



ONEMONTANA



**Bridging the Rural – Urban Divide**  
[www.onemontana.org](http://www.onemontana.org)



ONEMONTANA

## TODAY

- \* WHO IS ONE MONTANA
- \* IS THERE A RURAL-URBAN DIVIDE?
- \* IMPACTS ON PHILANTHROPY
- \* COLLABORATION
- \* COLLECTIVE IMPACT



# ONE MONTANA



**WE ARE A 501 C  
3, NONPROFIT,  
NONPARTISAN  
ORGANIZATION.**

**FORMERLY THE  
RURAL  
LANDSCAPE  
INSTITUTE**



**ONE MONTANA**



**ONE MONTANA'S  
MISSION IS TO  
CREATE A  
VIBRANT  
MONTANA BY  
CONNECTING  
RURAL AND  
URBAN  
COMMUNITIES**



**ONEMONTANA**



**8 MEMBER  
BOARD OF  
DIRECTORS**

**15 MEMBER  
ADVISORY  
COMMITTEE**

Full list at [www.onemontana.org](http://www.onemontana.org)

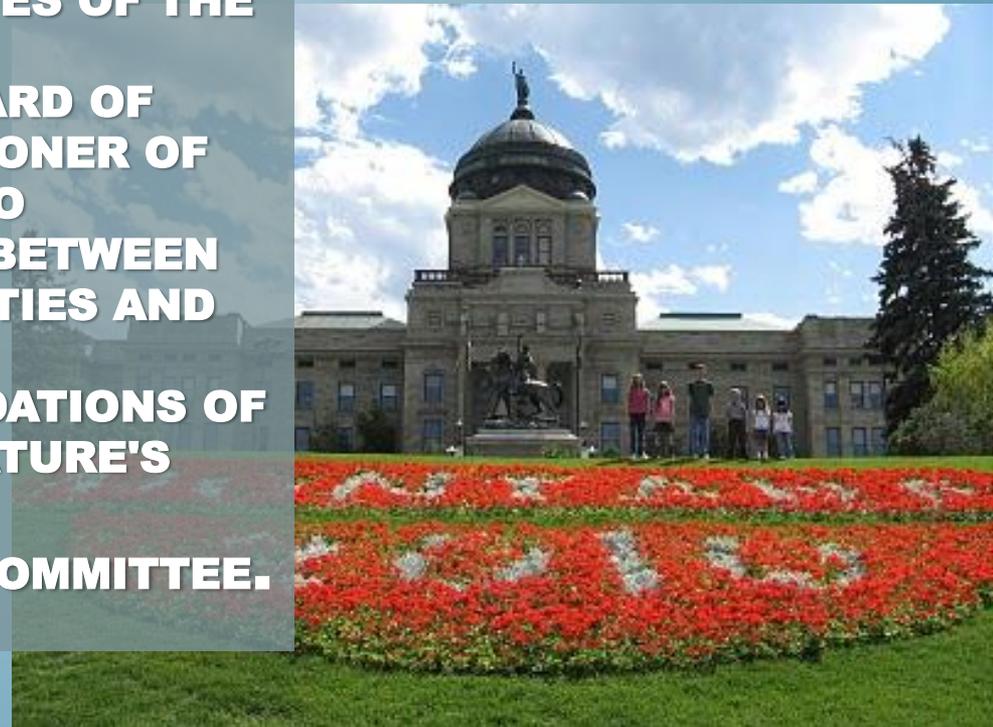


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**62ND LEGISLATURE SJ0008**

**SJ 8**

**A JOINT RESOLUTION OF THE SENATE AND  
THE HOUSE OF REPRESENTATIVES OF THE  
STATE OF  
MONTANA URGING THE BOARD OF  
REGENTS AND THE COMMISSIONER OF  
HIGHER EDUCATION TO  
STUDY THE GROWING DIVIDE BETWEEN  
RURAL AND URBAN COMMUNITIES AND  
PRESENT THE  
FINDINGS AND THE RECOMMENDATIONS OF  
THE STUDY TO THE LEGISLATURE'S  
EDUCATION AND  
LOCAL GOVERNMENT INTERIM COMMITTEE.**





# ONE MONTANA

1. The One Montana Collaboration Center: *One Montana's* online interactive database will give organizations and communities easy access to each other, providing an index of resources as well as expertise and tools to assist collaborations for social and economic projects.
2. Common Ground Meetings: *One Montana* will be available with expertise and techniques to assist diverse and divisive groups with problem solving.
3. Rural-Urban Projects: *One Montana* will help implement a variety of creative on-the-ground collaborative projects around education, entrepreneurship, local foods, or whatever communities request.



**ONE MONTANA**

4. Training and Community Workshops: *One Montana* will offer training for 300+ citizens, and host 50+ community workshops, teaching the *One Montana* approach and techniques to utilize collaboration services.

5. Statewide Awareness: *One Montana* will sponsor conferences on statewide issues, and a campaign to raise awareness of rural and urban lifestyles and their interdependency



# ONE MONTANA

## WHAT IS RURAL AND URBAN IN THE US ?

*Urban: 50,000 or more people.*

*Rural: All population, housing, and territory not included within an urban area. \**



\* US Census Definition



# ONE MONTANA

## WHAT IS RURAL AND URBAN IN MONTANA ?

*Urban: 10,000 or more people.*

*Rural: All population, housing, and territory not included within an urban area.*



\* One Montana's Definition



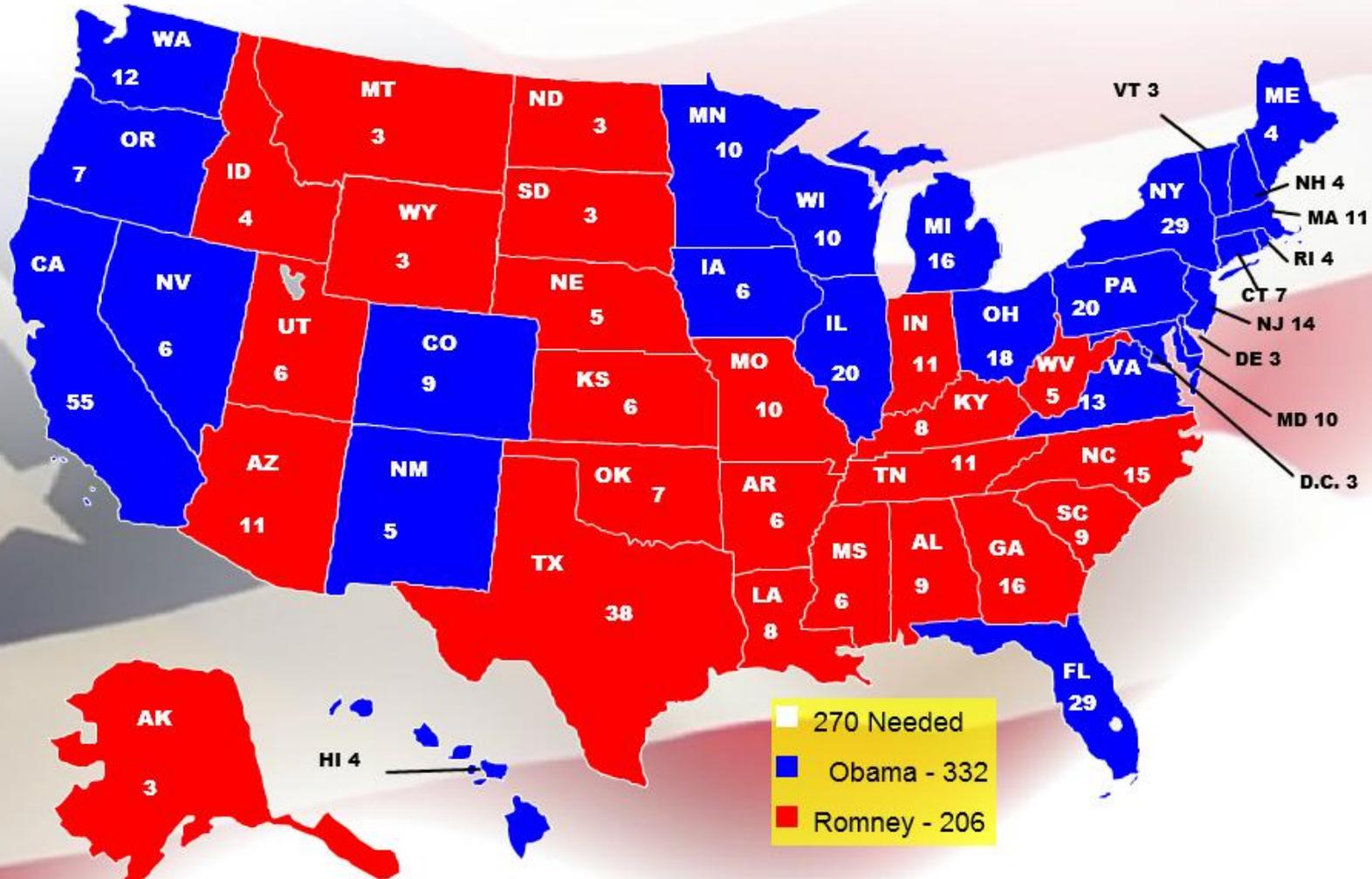
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**IS THE  
RURAL-  
URBAN  
DIVIDE REAL?**

# 1MT

# ONEMONTANA

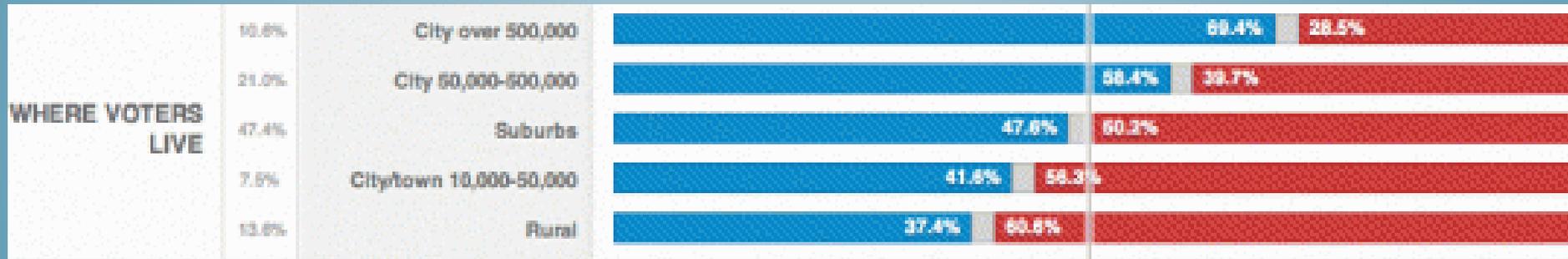
## 2012 Presidential Election Electoral Vote Results





# ONE MONTANA

## US Rural and Urban Voting 2012 Voting Results



Cities 50,000 – over 500,000 majority voted Obama

Suburbs and under 50,000 majority voted Romney



# ONE MONTANA

How Steve Bullock Won the Montana Governor's Race





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By 2030 80% of Montana's  
population will live within  
one of the seven urban  
centers.

“2030 Study- Ageing in Montana” Myles Watts, George  
Haynes, Doug Young, Pat Barkey

1MT

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Urban populations in Montana are increasingly concerned about the **source of their food** and yet the percentage of consumption in Montana of locally grown food has dropped from 70% in the 1950s to less than 10% in 2006.

“America needs to know where food is produced.” Editorial. [Billings Gazette](#) 14 May 2007

“Montana Farm to Restaurant Campaign.” [Bozeman Chronicle](#) 16 September 2007



# 1MT

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Urban residents in Montana rank the **quality of life** in Montana very highly, including their proximity to open space and recreational opportunities. They may be unaware that farms and ranches that contribute to open space and provide hunting and fishing opportunities on private land are in serious jeopardy. Montana is losing about 35 acres of farmland per day and 250 ranches a year. About 5,000,000 acres of important farm and ranch lands in Montana are under pressure from development.

“A Quality-of-Life Study for Montana.” PPL Montana 2005  
American Farmland Trust: [www.farmland.org/rocky-mountain/montana.htm](http://www.farmland.org/rocky-mountain/montana.htm)

“Keeping traditional alive a challenge for Montana ranch families.” *Missoulian* 27 April 2005  
American Farmland Trust: [www.farmland.org/rocky-mountain/montana.htm](http://www.farmland.org/rocky-mountain/montana.htm)





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Rural Montanans are concerned about disparities with urban centers in **education, healthcare, and employment opportunities**. They worry about their ability to **continue a traditional way of life** by keeping the next generation on the farm or ranch in the face of economic hardship.

“Rural students perform less well than urban students on standardized tests of educational achievement,” A Note on Student-Academic Performance in Rural v. Urban Areas, *American Journal of Economics and Sociology*, Borland/Howsen, 1999

ibid.

“In Montana, urban workers have higher per capita income, higher earnings per job, lower poverty rate and lower unemployment rates than rural workers,” USDA Economic Research Service, State Fact Sheets

“Agriculture: Cloudy Skies on the Farm,” *Billings Gazette* 24 October 2009





# ONE MONTANA

**“YOU (URBAN)  
HAVE  
EVERYTHING I  
NEED.**

**I (RURAL) HAVE  
EVERYTHING  
YOU WANT.” \***



\* State Senator, Jim Peterson



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**THERE IS A  
“LACK OF  
APPRECIATION IN  
THIS COUNTRY  
FOR WHAT  
HAPPENS IN  
RURAL AMERICA  
. . . THE PLACE  
WHERE OUR  
VALUES ARE  
ROOTED. \***



\* Tom Vilsack



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**“THE MOST  
EFFECTIVE WAY  
TO DO  
PHILANTHROPY IS  
TO BUILD THE  
CONNECTIONS  
BETWEEN RURAL  
AND URBAN  
COMMUNITIES”  
*DANIEL KEMMIS***



## **IMPACTS ON PHILANTHROPY:**

- *Larger Foundations in urban areas may not invest in rural areas*
- *Calls for policies that allow for greater tax deductions in philanthropy*
- *Efforts to build the capacity of rural community foundations and other entities*
- *Refreshed efforts to build networks and collaboration*



**COLLABORATION: OTHERWISE KNOWN AS:**



## **Cat Herding**

Ain't a feelin' like it in the world.

[https://www.youtube.com/watch?feature=player\\_embedded&v=Pk7yqITMvp8](https://www.youtube.com/watch?feature=player_embedded&v=Pk7yqITMvp8)



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## COLLABORATION

- *Collaboration is a fluid, interactive state where the parts have power to influence the whole while the whole influences the parts.*
- *In collaboration, teamwork and individual excellence are equally required: as in jazz, the greater the individual virtuosity, the greater team virtuosity.*
- *Collaboration should magnify individual greatness rather than deny it.*
- *Collaboration requires coexisting differences, not sameness. Where there are differences there are tensions.*



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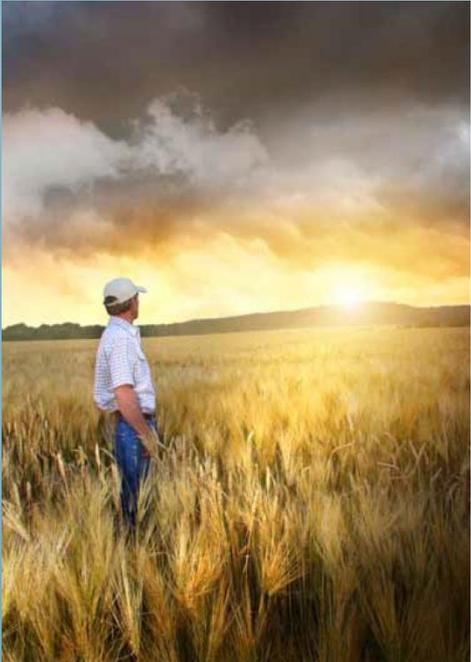
## COLLABORATION

- *The purpose of tension is to create a field where creativity grows. As long as there are differences, tension is there to stay. When one is resolved, another appears.*
- *Working willingly with tensions is the prerequisite for collaboration.*
- *Collaboration's purpose is to relate to each other in such a way that typically irritating differences can be transformed into valuable gifts.*
- *To turn differences into gifts requires strength and flexibility. It involves the confidence to express ideas and the humility to adjust them to those of others'.*



# ONE MONTANA

**IF PEOPLE GIVE TO WHAT THEY  
KNOW – LET’S GET THEM TO KNOW  
ONE ANOTHER.**





**ONE MONTANA**

**EXAMPLES OF  
SUCCESSFUL  
COLLABORATIONS:**

**BLACKFOOT  
CHALLENGE**

**CENTRAL MONTANA  
MANUFACTURING  
ALLIANCE**

**STILLWATER MINING  
GOOD NEIGHBOR  
AGREEMENT**





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# RURAL – URBAN SISTER COMMUNITIES





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# RURAL – URBAN SISTER COMMUNITIES





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## COLLABORATION

- Working willingly with tensions is the prerequisite for collaboration.

\*Pomegranate Center



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## **COLLECTIVE IMPACT** *5 Conditions for Success\**

- *Common Agenda*
- *Shared Measurement Systems*
- *Mutually Reinforcing Activities*
- *Continuous Communication*
- *Backbone Support Organizations*

*\*[http://www.ssireview.org/articles/entry/collective\\_impact](http://www.ssireview.org/articles/entry/collective_impact)*



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## **BACKBONE ORGANIZATIONS**

- *Catalyst for Progress*
- *Work behind the scenes*
- *Ensure accountability*
- *Provide Continuous Communication*
- *Evaluates and measures success*

*\*[http://www.ssireview.org/articles/entry/collective\\_impact](http://www.ssireview.org/articles/entry/collective_impact)*



# ONE MONTANA



“People and organizations can’t afford to operate in isolation of their surroundings.”

*Daniel Kemmis*



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## Bridging the Rural – Urban Divide

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