

# Glacier-Two Medicine Alliance Strategic Plan

*October 12-13, 2021 <> Bear Creek Ranch, East Glacier MT*

*Ned Cooney, Facilitator/Consultant (Via Zoom)*

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## **What's working?**

### ***GOVERNANCE/ BOARD-STAFF FUNCTIONING***

- We relate well with Peter, and he relates to the board well
- Board works well together with respectful discussions, honoring different views
- Board members are deeply committed to the mission – personal, down to earth and abiding connection shines through when we talk with others
- We dove into Principles and Practices and completed it
- Organizational governance has advanced recently
- Committees doing the detail work, reporting back to board
- Efforts to add staff are successful – Fellowship program
- Emotional stability – able to roll with the punches
- Grassroots nature and feel of our work and our character – conversations at events with board and community

### ***FINANCES/ FUND DEVELOPMENT***

- Donor recognition, contact is done well with Peter in this role
- Fund development in general – grants, donations
- \$200,000 in the bank
- We've created a dedicated reserve fund

### ***EFFECTIVENESS***

- Advocacy in our planning work – we were effective in the USFS process
- Leadership in coalition of partners has been effective compared to pre-Peter time
- More efficient in getting things done (credit to staff)

### ***PARTNERSHIPS/ PUBLIC AGENCIES***

- Strong partnerships, we are continuing to diversify who we work with
- Working in partnership to defending oil/gas lease cancellation
- More visible with land management agencies—they are responsive

## ***IMAGE/ COMMUNITY PERCEPTION***

- Improved, consistent communication with external folk
- Good reputation in general
- Local events – speaker series, film festivals to reach local communities
- Branding – consistent look and feel of our communications
- Website and social media are well-done/well-managed and growing
- Activities in the Badger are very fulfilling and valuable – hikes, skis, etc.
- Events have continued in the era of Covid: Fall gathering, Film Festival went well

## **What needs work?**

### ***COMMUNITY ENGAGEMENT/ RELATIONSHIPS***

- Relationship with Blackfeet Nation (Tribal Council, tribal members, young and old) – crucial to our success for permanent protection; lack of understanding and decent relationship with the Blackfeet Nation; can't do business as usual any more; affected our work toward permanent protection; can't be a top down approach
  - We had strong relations with prior Council members, but when the Council changed over, we were unable to demonstrate the support we did have among non-elected community leaders
  - Cultural and religious aspects – we can do more to reach out to the non-governmental parts of the Nation
  - Need to figure out how to build our relationships with Blackfeet Nation (Council, tribal members)
- Bring back Fall Gathering in person
- Relationship with surrounding communities – get more local people involved
- Business engagement
- Political relationships – more activism toward state and federal actions/ legislation
  - Engage more of our members to speak up
- Engage more people on the West side of the divide – students, like-minded adults
- Engaging more landowners with holdings in the BTM
- Improving our relationships with state, federal and tribal government resource agencies

### ***FUND DEVELOPMENT***

- Long-time grant sources which are sunseting
- Revisit our fund development plan including board involvement in donor relationships
- Board engagement in fundraising process
  - More teamwork, board members doing the work

### **ORGANIZATIONAL CULTURE/CAPACITY/WORKFLOW**

- LEARN TO SAY NO
- Concern over losing “grassroots” nature of our work
- Working on how we deal with discord/ disagreement / confusion – sometimes we talk amongst ourselves but doesn’t go to the right person for resolution, issues seem to bubble up from time to time without (within board/ board to staff)
- Transfer of knowledge, skills around agency interaction – letter writing, document analysis
- Generating a volunteer list/ group for local projects
- Divide tasks so no one feels overburdened (including staff)
- Bring on another staff person to increase support
- Work on our diversity, equity, inclusion and justice (DEIJ) as an organization
- Administrative systems, transparency toward living up to MT Nonprofit Association standards

### **BOARD GROWTH/ ENGAGEMENT**

- Struggling to figure out who we are as a board – how to move to the next phase as a governing board
  - Practicing oversight as a group – finances/budget, planning
  - Board training/ education/ improvement processes
- Leadership vacuum: Not able to find a president yet; sharing facilitation right now
- Committees – still working on getting all of our committees stood up and fully functional
- Aging board – we are not the future, we need more young folk
- Recruitment of board members, working group members, general supporters
- More excursions as board members – hikes, overnight, pack trips, etc.

### **COMMUNICATIONS/ MEDIA**

- Media relations – how to better engage to tell our story
- Stronger communications tools to engage supporters, media
  - New website
  - Maps/ visual displays/ trailhead info about BTM (must include guidance about wilderness ethics)
- Increasing our social media impressions/ engagements
- Crisis management plan – “what if?” (accident on a hike, bad PR incident)
- Communications planning and messaging (in progress)

**MISSION/ IMPACT**

- Better education, awareness about the BTM
- How to strike balance between access, enjoyment, and protection (prevent over-use)
- Stewardship efforts – we have only engaged at a surface level; we need to do more work to better understand what the stewardship issues in the backcountry are from a science/ stewardship issue to
- Coordinating information: GTMA “library” with our documents, links to governmental documents, studies/ research
- More data collection done by us
- Continued clarification of our goals
- Sustained efforts on planning issues – beyond letters, engaging our members, continued focus on accountability
- Need for GTMA planning and policy development: determine how to balance protection with Blackfeet Nation rights, co-management opportunities
- Program evaluation, measurable goals

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## **STRATEGIC PRIORITIES**

Mission/Impact (Demonstrating our “Muscles”):

1. Protection
2. Stewardship
3. Shared Enjoyment
4. Partnerships/ Relationships

Organizational Capacity (Building our “Muscles”):

5. Board of Directors/ Governance
6. Community of support, working groups, volunteers / “People Resources”
7. Communications/ Media
8. Funding

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## **DESIRED RESULTS 2022-2024 within each Strategic Priority:** ***What do we want to have happening/ in place by the end of 2024 as a result of our work?***

### **1. Protection**

***PRIORITY DESIRED RESULTS over the next 3 years:***

#### **a. Permanent elimination of the final oil and gas lease(s) in the BTM**

Implementation Actions Identified

1. Continue to defend the Department of Interior’s decision to cancel the last oil and gas lease(s) in federal court
2. Work with partners to pursue all options to eliminate the lease by settlement, legislation, or other out-of-court means

#### **b. Strong working relationship with, and capacity support for, capacity Blackfeet Nation leadership to advance shared conservation goals in BTM/Region (Also see #4 and Appendix C, discussion item 1)**

***As indicated by:***

- Strengthen relationships with 10 Blackfeet cultural/community leaders to engage in our protection work
- A Tribal Council member or staff person is designated as a representative for GTMA to engage in our protection work
- Blackfeet Nation committee or position authorized by Blackfeet government to lead and/liaison on BTM/off-reservation resource protection matters

- More community members engaged through (3) community forums in partnership with others around protection
- Forums (3-5) on indigenous protected areas by leaders from around the world (in-person or virtual)

Implementation Actions Identified

1. Strengthen relationships with 10 Blackfeet cultural/community leaders to engage in our protection work
2. Develop relations with heads of different Blackfeet departments relevant to BTM (i.e. Lands, Forestry, Wildlife, Water)
3. Work with Tribal Council to designate an official representative (i.e. staff or council member) to serve as a point person with whom GTMA/Conservation should engage
4. Encourage creation of a Blackfeet Nation committee to serve as official Blackfeet representation to work on long-term protection proposal and/or other BTM matters (i.e. travel management)

**c. A new, politically viable protected-area proposal for BTM co-developed with Blackfeet Nation**

***As indicated by:***

- Support effective US Forest Service management/ authority in BTM oversight as part of permanent protection of BTM

Implementation Actions Identified

1. Expand outreach to various stakeholders in both tribal and non-tribal communities around long-term protection
2. Work with partners to develop a coordinated BTM strategy
3. Host public forums (3-5) on indigenous protected areas by leaders from around the world (in-person or virtual)
4. Host public forum on co-management opportunities that includes tribal and federal leaders, scholars
5. Work with MWF to host forum to bring tribal and non-tribal hunters together to sow greater appreciation of different cultural perspectives on hunting
6. Work with conservation partners and Blackfeet community leaders to organize a Badger-Two Medicine Days celebration of Blackfeet cultural relations/stewardship relevant to BTM
7. Work with Council/Council-designated representative or committee and conservation partners to develop a new proposal for permanent protection of BTM.

**d. Support better communication, cooperation, and coordination between federal, tribal, and state natural resource management agencies involved in the BTM**

***As indicated by:***

- Working group with USFS, Blackfeet FWP, Tribal Historic Preservation

**Implementation Actions Identified**

1. Encourage the development of a working group/forum involving the sovereigns
2. Encourage and support the creation of a liaison position between BN and federal/state natural resource agencies
3. Assess various natural resource management projects for opportunities to encourage greater cooperation between sovereigns (i.e. Chief Mountain grazing leases, fuels mitigation in S. Fork Two Medicine drainage, state elk regulations)

- e. USFS management activities and public recreation in the BTM are consistent with the revised Forest Plan for the HLCNF and BTM Travel Plan. New prohibition on mechanical transport (i.e. mountain bikes) in the BTM is secured.**

**Implementation Actions Identified**

1. Monitor projects proposed by USFS and other government agencies related to BTM; notify Blackfeet partners of these proposals.
2. Monitor USFS implementation of revised Forest Plan to ensure activities are consistent with plan components and GTMA desire for the landscape. Conduct agency accountability work directly and via the media as necessary.
3. Monitor for summer and winter motorized trespass, provide information to USFS and to appropriate / designated Blackfeet leader(s).
4. Work with Winter Wildlands Alliance and other partners to conduct public communications campaign about the problem of motorized trespass as well as to pressure agency to improve enforcement.
5. Participate in Flathead National Forest's travel management planning effort to secure a non-motorized buffer between the Skyland Snowmobile Area and the BTM.
6. Provide technical support for the Blackfeet THPO's efforts to secure a commitment from the USFS to eliminate mechanical transport (i.e. mountain bikes).
7. Informed by the Blackfeet THPO, conduct targeted public communication to voluntarily discourage mechanical transport (i.e. mountain bike) use in BTM.
8. Monitor mountain bike use and conflicts/impacts in BTM, report to USFS and Blackfeet THPO or designated Blackfeet representative.

- f. Wildlife connectivity between Glacier National Park and national forest lands south of Highway 2 and the BNSF Railway corridor is maintained or enhanced.**

***As indicated by:***

- A multi-government, multi-stakeholder group dedicated to wildlife connectivity in the corridor is organized and functioning



- The primary locations for wildlife crossing, barriers to movement and potential solutions to improve connectivity are identified.

Implementation Actions Identified

1. Complete and review Intern’s situation assessment report.
2. Beginning with the most interested partners, form a working group to advance mutual understanding, data sharing, and problem solving.
3. Work with agencies to ensure a consistent roadkill reporting and removal system exists and public knows to whom to report roadkills.
4. Work with agencies and other NGO’s to prioritize continued research into wildlife movement patterns, demography, and transportation ecology in the corridor.
5. Augment agency research with citizen science monitoring of crossing and roadkill locations (i.e. Roads App).
6. Monitor the implementation of the BNSF Habitat Conservation Plan for effects on grizzly bear mortality; pressure USFWS to hold BNSF accountable to the Plan’s commitments as necessary.
7. Leverage media coverage as necessary to heighten agency/stakeholder attention to the issue.

**g. Ecological integrity of the Badger is enhanced**

**ED Requested Clarification of Board Intent**

What does the Board mean by this goal? How will we know if we’ve hit it?

This is a longer-term vision/core commitment, rather than a time bound goal or result to be achieved. If so, how might we start to break this vision down into manageable increments that we can achieve in discrete chunks of time, such as over the next three plus years?

Implementation Actions Identified

Assign to future Focal Conversation or Working Group to clarify intent and implementation actions.

***Not voted as a priority over the next 3 years:***

- |  |
|--|
| <ul style="list-style-type: none"><li><i>h. Reduce motorized trespass</i></li><li><i>i. Badger/Two Medicine landscape management is conducive to bison restoration</i></li><li><i>j. Reduced wildlife mortality by monitoring BNSF habitat conservation plans</i></li><li><i>k. Continued Endangered Species Act protections for currently listed endangered species and to include some candidate species</i></li></ul> |
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## 2. Stewardship – non-advocacy, conservation education, public engagement work

### *PRIORITY DESIRED RESULTS over the next 3 years:*

a. **BTM-focused land crew(s) actively conducting work to address trail maintenance, weeds, wildlife monitoring, plant restoration, other stewardship needs; GTMA support this effort through agency advocacy, financial contributions, programmatic work, and partnerships.**

- Blackfeet Nation (Pikuni)
- Nonprofits
- Other agencies

b. **GTMA works to educate students (college-age and younger) both on and off the Reservation are aware of environmental/ conservation issues in local area, particularly the BTM**

### Implementation Actions Identified

1. Create a working group with experts in education to help develop actions to achieve this result.
2. Meet with student groups from out of the area (i.e. WFRI, MWS, UM etc.)
3. Work with teachers at various grade levels to ensure BTM-related materials are incorporated into classroom curriculum and/or field trips as appropriate;
4. Support regional schools/colleges in leading educational field trips into BTM or adjoining lands
5. Organize and/or support local efforts to develop after school and/or summer educational and/or stewardship activities aimed at students

### *Not voted as a priority over the next 3 years:*

- c. *Inventory and monitoring tools of land use and resources within the landscape (citizen science approach?)*
- d. *Reduction in noxious weeds by X%*
1. *Priority zones mapped for weed abatement*
- e. *Local community has access to indigenous-led, natural resource and policy science-based information about conservation*
- f. *Expanded understanding and familiarity with biocultural stewardship practices (example: burning practices, medicinal plants, indigenous science)*
1. *Idea/indicator: Annual BTM Days with Blackfeet presentations on biocultural stewardship practices*

### 3. Shared Enjoyment – inclusive outdoor recreation

#### ***PRIORITY DESIRED RESULTS over the next 3 years:***

#### **a. Outdoor recreation in BTM and surrounding landscapes is respectful to the land, cultures and other users**

##### ***As indicated by:***

- Evaluation of message effectiveness
- Monitoring of recreational behavior, patterns, and impacts (social and ecological).
- Monitoring of recreational behavior, patterns, and impacts (social and ecological).

##### **Implementation Actions Identified**

1. Provide, organized free walks that expose people to the land, conservation issues, and responsible recreation ethics.
2. Work with NGO partners to develop and disseminate targeted, locally-tailored messages on responsible recreation/LNT.
3. Work with Blackfeet representative(s) to disseminate information on culturally-respectful/appropriate recreation in BTM.
4. Host a film series (Natives Outdoors?) or other forum to showcase Native American participation and perspectives on outdoor recreation.
5. Conduct targeted outreach and education to motorized and mechanized recreation groups to encourage respectful behavior and greater voluntary compliance with closures.
6. Leverage earned media to highlight recreation impacts and appropriate recreation behavior.
7. Monitor visitor use patterns and impacts in BTM, address as necessary.
8. Engage NPS in managed visitor access planning to minimize spillover onto quiet or sensitive public lands like BTM.

#### **b. Targeted members of the public/groups exposed to the BTM (direct experience) to advance our strategic goals (physical presence/ experiencing the BTM)**

##### ***As indicated by:***

- Students exposed to outdoor recreation (work with GNP)
- Under-represented groups
- Younger Blackfeet community members
- Older Blackfeet community members
- Those likely to support our goals/ work – funders, advocates

#### **c. Signs of greater appreciation/ connection/ re-connection with BTM – awareness about BTM demonstrable/measurable in local community; our network of advocates has continued to grow.**

***Not voted as a priority over the next 3 years:***

- a. Access to BTM that is appropriate and strategic (eastside is not open for non-tribal members at the moment) working with the Blackfeet Nation
- b. Law Enforcement Officer monitoring use of BTM
- c. Monitoring/ data collection on usage by volunteers
- d. Artist/ Photographer programs to build our visual library about the BTM

#### **4. Partnerships/ Relationships (this is how we do much of our work: entities critical to our success)**

***PRIORITY DESIRED RESULTS over the next 3 years:***

**a. Stronger working relationships with:**

- Blackfeet Nation (see 1b.) and the Confederacy
- US Forest Service
- US Fish and Wildlife
- US National Park Service
- Montana Fish Wildlife and Parks
- Environmental/ conservation partners
- Elected representatives at federal, state and local levels

***As indicated by:***

- Quality and frequency of communication with each entity
- Number of relationships with representatives of each entity
- Demonstrable cooperation in areas of shared concern / interest
- Responsiveness to GTMA concerns (not necessarily agreement)
- Representatives participated in GTMA-hosted events and activities

#### **5. Board of Directors/ Governance**

***PRIORITY DESIRED RESULTS over the next 3 years:***

**a. All officers are in place**

**b. Board has transitioned to a Governing Board from a founding board –**

***As indicated by:***

- MNA-recommended and other necessary policies and practices are implemented
  - Transparency and accountability is practiced through oversight of management and programs and financial monitoring
- c. The Board reflects greater diversity in education, skills, age, work experience, gender, tribal affiliation etc., as guided by GTMA’s Board practices**
- d. Some, regular board turnover has occurred**
- e. Thoughtful board transitions have occurred – we capture institutional knowledge, history as people exit**

### Implementation Actions Identified

1. Board Governance and Recruitment Committee will meet early in 2022 to develop

## **6. Community of support: Working groups, Volunteers (“People Resources”)**

### ***PRIORITY DESIRED RESULTS over the next 3 years:***

- a. **Our base of regional grassroots support has expanded and diversified, including more business representatives, students, Blackfeet people, and Reservation residents, and are champions for our work.**
- b. **Functioning Volunteer Group we can call on for fund development (letters, auction items), projects (captured in a database; staff support)**
- c. **Non-board members are participating in Working Groups (like Wildlife Working Group)**
- d. **List of “knowledge experts” to serve as advisors in wildlife management, law, other parts of our work**

## **7. Communications/ Media**

### ***PRIORITY DESIRED RESULTS over the next 3 years:***

- a. **Communications infrastructure is in place to disseminate our messages to supporters and the public (targeted audiences), possibly including:**
  - *Communications plan*
  - *Messaging guide*
  - *Robust website analytics*
  - *Robust email service (A/B testing)*
  - *Video capability to tell our story*
  - *Text messaging and/or email service that allows us to track traffic*
  - *More visual representations of our work (photos of events)*
- b. **Increased public awareness about the Badger**

***As indicated by:***

  - Social media impressions / Google searches / other metrics
  - Bigger membership
  - More attendance at events

- c. **Relationship(s) are in place with reporters**

## **8. Funding**

### ***PRIORITY DESIRED RESULTS over the next 3 years:***

- a. Fund development plan is implemented and successful

b. GTMA has diversified, sustainable revenue streams

***As indicated by:***

- Dedicated cohort of foundation supporters
- Major gifts program operating (high reward/high level of commitment)
- Planned giving – bequests/wills, other ways to give – established and marketed
- Monthly gifts program emphasized

c. Growing membership

d. 9-12 months of operating reserve

e. Board members engaged in fund development activities (i.e. part of fund development team)

**Implementation Actions Identified**

1. Create/Revise Fund Development Plan early in 2022

## **Appendices - Planning Tools:**

### **A. The Strategy Screen**

### **B. Strategic Framework**

### **C. Discussion Items for future board/working group thought (Focal Conversations, ongoing discussion)**

**Note from Facilitator:** This is a great practice... E.D. should keep a running list of the items that need to be discussed either as a full board or a working group ... the **process should be focused on reaching resolution**, not just talking about them ad nauseum. Resolution could be a literal resolution that is seconded and voted on... or other means of bringing the conversation to a conclusion

### **D. Key Actions for first year of implementation - 2022 (TBD)**

Board responsible to take lead on developing key actions for Bucket #5 (Board Governance). ED responsible to take lead on developing key actions for all other buckets. Please provide ED any suggested implementation actions you have for him to consider. Facilitator will provide suggestions and format for capturing key actions. DUE DATE: December's Board Meeting for Final Approval.

### **E. Organizational Values (TBD)\***

Values = How we show up to do our work (i.e. grassroots, trustworthiness, accountable, respect for different cultures, etc.)

### **F. Core Commitments/Principles (TBD)\***

Core Commitments = the big picture missional outcomes we are after (i.e. ecological integrity, wildness, wildlife diversity and abundance, honoring of treaty rights, etc.)

## **TBD= To Be Developed**

***\*Recommended as a foundational “building blocks” for your work and best practice in nonprofit leadership. Facilitator recommends Board task the E.D. with developing a first draft based on past conversations, meeting records, formal public comments (i.e. on revised forest plan), etc., bring back to Board as starting point for further development, refinement, and ultimately approval. The Board’s process could occur through Focal Conversations and/or working group.***

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## **Appendix A: THE STRATEGY SCREEN**

Purpose: Questions to ask in considering a new opportunity (program, event, project/campaign, partnership, etc.)

...or reconsideration of something we do now.

- Things we know that we do well (our skills/ “Secret Sauce”)?
  - NOT suited for lobbying in DC
  - NOT direct weeds management
  - Grassroots connections to our communities
  - Agency planning processes – understanding and influencing policy (Peter, board members)
  - Analysis of land management agency documents
  - Writing skills – conveying our opinions and thoughts
  - Persistence/ stick to it-ive-ness: We don’t give up till we get it done!
  - Passion

### ***STRATEGY SCREEN QUESTIONS***

*(Bold type = “hard stops” – must answer in a positive direction in order to move forward; non-bold are not “hard stops”)*

- 1. Does it align with/advance our Mission, Strategic Framework (geography, mission keywords/ buckets, issue areas, and approaches?)**
  - a. Analyze: Is it CRITICAL to our mission (not just aligning?)
- 2. Does it build on the things we know that we do well (our skills/ “Secret Sauce”)?**
- 3. If not within our budget, can we find the resources?**
- 4. Is it an efficient use of staff time or resources?**
- 5. Will this harm our relationship with the Blackfeet Nation?**
6. Will this honor and strengthen our relationship with the Blackfeet Nation?
  - a. Analyze: how does this relates to leadership vs. community?
7. Do we have the staff time and resources available?
  - a. Analyze: What are the trade-offs if we do this?
  - b. Analyze: Do we have the skills among the board and staff?
8. Does it fit within our budget? [cost]
  - a. Analyze: likelihood of success or impact



9. Is success likely within five years?
  - a. Analyze: what is the outcome we are hoping to achieve?
  - b. Analyze: do we have a good idea about what is necessary (time, money) to achieve the desired outcome?
  - c. Do we have an exit strategy?
10. Will this opportunity provide more than a single benefit (example: exposure, money, friends/partners)?
11. Is the threat urgent?
  - a. Analyze: What will happen if we do not get involved?
  - b. Analyze: Will action or inaction matter 5 years from now?
12. Will it have a measurable improvement to ecological conditions within the Badger- Two Medicine?
13. Is there someone already doing this?
  - a. Analyze: If so, can we add needed, beneficial value to the effort
14. Of all the organizations that could do this, are we uniquely qualified to succeed?
15. Does it build strategic relationships with other organizations?
16. Could this alienate a partner organization?
17. Do we have a partner(s) that could be pursuing this with us?
18. Will our involvement arouse support?
19. Will it arouse backlash?
20. Is this a rational opportunity for creative risk-taking? (could this over-rule a No on “things we do well”)

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## **Appendix B: STRATEGIC FRAMEWORK**

Mission/Vision (Stable till revisited)

>>Geographic Focus (Stable till revisited)

>>What We Do (Mission keywords/"buckets" of our work - Stable till revisited)

>>Approaches (How we do our work –Stable till revisited)

>>Topics (Revisable/Revisited annually)

>>Issues (Revisable/Revisited annually/ emerging issues through Strategy Screen)

>> Strategic Plan including 3-year Priority Results and Key Actions and Strategy Screen for emerging opportunities / issues

>Implementation of Strategy through:

- *Operational Plan*
- *Annual Budget*
- *Fund Development Plan to define revenue sources matched to strategies and operations*
- *Communications Plan to support strategy, funding, etc.*

### **Mission**

*The Glacier-Two Medicine Alliance is “Dedicated to the protection, stewardship, and shared enjoyment of the culturally- and ecologically-irreplaceable wild lands of the Badger-Two Medicine and its interconnected ecosystems.”*

### **Vision**

*“A child of future generations will recognize and can experience the same cultural and ecological richness that we find in the wild lands of the Badger-Two Medicine today.”*

### **Where We Work (Mission Area)**

Glacier-Two Medicine Alliance’s mission area encompasses the northeastern portion of Montana’s Crown of the Continent ecoregion. This region can generally be described as Glacier National Park, the Great Bear Wilderness and surrounding portions of the Hungry Horse Ranger District east of Hungry Horse Reservoir, the Rocky Mountain Front north of the Teton River, and the western half of the Blackfeet Indian Reservation. ***Within this area, our priority landscape is the Badger-Two Medicine region of the Helena-Lewis and Clark National Forest.***

### **What We Work On**

- a. Protect Wilderness/wild character and ecological integrity of public lands and waters
- b. Recover/conservate native plant and animal species (emphasis on fish and wildlife)
- c. Promote conservation education and natural resource stewardship
- d. Encourage responsible and inclusive outdoor recreation

### **How We Do Our Work**

- a. Advocate for science-informed conservation management with an emphasis on federal natural resource policy and planning.
- b. Monitor land use activities and agency actions to keep management agencies accountable.
- c. Engage the public via advocacy, education and hands-on stewardship work opportunities.
- d. Build strong partnerships
  - a. With other conservation organizations
  - b. With the Blackfeet Nation in support of Blackfeet-led conservation efforts

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**Appendix C: Discussion Items “parked” during the meeting** for future board/working group thought (during Focal Conversations, ongoing discussion)

1. Need to think deeply about our relationship with the Blackfeet Nation including the formal governing Tribal Council as well as tribal members, young and old – crucial to our success for permanent protection; lack of understanding and decent relationship with the Blackfeet Nation; can’t do business as usual anymore; affected our work toward permanent protection; can’t be a top down approach
  - We had strong relations with prior Council members, but when the Council changed over, we were unable to demonstrate the support we did have among non-elected community leaders
  - Cultural and religious aspects – we can do more to reach out to the non-governmental parts of the Nation
  - Need to figure out how to build our relationships with Blackfeet Nation (Council, tribal members)
2. Tension between our vision for BTM protection and USFS management (relates to Needs Work: need for GTMA planning and policy development: determine how to balance protection with Blackfeet Nation rights, co-management opportunities)
3. How do we maintain our Grassroots, authentic, down-to-earth character as we grow and change as an organization? [What you want to maintain? Avoid?]
  - Is this concern about how big we get?
  - Is this a concern about perception about our media/ communication tools being too sophisticated?
4. Threats analysis considering the entire geographic area to decide issues we will focus on
5. *From pre-retreat conversations:* How do we position ourselves relative to other groups involved in wilderness and recreation
  - Wild Montana
  - Citizens groups (North Fork Preservation Association, Flathead Rivers Alliance)
  - Wilderness access groups (Bob Marshall Wilderness Foundation)
6. How to reach out to groups that have an adversarial (example: Mountain Bikers)?
7. What is our stance/ position on Grazing leases (voluntary buyout?)
8. Wilderness protection in GNP backcountry, other Forest Service areas recommended for Wilderness Protection
9. Federal and State planning and management activities prioritize conservation (ecological integrity of larger landscape, fish & wildlife characteristics)
10. Clear idea about what our definition and **desired outcomes** are for “stewardship/conservation education program
11. Discussion of allocation of staff time and resources based on the strategic plan

**Further Appendices to be developed:**

**Appendix D: Key Actions for 2022**

**Appendix E: Organizational Values**

**Appendix F: Core Commitments/Principles**