



**PROTECT RESTORE ENJOY**

# **STRATEGIC PLAN 2016-2021**

*building a culture of conservation, innovation, and partnership*

# 27 YEARS 1 VISION



Michael and Harkens Lake landowner Steve Horning

*I sit across the table from Meg Campbell, chuckling as she recounts stories of Greenbelt Land Trust in it's first year, back in 1989. She recalls the budgets scrawled on napkins, the board meetings held around kitchen tables, and the daunting hurdle of raising a thousand dollars to attend a conference. Through fearless leadership they leapt forward, growing the organization year after year.*

A lot has changed in the last 27 years at Greenbelt Land Trust. We now invest in expansive footprints, protecting entire habitats and rivers. Our reach extends throughout the mid-Valley, encompassing diverse communities, and our budgets now represent millions of dollars invested by grantors and our community.

I ask Meg if she could have foreseen where we are today. Without hesitation, she says *"Definitely! Greenbelt was a big vision. We've always had the right people for the task, and even in that first year with no money or land protected - we knew that we were witnessing something that would take off. Where Greenbelt is today is a testament to the power of people sharing a strong vision."*

We continue to carry that vision with us every single day ... in our partnerships with private landowners, as we listen to donors talk about why they invest in our work, or as we collaborate with partners across Oregon to leverage resources and develop a common voice for conservation. In 2015 we had an opportunity to test that vision. To ask ourselves: ***What do we want the Willamette Valley to look like in 2100? What role should Greenbelt Land Trust play in that future?***

Through interviews with donors, landowners, funders and partners, we have developed a roadmap to accomplish that vision. This Strategic Plan continues the vision that Meg and her peers built around those kitchen tables in 1989, while anticipating the needs of Oregon's growing communities, building resiliency for native habitats and clean water, and providing access to nature for all.

With your support, we look forward to protecting the land and water that the people and animals of the Willamette Valley depend upon, while building closer connections to nature for everyone.

*Michael Pope*

Michael Pope  
Executive Director

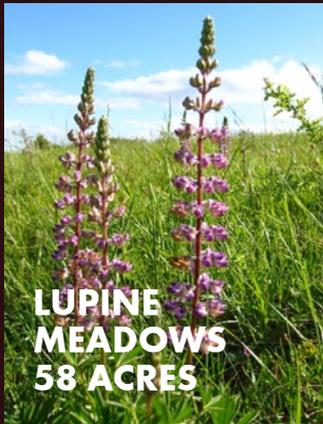
**LONE STAR RANCH  
199 ACRES**



**POLK  
MARION  
BENTON  
LINN**



**LUPINE  
MEADOWS  
58 ACRES**



**HORSESHOE LAKE  
236 ACRES**



**OWENS FARM  
95 ACRES**



**HARKENS LAKE  
425 ACRES**



**BALD HILL FARM  
587 ACRES**



**EVERGREEN  
221 ACRES**



**LEADING THE VISION**

**BOARD**

Seymour House, President	Lisa Mykrantz-Brown, Vice President
David Gazeley, Treasurer	Lyle Hutchens, Secretary
Ralph Alig	Tremaine Arkley
Anita Azarenko	John Bliss
Tara Davis	Curtis Rose

**STAFF**

Jeff Baker, Stewardship Director  
 Matt Blakeley-Smith, Restoration Manager  
 Claire Fiegenger, Conservation Director  
 Suzanna Mast, Accounting Clerk  
 Jessica McDonald, Associate Director  
 Michael Pope, Executive Director  
 Elizabeth Records, Stewardship & Volunteer Coordinator  
 Rebecca McKay Steinberg, Membership & Outreach Coordinator

**WILLAMETTE  
BLUFFS  
120 ACRES**



**MULKEY FOREST  
170 ACRES**



**LITTLE  
WILLAMETTE  
199 ACRES**



**FITTON GREEN  
NATURAL AREA  
143 ACRES**



**LUCKIAMUTE  
MEADOWS  
218 ACRES**



## THE GREENBELT VISION

We envision a future where significant natural areas are protected, with forests, farmlands, wildlife corridors, hills, meadows, wetlands and watercourses weaving through and around our mid-Willamette Valley communities. These areas contribute to a distinct sense of place, secure our culture of community and provide a connection to the natural world.

We are committed to protecting and preserving the Willamette Valley – this awe-inspiring place that we love here in western Oregon. We are driven by a shared understanding that if we fail to protect these treasured lands, we will not get them back – and something even more important in our culture, economy, and environment will also be lost, forever.

So that our grandchildren and their children can explore clean rivers, hike through forests and trails taking them to unknown places. So that the Willamette Valley we know today is treasured for all, forever.

### OUR VALUES

#### INNOVATION

Serve as a model for approaches to land conservation, outreach, and stewardship

#### PEOPLE IN NATURE

Ensure that diverse communities are included in our outreach and have access to our lands

#### DIVERSE HABITATS

Our properties focus on a balance of diversity of habitat and species

#### PARTNERSHIPS

Leverage resources to achieve large scale results through partnerships

#### LEADERSHIP

Strive towards leadership within the local and statewide conservation movement

#### SUSTAINABILITY

Ensure long-term viability through sustainable funding and development practices



Lone Star Ranch Landowners



Harkens Lake Tour

*“I only have to look at my youngest child to be reminded of our duty to protect and steward the green hills and running rivers in our own backyard. We have a shared duty to maintain this beautiful place.”*

Shelly, Greenbelt member

## PROTECTING & CARING FOR THE LAND

**GOAL:** Greenbelt Land Trust is a leader and collaborator in our region to protect native habitats and lands of natural and community significance in perpetuity.

### STRATEGIES

1. Strategically invest in the permanent protection of lands that build off of existing Greenbelt conservation areas that are of the highest priority for habitat and people
2. Expand our conservation to new regions that provide significant conservation and community benefits. These new areas will be prioritized by:
  - \* Proximity to protected lands
  - \* Parcels that may be at-risk
  - \* Ability to foster strong partnerships
  - \* Involve the expansion of key trail systems
  - \* Large parcels that offer multiple conservation and community benefits
  - \* Optimize capacity by focusing on intact habitats
3. Execute effective land conservation through partnerships and innovative approaches.

**GOAL:** Greenbelt Land Trust is a leader and collaborator to steward its protected lands and meet habitat objectives

### STRATEGIES

1. Provide effective stewardship that maintains and/or enhances ecological functions of native habitats on Greenbelt properties
2. Maintain and expand partnerships that support habitat and species conservation

## THE OPPORTUNITY

- \* Link high-quality habitats and protected lands
- \* Restore river floodplains, riparian areas, wetlands and estuaries
- \* Preserve and enhance sustainable agriculture
- \* Provide education and access to nature for our community



*Our family has worked and lived on the Willamette River for five generations. We know the health of our crops depends on the health of the river system. Our goal for restoration is to utilize these floodplain areas to improve water quality and protect the valuable farm land that our family depends on.”*

Gary Horning, Landowner



Tree planting at Little Willamette

A Great Blue Heron is captured in mid-flight, its wings fully extended, showing a mix of blue and grey feathers. The bird is positioned on the left side of the frame, flying towards the right. In its long, sharp beak, it holds a small, brownish object, likely a fish or frog. The background is a lush, green marshy area with tall grasses and several fallen, moss-covered tree branches. The foreground shows a calm body of water reflecting the greenery. In the top right corner, there is a white-bordered box containing text, and above it is a solid brown rectangular bar.

THE WILLAMETTE  
VALLEY WE ALL  
KNOW AND LOVE.

## CONNECTING PEOPLE TO THE LAND

**GOAL:** We build connections between people of the mid-Willamette Valley and conserved lands and rivers by expanding opportunities for outdoor education, volunteer work, and recreation.

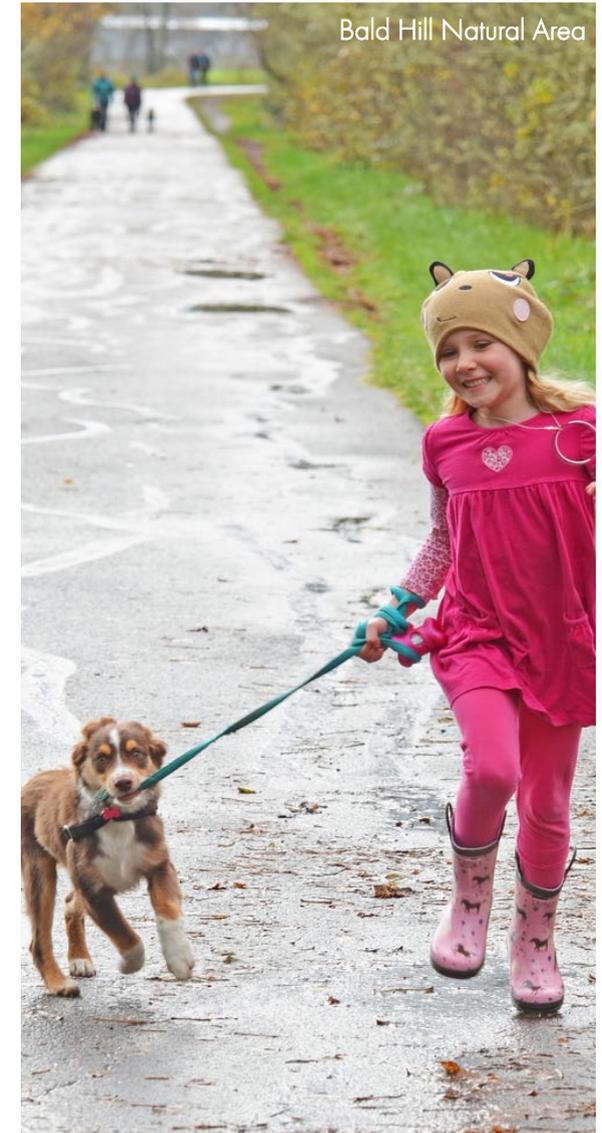
### STRATEGIES

1. Create meaningful opportunities for residents to learn about our natural resources legacy
2. Build an active volunteer program to encourage community engagement with Greenbelt lands
3. Develop educational opportunities for students to explore ecological education on Greenbelt lands
4. Implement outreach activities across a broader region

**GOAL:** We invest in and expand fundraising systems, staff and board capacity to meet land acquisition, stewardship, and operational needs, while increasing the recognition and esteem of Greenbelt through strategic communications and advocacy.

### STRATEGIES

1. Develop a robust Development Plan with measurable outcomes related to private fundraising
2. Attract and maintain private funds to support our operating and stewardship expenses
3. Initiate a Comprehensive Campaign to ensure long-term stability and security for the Trust
4. Maintain a steady stream of grant support for acquisition, restoration and stewardship projects
5. Increase communications at the local and regional level through innovative marketing and collaborations
6. Increase the influence of Greenbelt with local, state, and federal elected officials



Greenbelt members enjoying a walk

*“When I go to a land trust event I feel like I am part of a family. Aside from protecting land, I think that this is what Greenbelt does best. You bring people, all people, together. I can’t think of another local organization doing a better job at this outreach.”*

Julie, Greenbelt member



A LEGACY OF  
LEARNING AND  
STEWARDSHIP

## EFFECTIVE LEADERSHIP & OPERATIONS

**GOAL:** Greenbelt Land Trust ensures its long-term stability by building a highly motivated and professional staff, a committed board and a well-defined organizational structure to implement our mission and strategic goals, and to maintain the high standards of an accredited land trust\*.

### STRATEGIES

1. We promote efficiency and effectiveness of board governance and fiduciary oversight
2. Ensure that board committees function in a manner that contributes to the short and long-term success of the organization.
3. Attract and retain talented and professional staff
4. Ensure that the organization is proactive in assessing and responding to organizational risk

**GOAL:** Greenbelt Land Trust ensures it's long-term viability by maintaining a strong financial base supported by sound fiscal policy, accounting principles and procedures

### STRATEGIES

1. We have a highly effective internal financial system supported by sound policies and procedures
2. Greenbelt is an organization that pro-actively strives to develop innovative structures and partnerships

\* In 2008 Greenbelt Land Trust achieved national accreditation through the Land Trust Alliance Accreditation Commission. Accreditation is a mark of distinction among the more than 1,200 land trusts across America and includes an analysis of the land trust's finances, transaction work, land stewardship, and governance.



Conservation planning tours of the Willamette Valley

## PARTNERSHIP OPPORTUNITIES

- \* Shared office space
- \* Regional conservation planning
- \* Leveraging staff resources
- \* Joint work-planning
- \* Service centers
- \* Regional associations



Funding and conservation partner Pam Wiley at the closing of Horseshoe Lake

RIVERS  
CONNECTING  
COMMUNITIES



The **Willamette Valley ecoregion** is both the fastest growing ecoregion in Oregon and the most densely populated, containing the state's three largest urban centers (Portland, Salem, Eugene), and provides about half of the state's agricultural sales. Bounded on the west by the Coast Range and on the east by the Cascade Mountains, the ecoregion encompasses 5,308 square miles and includes the Willamette Valley and adjacent foothills. Since the 1850's, much of the ecoregion has been altered by development, particularly affecting oak woodlands, oak savanna, grassland, riverine, wetland habitats, and the Willamette River floodplain.

Regions filled in purple denote areas of opportunity where the Trust has not previously protected land, though other conservation organizations have developed a conservation foothold within the region.

Regions filled in red denote areas where the Trust has an active conservation history, and where we will continue to invest in conservation projects that expand our footprint and create landscape-scale solutions for our communities.

**LEGEND**

- GLT Areas of Interest (Expansion of Existing Areas)
- GLT Areas of Interest (New Geographic Areas)
- Greenbelt Land Trust Ownership/Easements
- Federal Ownership
- Tribal Ownership
- State Ownership
- City & County Ownership
- Other Land Trust Ownership/Easements

# CONSERVATION PLAN 2016-2026

This Conservation Map highlights the areas that Greenbelt Land Trust has identified as priority for **protection, restoration, and connection** throughout its four-county service area (Benton, Linn, Polk, Marion) of the Willamette Valley Ecoregion over the next 10 years.

- Goals within each 'Opportunity Area' relate to:
- ✦ Land Acquisition
  - ✦ Partnership Development
  - ✦ Regional Restoration Planning
  - ✦ Landowner & Community Outreach

A fully-functioning Valley landscape where people, plants, and animals all thrive is a big goal. To prioritize Greenbelt's conservation efforts and those of our many partners, criteria were identified that support ecological integrity and contribute to high conservation values.



The priority areas shown on the map were identified based on:

- ✦ Interpretation of available conservation data provided by The Nature Conservancy, U.S. Fish and Wildlife Service, USDA Natural Resource Conservation Service, Oregon Department of Fish and Wildlife, and watershed councils;
- ✦ Aerial photo interpretation;
- ✦ Input offered by 22 mid-valley conservation partners; and
- ✦ Site visits by staff and conservation partners

**DATA INTEGRATED**

PROTECT  
RESTORE  
ENJOY



greenbelt  
land trust

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[www.greenbeltlandtrust.org](http://www.greenbeltlandtrust.org)