development/conservation) • Local environmental councils • City and County Commissions • Listening and learning from partners: <ul style="list-style-type: none"> ○ Collaborating and sharing knowledge and resources from both past and present • Montana Department of Natural Resources and Conservation grants 	<p>Strategic planning processes</p> <ul style="list-style-type: none"> • Resources needed to identify: what are we doing well; what needs to improve? (i.e., fund a survey and strategic planning process) • Board training resources <p>Fundraising plans</p> <ul style="list-style-type: none"> • Creative strategies for fundraising & identifying "nontraditional" pots of funds • MWCC/FW creating and/or supporting regional partnerships to create eligibility for larger pots of funding (e.g., MHP model for accessing large federal funds) <ul style="list-style-type: none"> ○ Direct outreach on relevant funding opps. • Support for stewardship messaging, outreach <p>Funding to keep staff</p> <ul style="list-style-type: none"> • Capacity always a challenge-- particularly to fund & retain staff for engagement with watershed groups and other outreach • Trust and relationship-building is invaluable, it is lost when individuals leave <p>Communicate the collective value of our watershed/natural resource groups</p> <ul style="list-style-type: none"> • Finding/building strategic partnerships--Goal: leverage diverse and complementary strengths (e.g., education & outreach; graphic design) to collectively problem-solve • Build storytelling capacity to expand reach and improve public engagement effectiveness <ul style="list-style-type: none"> ○ Identify ways to transform key data/resources into value-added communications ○ Increase community camaraderie through citizen science projects ○ Stakeholder surveys: transform qualitative info→ quantitative measures of impact <p>Other</p> <ul style="list-style-type: none"> • More FW/MWCC capacity trainings!

