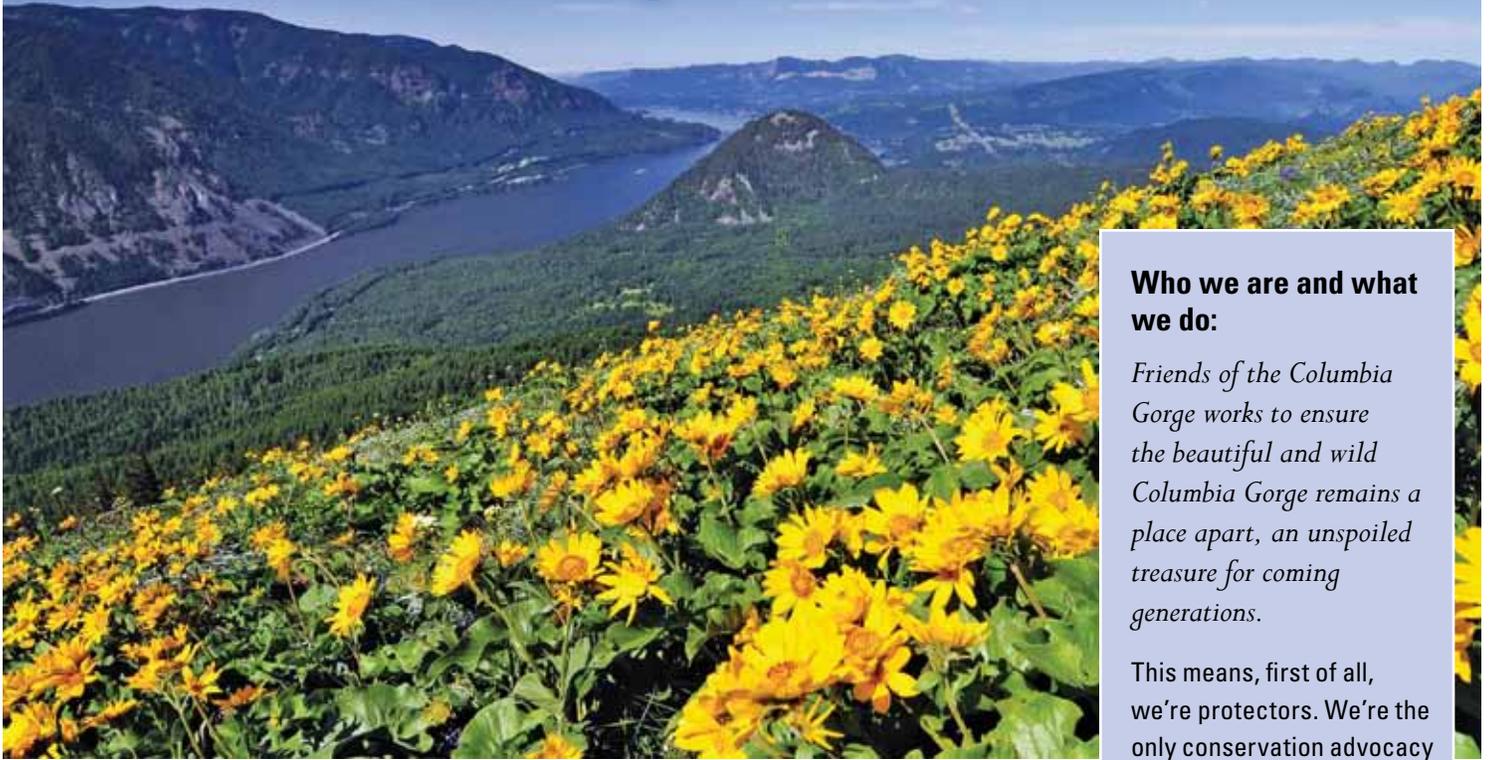


# Friends of the Columbia Gorge *and* Friends of the Columbia Gorge Land Trust 2015 - 2018 Strategic Plan



## Who we are and what we do:

*Friends of the Columbia Gorge works to ensure the beautiful and wild Columbia Gorge remains a place apart, an unspoiled treasure for coming generations.*

This means, first of all, we're protectors. We're the only conservation advocacy organization dedicated solely to protecting the Columbia Gorge.

Second, we're landowners. Our land trust owns more than 1,000 acres, provides hiking and recreation opportunities, and manages our land for long-term protection.

Third, we're educators. We educate people to be responsible lovers of the Gorge. We lead more than 100 hikes a year, taking the public to places they have never seen to learn things they never knew.

Finally, we're connectors. We connect the landscapes of the Gorge to the communities of Gorge through projects such as *Gorge Towns to Trails*.

## Goal #1: Protect and Enhance the Columbia Gorge

Keeping the Columbia Gorge wild and beautiful is the core of what we do. We ensure the Columbia River Gorge National Scenic Area Act's primary purpose of protecting and enhancing the scenic, natural, recreation and cultural resources is upheld, as well as other laws protecting the Columbia Gorge.

### Objectives

#### Ensure Energy Development Does Not Harm the Columbia Gorge

- Limit fossil fuel transport through the Gorge and improve its safety
- Stop new or expanded oil terminals transporting oil through the Gorge
- Limit coal pollution in the Gorge and stop coal terminals that would transport coal through the Gorge
- Ensure the proposed Troutdale Energy Center is not built
- Ensure wind energy development does not harm Gorge resources

#### Strengthen Governing Bodies and Maintain and Improve Gorge Protection Laws

- Ensure a strong Gorge Commission enforces Gorge protection laws and has the resources to function effectively
- Ensure the U.S. Forest Service enforces Gorge protection laws and has the resources to function effectively
- Cultivate three or more political champions in Oregon and Washington
- Strengthen the National Scenic Area Management Plan during plan review

## Ensure Industrial, Commercial and Residential Land Uses and Development do not Harm the Columbia Gorge

- Review every National Scenic Area land use and development application to ensure Gorge resources are protected
- Ensure revisions to urban area boundaries protect Gorge resources and comply with the law
- Ensure laws protecting Gorge air quality are enforced and/or improved
- Ensure that other laws protecting the Columbia Gorge are enforced and/or strengthened

## Ensure Acquisition, Enhancement and Management of Critical Gorge Lands

- Complete stewardship and enhancement plans for three signature landscape lands and manage other long-term held properties
- Ensure funding for *Pathways to the Pacific* Large Landscapes proposal
- Convey at least three properties to natural resource agencies
- Acquire one or more properties for natural habitat protection or restoration

*Dancing Rock in the spring.* Photo: Debbie Asakawa



*Cooling off in the river at Rooster Rock.* Photo: Aubrey Russell

## Support Sustainable Recreation in the Columbia Gorge

- Convene Gorge Recreation Coalition to develop a sustainable recreation vision
- Acquire three or more properties or easements for connections within the Washougal to Stevenson *Gorge Towns to Trails* segment
- Acquire one to three easements for connections within the Hood River to The Dalles *Gorge Towns to Trails* segment
- Acquire one property to improve Lyle Cherry Orchard segment
- Complete Lyle Cherry Orchard trail expansion and ecological restoration management plan

## Goal #2: Build Public Support for Lasting Gorge Protection

A large, cross section of public support is critical if we are to preserve the Columbia Gorge for future generations. We will continue to build our member, volunteer and activist bases to garner greater support for long-term protection.

### Objectives

#### Grow Friends' Membership Steadily to Ensure it is Robust and Engaged

- Increase membership by 9% over three-year plan
- Increase Gorge members by 20%
- Maintain a retention rate of 75% or greater

#### Broaden and Deepen Friends' Activist Base

- Generate 200 new "action takers" annually
- Establish 50 new "mid-level" activists each year while maintaining 90% of existing ones
- Establish five to seven new high-level activists each year while maintaining 90% of existing ones
- Participate in at least four coalition campaigns to build Friends' activist base



Elowah Falls. Photo: Margot Kelley

#### Educate the Public and Members to Support Gorge Protection

- Add 8,100 prospects to our engagement efforts
- Motivate over 8,000 people through 525 events during the strategic plan
  - » Lead over 3,200 people over three years on Gorge hikes
  - » Engage over 1,200 school-aged students during the plan
  - » Carry out 20 public engagements annually including tabling, hearings, forums, presentations, etc., to educate the public on advocacy issues



Bald Eagle and salmon. Photo: Yathin S. Krishnappa

- Transform Friends' website to a digital hub increasing website traffic 50% annually
- Increase Facebook fans to 10,000 and Twitter followers to 4,000
- Increase our total email subscriptions by 40%
- Undertake organizational branding process

#### Build Support for the Loop Trail Vision of Gorge Towns to Trails

- Generate 50 new partners and supporters, increasing from 100 to 150
- Establish cooperative agreement with three or more new Gorge communities to support mutual recreation goals
- Ensure *Gorge Towns to Trails* components are incorporated into Gorge planning processes

## Goal #3: Increase the Financial Stability and Organizational Effectiveness of Friends of the Columbia Gorge

Building a strong, sustained organization managed by talented and dedicated staff and volunteers is paramount to carrying out the goals of this plan. We will raise our capacity in funding and people to work toward being the most effective and efficient conservation organization in the Pacific Northwest.

### Objectives

#### Strengthen Board, Land Trust and Committees' Effectiveness

- Maintain a board of at least 20 and increase various levels of diversity
- Ensure leadership succession for the board, land trust and committees occurs in a strategic manner
- Create communication policies between Friends' board and the Land Trust
- Ensure board policies are updated, accessible and understandable
- Ensure all board members serve on at least one board committee and committees report regularly to the board
- Ensure Land Trust accreditation through Land Trust Alliance



Hikers on the Angels Rest Trail. Photo: Debbie Asakawa

#### Hire, Develop and Retain a Strong Staff Team

- Ensure 85% of staff receive some form of training or participate in a conference each year with 100% receiving training during the plan
- Conduct compensation and benefits survey in 2016
- Ensure staff retention at 80% or higher

#### Increase Revenue from Fundraising Efforts to Sustain the Organization and Enhance the Gorge

- Conduct land acquisition fundraising campaign, raising \$5+ million
- Increase operational fundraising revenue 6% annually during plan
- Increase planned giving commitments

#### Establish Budgetary Sustainability Plan

- Develop ten-year financial forecast to address threats and opportunities.

#### Improve Systems and Technology

- Upgrade website to serve as mobile friendly, digital hub
- Create business continuity plan
- Ensure successful office move/renewal in 2017
- Secure reliable website/electronic meeting technology services for board and committee members

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