



CHELAN-DOUGLAS



LAND TRUST
Our Land, Our Water, Our Future

Chelan-Douglas Land Trust

Strategic Plan 2016 – 2020

Adopted August 2015

A Letter to our Friends:

We are energized with this plan that we proudly share with you: the next chapter of our exceptional organization, the Chelan-Douglas Land Trust. Recipients of the Excellence Program from the Land Trust Alliance, our community organization is embarking on an ambitious plan to engage North Central Washington in creating a future where natural lands and communities thrive.

Over the past year, our Board of Directors and Leadership Circle thoughtfully considered the issues facing our region's natural areas. We deliberated on how we can engage our community in protecting and cherishing these places so they remain a binding thread in the fabric of our region. With keen insight and support from Brad Paymar of Land Trust Alliance, and with attentive facilitation from Allison Handler and Marc Smiley of Solid Ground Consulting Firm, we have crafted this plan to guide our organization through 2020. Marc and Allison led our Board in a detailed assessment of our organization. With this evaluation we conducted a rigorous strategic planning effort, which was based on detailed discussions with community, regional, and state leaders and results from two surveys: our members and the community at large (results are at <http://cdlandtrust.org/2015strategicplanningsurveyresults>).

What we heard from these listening sessions and surveys was of great value. The single defining trait we heard repeatedly is that we are trusted in all that we do. We have a positive track record of being responsible, prudent, and reliable. We are also energetic, positive, and frankly, we get things done. We believe that the next five years of work laid out in this plan will take our organization to new levels of service. Please review this strategic plan that will guide our organization through 2020. We are confident you will join us in creating this preferred future for North Central Washington.



David Visser
President



Bob Bugert
Executive Director

Background:

The citizens of North Central Washington are at a crossroads. We have a unique opportunity to create a regional economy that is largely sustainable and within the natural limits of our ecosystems. Over the past thirty years, people have moved to this region for its outstanding quality of life and natural beauty. Those very traits are at risk because of the pressures of increased growth and demand on our natural resources. Many in our communities understand this situation, and understand the strong and inextricable link between a healthy economy and healthy environment. To that end, there is growing support for the work we do. The Land Trust is responding to this need by diversifying our tools and funding sources, by broadening our geographic and demographic reach, and by bolstering our organizational capacity and sustainability.

Thirty-year Vision of the Chelan-Douglas Land Trust:

We envision thriving natural systems sustaining human communities in North Central Washington.

Human well-being in North Central Washington (NCW) is interdependent with the health of our natural lands, waters, and systems. Likewise our land and waters, and the wildlife and plants they sustain, rely on us for protection. A thoughtful, balanced approach to land use, conservation, and stewardship ensures that our communities live within the natural limits of ecological systems. From parks, to trails into the hills, to riverfront strolls, everyone should have access to a direct experience with nature. From all directions, wild nature should be available to please our eye, calm our minds, and fuel our wonder.

None of this potential future will be accidental. The Chelan-Douglas Land Trust (CDLT) exists to catalyze, motivate, and lead our friends and neighbors to protect and care for our region's natural abundance. We can't do this work alone: we engage the strengths of many different partners – from communities to organizations to individuals – to care for this place we all cherish. Our shared goal is to ensure the health of our natural systems and the communities and economies inextricably connected to them. As this region continues to attract people, we will be a leader in advancing land conservation and human prosperity for the benefit of both.

The Mission of the Chelan-Douglas Land Trust

We engage communities in conserving, caring for, and accessing the natural lands and waters that sustain North Central Washington

Guiding Principles

- **We are committed to integrity in our business and our work**—with landowners, community partners, donors, funders, and volunteers.
- **We cherish our connection to our region’s land and water** by protecting natural areas and enhancing public access close to where we live.
- **We have a responsibility to future generations to protect those natural areas** that contribute to our quality of life.
- **We believe that a healthy environment and a healthy economy are inextricably linked.**
- **We value working lands and the agricultural heritage of our region** and the way that working farms and forests complement our natural landscape.
- **We are dedicated to working with our neighbors** to help preserve the natural character of the region.
- **We value our relationship with landowners** who have voluntarily entrusted to us the stewardship of their land for the benefit of future generations.
- As stewards of the lands entrusted to us, **we are committed to managing our resources carefully** and planning for organizational sustainability.



Our Strategic Direction

For thirty years, the Chelan-Douglas Land Trust has worked with our local communities, landowners, local governments, supporters, and funders to conserve our area's most important natural systems. We marshalled financial and public support to preserve a remarkable portfolio of lands: dry forests, shrub-steppe habitats, floodplains, natural-area parks, and hugely popular public amenities like our riverside trail loop. We have proven ourselves effective, versatile, and creative, growing our organization and building our expertise.

We contributed significantly to building our region's world-class system of protected lands that provide a multitude of benefits to our people and communities. Our success far exceeds what anyone might have first imagined. We believe that Chelan-Douglas Land Trust is in a unique position to lead our North Central Washington communities in creating a preferred future—one in which healthy communities are connected to healthy landscapes. To realize our vision, we will follow these approaches:

Natural Areas: The Chelan-Douglas Land Trust will continue to protect our most important natural lands and recreational spaces for human-powered activities. Our conservation work is an integrated system of expertly-managed, protected lands—from neighborhood trailheads to pristine floodplains—for people to use and enjoy, and for important natural systems to thrive. We will continue to work with communities to conserve high priority conservation that complement development opportunities and managing natural areas that serve our rural communities.

Communities: Increasingly, our strength is our ability to engage communities in thoughtful dialogue on ways that balance conservation with development in areas of intense growth pressure. Chelan and Douglas counties alone have experienced an unprecedented 57% increase in population in the past thirty years. People choose this area as their home because of its natural beauty and quality of life—the very traits that are now at risk. We foster dialogue and the means to protect what we all love.

Forest Health: As a trusted, solution-oriented organization, the Chelan-Douglas Land Trust has a unique opportunity to make a meaningful contribution in the effort to restore the health and resiliency of the nearly four-million acres of mixed conifer forest in North Central Washington.

We can catalyze change in the management of our forests—and promote practices that more closely mimic natural processes and conditions in both private and public lands. Given the real threat of climate change, this has potent ecological and economic implications for the communities we serve.

Salmon Habitat: Using public funds, we have clearly been successful in protecting large, intact blocks of pristine floodplain habitat that is crucial to salmon survival. This will be a part of our legacy, as these investments will invariably be shown to be the most practical, sustainable, and cost-effective uses of public funds for salmon recovery in North Central Washington. We will acquire more floodplain in the future, but our work in this arena will likely diminish in the future. However, we will leverage our work with partners in the region to develop both unconventional and creative means to protect floodplain habitats for salmon and riverine processes—and for water supply to downstream communities.

Expanded Partnerships: Our success is based on collaborative cross-sector partnerships, and we can strengthen these ties—particularly at the Regional, State and Federal levels. We will work with our partner land trusts to forge relationships with new nonprofit organizations, public agencies, companies, and funders to make possible a new suite of conservation projects that broaden our collective impact. This is how we were successful in the past and how we will continue our success into the future, but at a much broader, deeper level.

People: In the past five years, we made great strides in engaging a wider spectrum of our communities—from business leaders to schools to disadvantaged sectors. We must continue this effort. Our organization must reflect the ethnic and socio-economic diversity of the region we serve in our programs. We will increasingly connect our conservation work with all segments of our communities, particularly residents that have been traditionally underserved by conservation.

To address these issues, the CDLT Board set five goals for the next five-year period and promised to implement 21 strategies to meet these goals. The seven committees of the Land Trust (Executive, Finance, Governance, Lands, Outreach, Stewardship, and Trails) will implement the following detailed action plans—with timelines and expected outcomes—to accomplish these strategies.

Goal 1: Land Protection and Stewardship. Ecologically significant and socially-valued lands and waters promote thriving communities of people, plants, and wildlife.

Strategies	Actions
<p><u>1.1. Voluntary Land Conservation:</u> Conserve and steward critical natural and socially-valued lands in accordance with regional and community-based conservation plans.</p>	<p>1.1.1: Complete land protection projects consistent with developing community strategies for Wenatchee Foothills, Stemilt Basin, and Upper Wenatchee Valley.</p> <p>1.1.2: Conserve habitat and floodplain function along the Wenatchee and Entiat watersheds, consistent with the Upper Columbia Salmon Recovery Plan.</p> <p>1.1.3: Secure opportunities to protect dry forest habitat and support increased capacity for forest restoration by collaborating with public and private landowners.</p> <p>1.1.4: Pursue land protection opportunities (through conservation easements or acquisition) that make logical connections to existing properties and trails on CDLT and partner lands, where appropriate.</p> <p>1.1.5: Initiate land protection projects consistent with other community strategies as they are completed.</p> <p>1.1.6: Work with landowners for voluntary land conservation.</p>
<p><u>1.2. Funding Conservation:</u> Secure public and private funding for land protection and stewardship on both a programmatic and project-specific basis.</p>	<p>1.2.1: Strengthen funding from Land and Water Conservation Fund, Agricultural Conservation Easement Program, and other federal sources.</p> <p>1.2.2: Develop and strengthen revolving loan funds through the Icicle Fund and Community Foundation of North Central Washington.</p> <p>1.2.3: Collaborate with Trust for Public Land and The Nature Conservancy to diversify funding sources for land conservation.</p> <p>1.2.4: Build stewardship endowment through transactions and legacy donations.</p>
<p><u>1.3. Partners in Conservation:</u> Continue to cultivate relationships with local landowners and governments, with a focus on land protection opportunities in conservation focus areas.</p>	<p>1.3.1: Strengthen our partnership with the Chelan PUD to fund improvements to surface water quality through habitat protection.</p> <p>1.3.2: Assist local governments in seeking funding from Washington Wildlife and Recreation Program.</p> <p>1.3.3: Strengthen messaging to landowners about benefits of donated conservation easements.</p> <p>1.3.4: Build stewardship partnership with neighboring public and private landowners.</p> <p>1.3.5: Work with Washington Wildlife and Recreation Coalition to enhance public funding for land stewardship.</p>

Goal 2: Access and Engagement. People throughout our many different communities are connected to the land.

Strategies	Actions
<p><u>2.1. Connecting with Nature:</u> Ensure appropriate access to CDLT-protected and other nearby public lands, and continue to create opportunities close to home where people can directly experience nature.</p>	<p>2.1.1: Increase engagement of CDLT members by connecting them to lands they have helped protect.</p> <p>2.1.2: Continue working the City of Wenatchee, Chelan County, and other partners to plan for and construct additional Foothills trailheads.</p> <p>2.1.3: Support our partner organizations as they develop programs on CDLT Lands.</p> <p>2.1.4: Initiate a Conservation Fellows Program to facilitate activities that engage youth and adults in nature appreciation.</p>
<p><u>2.2. Trails Capacity:</u> Secure adequate capacity to fulfill our role in trails planning, development and management.</p>	<p>2.2.1: Adopt a Master Agreement with the City of Wenatchee to delineate responsibilities for trail and trailhead management in the Foothills.</p> <p>2.2.2: Pursue and secure capacity grants from the M.J. Murdock Charitable Trust, Icicle Fund and others, and dedicate staff time to seeking additional capacity funding.</p> <p>2.2.3: Retain a Trails Program Manager to manage planning and logistics of CDLT’s current leadership role in trails.</p>
<p><u>2.3. Regional Trails Entity:</u> Pursue the potential to transfer some of our trail management and maintenance responsibility to a regional trails entity, or become the regional trails entity.</p>	<p>2.3.1: Work with TPL, local governments, and other partners to ensure the success of a conservation finance measure.</p> <p>2.3.2: Strengthen dialog with local trail user groups and land managers to seek efficient ways to share the workload of managing the trail systems.</p>
<p><u>2.4. Youth and Nature:</u> Strengthen our culture of conservation by increasing opportunities for children to get outside and connect with nature.</p>	<p>2.4.1: Develop programs and activities that get children and families outside and learning about nature in our region, with an emphasis on building a connection to North Central Washington.</p> <p>2.4.2: Strengthen our partnerships by leveraging each organization’s strengths in order to create engaging educational events.</p> <p>2.4.3: Expand our support and membership base by engaging with new audiences through our education programs.</p> <p>2.4.4: Strengthen partnership with the Education Service District to provide opportunities for school teachers for nature appreciation programs.</p>
<p><u>2.5. Strength in Diversity:</u> Engage and support diverse communities in conservation activities and opportunities.</p>	<p>2.5.1: Strengthen outreach and engagement program to Latino and other ethnic users of CDLT lands.</p> <p>2.5.2: Leverage partnerships with groups that have strong connections with diverse communities.</p>

Goal 3: Collaborative Planning. Land use, open-space access, and natural resource decisions ensure the health of human and natural communities.

Strategies	Actions
<p>3.1. Community Planning: Provide a trusted voice for forest health, land protection, riparian, and water conservation programs.</p>	<p>3.1.1: Provide leadership in facilitating stakeholders in developing an Upper Wenatchee Community Lands Plan. 3.1.2: Respond in an appropriate manner to community planning opportunities that arise (e.g., Lake Chelan Community Plan, East Wenatchee Community Plan).</p>
<p>3.2. Economic Vitality: Work with the business community to leverage complementary strengths and resources that promote the link between a healthy environment and a healthy economy.</p>	<p>3.2.1: Promote economic and social benefits of conservation planning and design. 3.2.2: Work with local governments to adopt policies that better protect critical areas, floodplains, wetlands, and urban/wildland interface. 3.2.3: Promote sustainable outdoor recreation opportunities as an economic engine in North Central Washington.</p>
<p>3.3. Local Advocacy Engage people in advocating for effective conservation planning sustainable practices through community programming.</p>	<p>3.3.1: Provide leadership in Chelan County Lands Dialogue, and consider broadening the scope to a larger regional level. 3.3.2: Encourage regular contributions to local media on land conservation issues. 3.3.3: Conduct and promote programs that enhance the economic, environmental and social sustainability of our communities within the natural limits of ecological systems.</p>
<p>3.4. Conservation Finance: Work with local governments and chambers of commerce to support the development of one or more ballot measures to publicly finance conservation and trails in Chelan and Douglas counties.</p>	<p>3.4.1: Assist Trust for Public Land in securing funds for conservation polling in two-county area. 3.4.2: Research approaches used by other communities to promote conservation financing. 3.4.3: Work with community leaders to understand the benefits of conservation finance to our local economy. 3.4.4: If warranted, provide support to community leaders to articulate the benefits of conservation finance programs. 3.4.5: If warranted, be an advocate for that program.</p>

Goal 4: A Broader Scope. Our impact is elevated through work at the regional, state, and national levels.

Strategies	Actions
<p><u>4.1. Regional Conservation:</u> Be a leader in NCW initiatives to promote conservation, nature’s benefits, and resilient landscapes.</p>	<p>4.1.1: Pursue and secure capacity grants from the M.J. Murdock Charitable Trust, Icicle Fund and others, and dedicate staff time to seeking additional capacity funding to provide leadership at regional, state, and federal levels. 4.1.2: Provide a clear voice for land stewardship at NCW Forest Health Collaborative. 4.1.3: Advocate for strengthened regional approach to forest health initiatives. 4.1.4: Provide support, as appropriate, for regional Sage Grouse Initiative. 4.1.5: Lead efforts at Icicle Fund to support improved integration of conservation and stewardship at a regional level.</p>
<p><u>4.2. Land Trust Partners:</u> Strengthen our collaboration with fellow land trusts in NCW for greater conservation impact at the regional level.</p>	<p>4.2.1: Provide leadership in coordinating responses by CDLT, Methow Conservancy, and Okanogan Land Trust to common land use issues in NCW. 4.2.2: Explore opportunities for shared training and information sharing among the three NCW land trusts. 4.2.3: Provide a forum for enhanced dialogue of conservation groups in NCW.</p>
<p><u>4.3. Emerging Partners:</u> Expand our capacity to engage and strengthen local action groups.</p>	<p>4.3.1: Provide technical and fiscal administrative support to Lake Chelan Trails Alliance. 4.3.2: Support the efforts of the Wenatchee Valley Outdoor Alliance. 4.3.3: Support the efforts of the Wildfires and Us Advisory Committee. 4.3.4: Support the efforts of other emerging partners, as appropriate and consistent with our mission.</p>
<p><u>4.4. State/Federal Partners:</u> Advocate for positive and balanced land and water conservation policies and programs at the Washington State and Federal levels.</p>	<p>4.4.1: Provide leadership in State legislative advocacy through Washington Association of Land Trusts and Washington Wildlife and Recreation Coalition. 4.4.2: Provide leadership in extension of Washington Wildlife and Recreation Program funding eligibility to land trusts statewide. 4.4.3: Work with Salmon Recovery Funding Board to support land protection as a means to respond to climate change. 4.4.4: Participate in federal advocacy through Land Trust Alliance Ambassadors Program.</p>

Goal 5: Organizational Strength. CDLT has the talent, leadership, and capacity to achieve its mission.

Strategies	Actions
<p>5.1. Board: Continue to build board capacity and expand CDLT local and regional connections and effectiveness.</p>	<p>5.1.1: Build a strong, engaged Board through quarterly board training sessions.</p> <p>5.1.2: Strengthen Board recruitment and development efforts.</p> <p>5.1.3: Diversify Board demographics, talents, and connections to the community.</p> <p>5.1.4: Increase engagement and support of the Leadership Circle.</p> <p>5.1.5: Increase networking opportunities for Board and Leadership Circle members via our annual socials and dinner events.</p>
<p>5.2. Staff: Increase staff capacity in key CDLT programs, plan for the succession of key staff and board leaders, and support their growth.</p>	<p>5.2.1: Retain a full-time Associate Director to enhance organizational capacity.</p> <p>5.2.2: Retain a full-time Trails Program Manager to manage planning and logistics of CDLT's current leadership role in trails.</p> <p>5.2.3: Be attentive to staff needs, staff development and matching staff to tasks.</p> <p>5.2.4: Periodically review Personnel Policies to reflect emerging rules, issues, and needs of the organization and its staff.</p>
<p>5.3. Members: Increase support from individuals and businesses.</p>	<p>5.3.1: Retain existing members.</p> <p>5.3.2: Grow and diversify CDLT's membership.</p> <p>5.3.3: Strengthen relationships with major donors.</p> <p>5.3.4: Promote CDLT work in local projects and plans so communities understand and value our work.</p>
<p>5.4. Finance: Grow CDLT's financial resources responsibly.</p>	<p>5.4.1: Grow support from individuals and local businesses.</p> <p>5.4.2: Grow Endowment and Stewardship funds by focusing on legacy giving opportunities.</p> <p>5.4.3: Continue to diversify funding sources.</p> <p>5.4.4: Respond, as appropriate, to opportunities such as conservation buyers and donated lands.</p>
<p>5.5. Systems: Maintain and strengthen CDLT's computing, GIS, data and financial management systems and infrastructure.</p>	<p>5.5.1: Allocate adequate resources for systems and infrastructure.</p> <p>5.5.2: Fulfill expectations, recommendations, and timeline for November 2017 application submission to ensure continued accreditation with the Land Trust Accreditation Commission.</p>

CDLT Board of Directors, Leadership Circle, and Staff

Board of Directors

David Visser	President	Steve Milner
John Lehmkuhl	Vice President	Jack Mynatt
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Andy Dappen		Geordie Romer
Suzanne Hartman		Hans van Someren Gréve
Anne Hessburg		Chris Stahler
Paul Hessburg		Bruce Williams
Jennifer Korfiatis		John Zanol
Todd Kiesz	Legal Counsel	

Leadership Circle

Ray and Edith Aspiri	Bob and Pat Ogburn
Susan and Paul Ballinger	James and Karen Russell
Elizabeth Beers and Frank Peryea	Peter and Karen Rutherford
Craig Garver and Barbara Hume	Eliot and Tina Scull
Gene and Gloria Kupferman	Mark and Rosie Shipman
Ken and Christel Longley	Rob and Cindy Shurtleff
Neil and Nancy McReynolds	Terry and Suzanne Sorom
Ed and Jean Meyer	Russ and Jean Speidel
Pat and Dave Notter	Rufus Woods

Staff

Paige Balling	Donor Relations Assistant
Hanne Beener	Stewardship and Trails Coordinator
Bob Bugert	Executive Director
Mickey Fleming	Land Project Manager
Rebecca Frank	Foothills Ambassador
Neal Hedges	Stewardship Director
Navarre Leroy	Accounting
Sharon Lunz	Development Director
Jose Luis Marquez	Foothills Ambassador
Diane McKenzie	Special Projects
David Morgan	Watershed Coordinator
Kathy Peven	Communications Coordinator
Hillary Schwirtlich	Membership and Education Coordinator

