

Crown of the Continent Ecosystem Managers Partnership
Final Report
Subcontract Agreement #PG-65438-01
October 1, 2006

The Miistakis Institute for the Rockies has been contracted by the University of Montana to provide technical and administrative support for the Crown of the Continent Ecosystem Managers Partnership (CMP). This progress report outlines the activities completed from August 01, 2006 to October 01, 2006.

Secretariat

CMP logo

Miistakis has drafted several versions of a logo/letterhead for the Crown Managers Partnership. All Steering Committee members have reviewed the options and the logo/letterhead will be finalized following the CMP Steering Committee meeting scheduled for Friday September 29, 2006.

Strategic Plan

Miistakis has completed the Crown Managers Partnership Strategic Plan. The Strategic Plan includes the following components:

- Issues and Needs Identification
- History of the CMP
- Vision
- Mission
- Guiding Principles/Shared Values
- Roles and Operational Structure
- Strategic Direction
- Goals
- Fund Development Strategy

The strategic plan has been posted on the CMP website and CMP participants have been asked to provide comments.

Conference Calls

Since August 01, 2006, Miistakis has coordinated one in-person Steering Committee meeting held in West Glacier on August 10 and 11, 2006.

Website

Miistakis continues to maintain the CMP website (www.rockies.ca/cmp). Reports recently posted to the website include the Forum 2006 summary prepared by the Miistakis Institute in March 2006.

Regional Collaboration – Lincoln Institute

At the request of the Crown Manager's Partnership and other organizations, the Lincoln Institute of Land Policy (LILP) – in cooperation with the Miistakis Institute and the Public Policy Research Institute (PPRI) – has agreed to complete a number of activities between now and June 30, 2007 to improve regional collaboration in the Crown of the Continent. The following is a letter that has been drafted and will be circulated to various CMP participants.

Given our interest in promoting homegrown solutions, the precise scope and outcomes of this project are likely to evolve over the coming months. Nevertheless, based on conversations to date with members of the Crown Manager's Partnership and other organizations, we plan to conduct the following activities beginning September 1, 2006:

- Develop a communications strategy for the Crown Manager's Partnership. This strategy will be consistent with CMP's strategic plan and will focus on both internal communications (to improve the effectiveness of CMP) and external communications (to build a broader constituency for CMP and the Crown).
- Examine the status of regional collaboration throughout the Crown of the Continent. This effort is designed to clarify who is doing what to promote livable communities, vibrant economies, and healthy landscapes within the Crown; identify common themes and areas of interest; and explore opportunities to work together.

Matt McKinney will serve as the project director. Will Harmon, Senior Associate with PPRI, along with graduate students in the Natural Resources Conflict Resolution Program at The University of Montana will participate in the project work. We will be working very closely with Danah Duke and others at The Miistakis Institute throughout this project.

LILP and PPRI are not an advocate for any particular interest or outcome. Rather, we specialize in the process of regional collaboration – i.e., how people and organizations work across jurisdictional, sectoral, and disciplinary boundaries to achieve common interests. Our attitude and behavior will be guided by the attached *Model of Standards of Conduct for Mediators*.

To get started, we plan to interview at least one member of each organization in the CMP. You have been identified as someone who can speak on behalf of your organization about the CMP (see the attached list of interviewees). We would like to meet with you for about 60 minutes to introduce ourselves; listen to your interests, concerns, and expectations about the CMP; and identify the most important needs and interests with respect to communication – both internally and externally. The attached set of questions will provide a framework for our conversation.

In addition to interviewing members of the CMP, we will also start our more general review of regional collaboration in the Crown by completing the following tasks:

- Review the literature that specifically addresses the Crown of the Continent as a distinct region, including but not limited to literature on biophysical science, social science, and legal and policy issues.
- Create a short profile of selected organizations and initiatives working in and around the Crown of the Continent.
- Create a map that shows the geographic relationship among the various organizations and initiatives, including the CMP.
- Complete a "network analysis" that illustrates the functional relationships among the various organizations and initiatives in the Crown.

By late January, 2007, we plan to release two reports – one highlighting the findings, conclusions, and preliminary recommendations for the CMP; the other summarizing our findings and conclusions regarding regional collaboration throughout the Crown. At that point, we will distribute the reports for review and comment. Our goal is to create products that will add value to the efforts of other people to sustain the communities and landscapes in the Crown.

We will continue to work on both reports during the winter and spring months, and plan to convene a two-day workshop May 7-8, 2007 (most likely in the Kalispell area) to exchange ideas and jointly develop strategies to improve regional collaboration in the Crown of the Continent.

During the next couple weeks, we will be contacting you to schedule an interview. Our plan is to conduct all of the interviews between October 3rd and 27th, 2006. We would like to conduct as many of the interviews as possible face-to-face, but realize that it may be necessary to complete some of them over the telephone. Also, we are willing to meet with groups of like-minded individuals to maximize the number of people involved in the assessment.

Thank you in advance for your participation. Please feel free to contact Matt McKinney or Danah Duke with any questions, concerns, or suggestions. We look forward to working with you in the near future.

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Interview Questions
Members, Crown Manager's Partnership

1. How familiar are you with the Crown Manager's Partnership?
Not at all Somewhat Very
2. Based on your knowledge of the Crown Manager's Partnership, how would you characterize its goals and aspirations? And, do you agree (personally and/or organizationally) with these goals and aspirations?
3. Is the CMP making progress?
 - a. Is it achieving its goals and aspirations? Why or why not?
 - b. Do the goals, aspirations, and activities of the CMP influence decisions within your organization? Why or why not? And if so, how?
4. What type of support does the CMP have?
 - a. Do you, or does someone from your organization, participate in CMP activities? Why or why not?
 - b. Are colleagues within your organization familiar with the CMP? How might you build an institutional memory such that future people within your organization will promote and support the CMP?
 - c. What type of political support does the CMP have among elected and appointed officials? How might additional political support be generated for the CMP?
5. What types of resources or capacities would be most helpful to further the interests of the CMP – for example, political support; public awareness and understanding; financial resources; scientific information; organizational staff?
6. What are the strongest assets or protocols with respect to communication among members of the CMP – that is, internal communication?
 - a. What type of mechanisms do you currently use to communicate internally – e.g., newsletters, web sites, annual forums, conference calls, and so on?
 - b. What are the biggest obstacles to communication within the CMP?
 - c. Do you have any suggestions on how to improve internal communication within the CMP?
7. In terms of external communication – that is, communication with the general public and more identifiable constituencies:
 - a. What message needs to be communicated to whom?
 - b. Do you have any suggestions on how to deliver this message (e.g., publications, web sites, conferences, etc.)?
 - c. Beyond informing and educating the public, who do you want to engage in a conversation on the Crown and why? How would you like to engage such people?
 - d. Given somewhat different expectations for public engagement in natural resource management in Canada and the USA, are different strategies needed to engage people from the two countries?
8. In terms of “branding” the region and fostering a sense of regional identity:
 - a. How much, if at all, do you think people (both inside and outside the region)

identify with the Crown of the Continent? Why or why not?

- b. What is the biggest obstacle to fostering a sense of regional identity?
 - c. In a word or two, what do you think makes the Crown a unique, identifiable region?
 - d. What could be done to improve awareness of the region (locally and nationally) and foster a regional identity, brand, or image?
 - e. What would be the benefits of your suggested approach?
 - f. What might be some drawbacks?
9. If we could interview just one more person, who should we talk to?
10. Do you have any questions for us?



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Crown Manager's Partnership Participating Agencies and List of Interviewees

First Nations, Canada

[Ktunaxa Kinbasket Treaty Council](#) – ASK WAYNE

[Blood \(Kainai\) Tribe](#) -- Elliot Fox

Tribal Governments, USA

[Blackfeet Tribe](#) – Earl Old Person, Council Chair

[Confederated Salish & Kootenai Tribes](#) – James Steel, Council Chair

Government of Canada

[Waterton Lakes National Park](#) – Bill Dolan, Superintendent

Government of United States

[Flathead National Forest](#) – Cathy Barbouletos, Forest Supervisor

[Lewis & Clark National Forest](#) --

[Glacier National Park](#) – Brace Hayden, Regional Issues Specialist

[U.S. Bureau of Indian Affairs](#) – Roy Door

[U.S. Fish & Wildlife Service](#) --

[U.S. Geological Survey](#) – Bob Davis, Montana State Director

Province of Alberta

Alberta Sustainable Resource Development – Darrell Johnson

[Forest Service](#)

[Fish & Wildlife](#)

[Public Lands](#)

[Alberta Environment](#) – Ian Dyson

[Alberta Community Development \(formerly Parks and Protected Areas?\)](#) – Cliff Thesen

Province of British Columbia

[Ministry of Sustainable Resource Management](#) – Wayne Stetsky at 250-489-8523

[Ministry of Water, Land and Air Protection](#)

[Ministry of Forests](#)

State of Montana

[Department of Fish, Wildlife and Parks](#) – Jim Satterfield, Regional Director

[Department of Natural Resources and Conservation – Rich Moy, Chief of Water Management](#)

[Flathead Basin Commission](#) – Mark Holston, Communications Director